

PRME – Principles for Responsible Management Education

# Sharing Information on Progress Report 2019-2021



Munich Business School (MBS)

July 2021



## TABLE OF CONTENTS

LETTER FROM THE MBS UNIVERSITY MANAGEMENT.....	4
ABOUT MUNICH BUSINESS SCHOOL.....	5
Accreditations .....	5
Rankings .....	5
Program Portfolio.....	6
Student Body.....	7
PRINCIPLE 1: PURPOSE .....	8
Mission, Vision, and Strategy .....	8
Assurance of Learning .....	9
PRINCIPLE 2: VALUES.....	10
Our Core Values: Innovative – Responsible – Globally Minded .....	10
Sustainable Development Goals .....	11
Sustaining Responsible and Ethical Behavior .....	12
MBS Role Models .....	13
PRINCIPLE 3: METHOD.....	15
Bachelor’s Program .....	15
Master’s Programs .....	16
MBA Program.....	17
Executive Education .....	18
Faculty Development.....	18
PRINCIPLE 4: RESEARCH.....	19
Key Research Projects and Activities.....	19
Partners in Research.....	21
PRINCIPLE 5: PARTNERSHIP .....	23
Career Partnerships.....	23
Women in Leadership Partnerships .....	23
Project Partnerships .....	24
Social Impact Partnerships.....	25
PRINCIPLE 6: DIALOGUE .....	26



Co-curricular and Extracurricular Activities .....	26
Alumni Engagement .....	27
MBS Advisory Board .....	28
Public Lectures, Discussions, and Workshops .....	28
Public Challenges.....	31
External Events.....	32
Memberships .....	32
SPECIAL FEATURE: DIVERSITY AT MBS .....	34
SPECIAL FEATURE: OVERCOMING THE CORONA CRISIS .....	37
ACHIEVEMENTS & COMMITMENTS .....	38
LIST OF FIGURES .....	39
APPENDIX.....	40
Appendix 1: Complete Overview of PRME-Related Research Activities from 2019-2021.....	40
IMPRINT .....	41



## LETTER FROM THE MBS UNIVERSITY MANAGEMENT

For more than one and a half years now, COVID-19 has been presenting the entire world with massive challenges and upheavals which have also greatly affected Munich Business School and its members. Extensive contact and travel restrictions have led to a temporary drop in student numbers, and the switch to 100% online teaching and home office has resulted in unplanned costs. Social distancing continues to hamper internal cohesion and international exchange, and while it successfully protects against contagion, it still poses risks, especially for the mental health of our students, faculty and staff. Nevertheless, we have successfully managed the corona crisis so far and are convinced that we will even emerge stronger from it. In our view, this is due not least to the fact that we have remained true to our mission and our core values “innovative,” “responsible” and “globally minded”.

By having created a new online learning and working environment and using innovative methods and tools, we continue to impart current business and management knowledge to our students and enable them to apply it in practice. Furthermore, we remain committed to supporting their personal development through increased individual assistance and the creation of new communication channels and networking opportunities. Raising awareness of issues such as diversity, sustainability and social responsibility are at the heart of these activities, as we are convinced that it not only advances the personal development and careers of individuals, but also society as a whole. For the same reason,



***we are proud to continue our membership in the PRME initiative and remain deeply committed to its Six Principles.***

By sharing information on the progress that has been made in the past two years, we hope to make a valuable contribution to PRME's vision and mission and to continue promoting its impact globally. The following are only some of the highlights of this year's SIP report:

- **Principle 1:** Implementation of the Assurance of Learning system in line with the MBS mission
- **Principle 2:** Creation of the Ethics Committee, strengthening of the Diversity & Inclusion Officer
- **Principle 3:** Re-design and mission-alignment of all educational offerings
- **Principle 4:** Acquisition of new third-party funded projects and nomination of Research Fellows
- **Principle 5:** Launch of the MBS Empowerment Fund and new cooperation with Mission Female
- **Principle 6:** Signing of the German Diversity Charter and launch of the MBS Diversity Campaign

Yours,

Dr. Alfred Gossner (President)

Dr. Stefan Baldi (Dean)

Dr. Christine Menges (Chancellor)



## ABOUT MUNICH BUSINESS SCHOOL

Munich Business School is the oldest private university in Bavaria and the first one to receive unlimited state-accreditation by the Bavarian State Ministry of Science and the Arts. Since its foundation in 1991, its goal of setting new standards for internationality and practical relevance of business education hasn't changed.

With its mission and vision developed in 2017 (see Principle 1), MBS commits to developing the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

## ACCREDITATIONS

For its educational offerings, Munich Business School sets the highest standards as confirmed again and again by neutral institutions. As already mentioned, MBS is the first private university in Bavaria that has received unlimited state-accreditation. In addition, the institutional re-accreditation by the **Wissenschaftsrat** (German Council of Science and Humanities) in 2020 as well as the re-accreditation of all degree programs by **FIBAA and the Akkreditierungsrat** (Accreditation Council) between 2017 and 2020 confirm that our performance in education and research continues to meet high scientific standards.

## RANKINGS



**WirtschaftsWoche Ranking 2021**  
Best German private business school and rank 3 among all universities of applied sciences in the field of business administration

### CHE Ranking 2020

Top ranking for the support of freshmen, internationality, and career support, both in the bachelor's and master's ranking



Today, the MBS community has grown to about 650 enrolled students and numerous executive education clients, more than 2,000 alumni, almost 70 academic and professional staff members as well as more than 130 adjunct lecturers. In 2021, the university celebrates its 30th anniversary.



The process to international accreditation by **AACSB** has also been successfully continued in the past two years. In May 2020, MBS made the most critical step by submitting its initial Self-Evaluation Report (iSER), followed by a first report on the school's progress made towards meeting the objectives documented in the iSER. This also included a self-assessment of its alignment with the new AACSB Standards introduced in summer 2020, which, amongst others, put particular emphasis on the issue of societal impact. The IAC is currently reviewing the report submitted in May 2021 to determine if acceptable progress is apparent.

### **multirank U-Multirank 2020**

Among the Global Top 25 Performers for Student Mobility and thus one of the best performing schools worldwide

### **trendence Graduate Barometer 2020**

Among the top 3 of all German private universities of applied sciences in seven of eight categories and rank 1 in the category internationality





## PROGRAM PORTFOLIO

Currently, the degree program portfolio consists of one bachelor's and five master's programs as well as a doctoral program in collaboration with Sheffield Hallam University (see Figure 1). In addition, we have developed a growing number of executive education offerings ranging from open certificate courses to tailored solutions for individual companies.

Despite their differences, all programs have one thing in common: they are international, practice-oriented and focused on the personal development of the students.

### Internationality

Although mainly taught on campus, our program offerings are marked by a high level of internationality. First of all, we meet international business standards by offering study programs either in German and English (Bilingual Track) or completely in English (English Track). Furthermore, the majority of programs includes additional foreign language courses. Secondly, in each study program, lecturers with international management experience depict complex topics and methods from the global business world. Others focus on markets and developments of a specific region (e.g., China or Latin America). Courses about intercultural skills complete the curricula (see Principle 3: Method). Finally, each degree program includes an integrated study abroad. Students can choose from a growing network of currently more than 70 partner universities worldwide and even

complete a top-up master's degree (B.A. program) or a dual degree (master's programs) at some of them. In addition, the bachelor's curriculum includes a mandatory internship abroad.

### Practice-Orientation

The MBS study concept is also designed to meet the high demands that international companies place on their prospective staff. A close integration of practice-oriented studies (including business projects, case studies, workshops or pitching competitions) and practical phases in Germany and abroad enables students to put their newly acquired skills directly into practice (see Principle 3: Method). Numerous lecturers from the industry as well as a growing number of local and global partner companies and organizations provide ideal conditions for them to increase their personal network and shape their professional future or reach the next level in their career.

### Personal Development

To support students in their personal development, we integrated a large number of soft skill courses (e.g., leadership training, resilience management, time and self-management, etc.) but also opportunities for social engagement into our curricula (see Principle 3: Method). Furthermore, extracurricular offerings such as student initiatives or personal (career) coaching and mentoring (see Principle 6: Dialogue) give them the opportunity to grow personally and develop into responsible leaders of tomorrow.

Degree Programs	Level	Language Options	Enrollment Numbers
B.A. in International Business	Undergraduate	English and Bilingual Track	298
M.A. in International Business	Graduate	English and Bilingual Track	169
M.A. in Sports Business and Communication	Graduate	Bilingual Track	21
M.A. in Innovation and Entrepreneurship	Graduate	English Track	19
M.A. in International Marketing and Brand Management	Graduate	English Track	35
MBA in General Management	Graduate	English Track	78
DBA Doctor of Business Administration	Doctorate	English Track	10
<b>Total</b>			<b>630</b>

Figure 1: MBS degree programs and enrollment statistics (as of September 1, 2020)



## STUDENT BODY

In accordance with our mission and vision (see Principle 1), we attach particular importance to a **diverse student body**. At the beginning of the academic year 2020/21, the university counted 630 enrolled degree-seeking students, more than half of whom come from abroad, representing over 60 countries worldwide. Furthermore, the proportion of female students has been on a high and balanced level for years. As of September 1, 2020, 50% female students were enrolled at MBS (see Figure

2). The wide age range of 17 to 49 is a direct result of our broad program portfolio supporting life-long learning. Finally, various scholarship offers ensure a certain level of social diversity at MBS (see [MBS website](#)).

For more information on our commitment to creating, supporting, and sustaining diversity and thereby creating a societal impact, see Special Feature: Diversity at MBS.

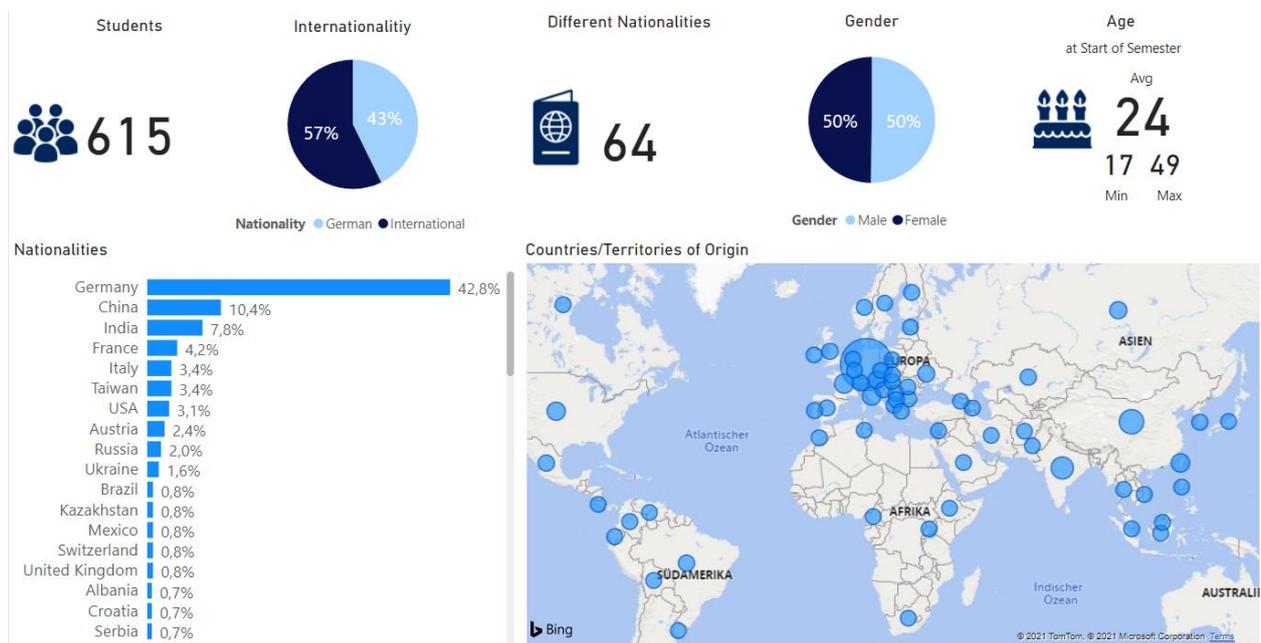


Figure 2: Diversity of the MBS student body (as of September 1, 2020)



## PRINCIPLE 1: PURPOSE



We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

### MISSION, VISION, AND STRATEGY

#### Our Vision

Munich Business School wants to be the preferred business school in Germany for globally minded, responsible and entrepreneurial personalities from all over the world in their lifelong pursuit of knowledge and personal development.

#### Our Mission

Munich Business School contributes to the economy and society by creating an inspiring academic environment in Munich that enables individuals to strive for entrepreneurial success while treating the people around them as well as our natural resources in a respectful and responsible manner.

In a holistic approach, we encourage people to fully understand and appreciate their role in and impact on society as well as to competently apply and continuously advance their business knowledge. We provide students from all over the world with an academic and professional perspective in Germany and beyond. In collaboration with our international partner universities, we enable them to gain advanced insights into the global economy and diverse cultures.

Together with our company and academia partners, we create a platform for motivated and curious individuals with an entrepreneurial spirit to connect, exchange views and learn from each other. In all of our activities, we pursue practical relevance and high quality.

Figure 3: MBS Mission and Vision

With our mission and vision displayed above, we commit to developing the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The MBS Strategic Plan for 2017-2021 explicitly addresses the topic of social responsibility and sustainability in the following objectives:

- **Focus on Diversity and Quality of our Student Body:** By aiming for a student body with 50% international and 50% female students in all study programs, MBS actively promotes diversity, intercultural exchange, equality, open-mindedness and tolerance. A growing scholarship scheme and the introduction of the MBS Empowerment Fund enhance diversity at MBS (see Special Feature: Diversity at MBS).
- **Increase Societal Engagement and Links:** Social engagement remains an integral part of the curricula and is becoming increasingly important, particularly in the new bachelor's curriculum (see Principle 3: Method). Furthermore, MBS supports the professional advancement of women and continues to communicate the importance of gender equality through its Women in Leadership initiative (see Principle 6: Dialogue). With the signing of the Diversity Charter, MBS has further strengthened its commitment and societal impact related to diversity (see Special Feature: Diversity at MBS).
- **Refine Research Agenda with Impact on Business and Societal Challenges:** The school's research areas in general and its current third-party funded projects and research collaborations in particular reflect a high



emphasis on issues of societal importance, such as responsible leadership, social finance, and conscious business. With the help of its new research strategy, currently in development, MBS will continue to engage with societal challenges, supported by a more regular and systematic update of the research agenda with input from cooperation partners and other external stakeholders (see Principles 4: Research).

- **Become a More Sustainable Institution:** Activities include the advancement of family-friendly options (e.g., flexible working hours, mobile work opportunities), participation in the World Cleanup Day, the switch to Ecosia search

## ASSURANCE OF LEARNING

The MBS mission, vision, and values (see section below) are also reflected in our Assurance and Learning (AoL) system which defines competency goals for the university as a whole and each degree program and measures their achievement in each academic year. The system was jointly developed by the members of the MBS faculty and staff and finally introduced in the fall semester 2019/20; the first measurement cycle will be completed this summer.

In terms of **institutional competency goals** relevant in the context of PRME, the school aims for its graduates to be

- “globally minded with the cultural awareness to act consciously in an international environment” and to
- “act responsibly by incorporating ethical and sustainability considerations into their decisions.”

engine or public challenges for solving problems related to COVID-19 (see Special Feature: Overcoming the Corona Crisis).

In spring 2020, Munich Business School kicked off the development of the MBS Strategic Plan for 2022-2026. In this context, the university plans to define its societal impact aspirations and related necessary human and financial capital even more clearly in order to systematically pursue and monitor them in the future. To this end, the university is guided in particular by the “diversity wheel,” a model showing the seven core dimensions of diversity (see Special Feature: Diversity at MBS).

Both goals form the basis for the following **program-specific competency goals**:

- Bachelor’s program: “Graduates demonstrate intercultural awareness and ethical thinking.”
- Master’s program: “Graduates develop a global understanding and mindset” and “Graduates practice a human-centered business approach.”
- MBA program: “Graduates develop a global perspective” and “Graduates act responsibly by combining ethical considerations and entrepreneurial thinking in their decisions.”

The measurement results on the individual goals and objectives serve as the basis for implementing change and improvement measures in the respective degree programs, thus ensuring the long-term learning success of the students and supporting them in becoming responsible future managers.



## PRINCIPLE 2: VALUES



We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

### OUR CORE VALUES: INNOVATIVE – RESPONSIBLE – GLOBALLY MINDED

The values that we hold in common are the foundation of our vision and our mission. In order to create an environment in which it is possible to create knowledge together, to connect people and overcome boundaries, all the members of MBS agree on the following maxims for action and the resulting ideals:

**Innovative:** Our thoughts and actions are guided by readiness to perform at a high level of quality, scientific curiosity, and pursuit of personal development.

**Responsible:** Our actions in dealing with one another in both scientific and social contexts are characterized by honesty, fairness and a sense of responsibility.

**Globally minded:** We respect the dignity and rights of all people and promote diversity in all of its dimensions (see Special Feature: Diversity at MBS).

All curricula and executive education offerings as well as numerous extracurricular activities are aligned with the mission and values of the university (see Principle 3). Furthermore, the core values are clearly reflected in the MBS Research Areas, first and foremost in “Innovation and Entrepreneurship”, “Responsible Leadership”, and “International Business” (see Principle 4). The same applies to the selection of our cooperation partners (see Principle 5) and the dialogue and debate with we hold with our stakeholders (see Principle 6). Furthermore, scholarships are awarded exclusively to prospective students who represent one or more the three values, which is particularly evident in the MBA program, where one scholarship each is to be awarded to a “Global Thinker”, “Responsible Leader” or “Smart Entrepreneur.”

Finally, the MBS values are not only encountered in the premises and various communication channels

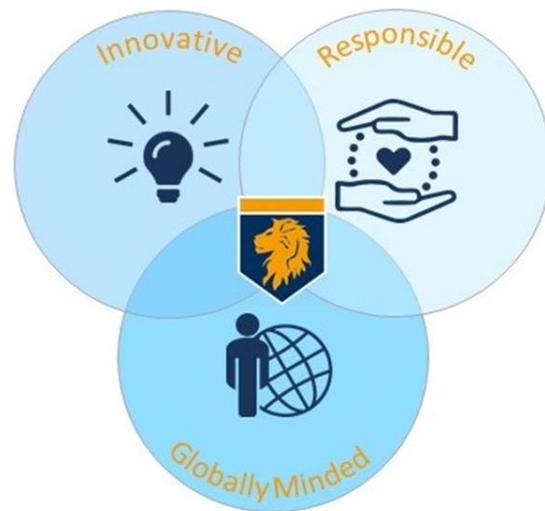


Figure 4: MBS Values

of the university but lived in daily interaction. Amongst others, bachelor’s freshmen participate in the mandatory “Introduction to Social Skills and MBS Values”. This introductory session provides students with the fundamentals of personality and social competency, especially in relation to the MBS values. Amongst others, they learn to understand what personal and social skills are expected from them and how a responsible behavior towards themselves and others is the key to a successful personal and professional life.

In 2017, the MBS values were codified for the first time in the form of the Code of Conduct and Research Code of Conduct committing every member of the university to comply with our value-based behavioral rules and to be held accountable in the event of a violation (see section on Sustaining Responsible and Ethical Behavior).



## SUSTAINABLE DEVELOPMENT GOALS

With our mission, vision, and values described above, as well as our commitment to the Six Principles of Responsible Management Education, we simultaneously declare our willingness to implement the Sustainable Development Goals (SDGs) of the UN Global Compact.

As a business school offering accredited high-quality degree programs and various opportunities for lifelong learning, we are committed first and foremost to implementing **Goal 4 – Quality Education**. In addition, our activities in teaching and research as well as the exchange and cooperation with our stakeholders contribute in particular to the following goals:

- **Goal 3 – Good Health and Well-Being** (e.g., teaching and research on happiness, burnout or resilience management, student initiatives supporting mental and physical health, corporate health care)
- **Goal 5 – Gender Equality** (e.g., balanced share of female students and employees, research on female leadership, Women in Leadership initiative, use of gender-inclusive and gender-neutral language)
- **Goal 8 – Decent Work and Economic Growth** (e.g., teaching and research on responsible management and labor law, sustainable

financing strategy of MBS, unlimited labor contracts, flexible and family-friendly working conditions)

- **Goal 9 – Industry, Innovation, and Infrastructure** (e.g., teaching, research and events on innovation, entrepreneurship, family businesses and responsible leadership)
- **Goal 10 – Reduced Inequalities** (e.g., broad scholarship scheme and individual payment options, social service projects and initiatives supporting underprivileged communities, research on social entrepreneurship and social finance)
- **Goal 12 – Responsible Consumption and Production** (e.g., teaching and research on sustainable supply chain management or consumer behavior)
- **Goal 13 – Climate Action** (e.g., social service projects, business projects and initiatives on environmental sustainability, environmentally friendly operations)
- **Goal 17 – Partnerships for the Goals** (e.g., PRME, AACSB, German Diversity Charter, strong network of partner universities, companies and organizations supporting the implementation of SDGs)





## SUSTAINING RESPONSIBLE AND ETHICAL BEHAVIOR

### MBS Code of Conduct

As stated at the beginning of this chapter, the MBS Code of Conduct adopted in November 2017 reflects our core values and aims to bundle our views regarding jointly held standards of good conduct. It applies to the members of the university at all times, both inside and outside the MBS and helps us to contribute to achieving our mission and vision.

The code is part of every employment and study contract as well as our student guide and faculty guide. In addition, notably students of the bachelor's program explicitly deal with the core values and the Code of Conduct in their course "Introduction to Social Skills and MBS Values" (see Principle 3: Method).

We are diverse, tolerant and international.

We are honest, fair and responsible.

We communicate with one another transparently and openly.

We communicate to the outside world as ambassadors of the university.

We respect the property of others.

We recognize and avoid conflicts of interest.

We do not tolerate bribery.

Our fundraising activities are guided by ethics and integrity.

We demand and promote willingness to perform, scientific curiosity and personal development.

Figure 5: MBS Code of Conduct at a glance

### Research Code of Conduct

Accompanied by the adoption of the Code of Conduct, the Munich Business School introduced the *MBS Guidelines for Safeguarding Good Scientific Practice* (Research Code of Conduct) in November 2017. All members of Munich Business School are obliged to commit to these Guidelines and to contribute actively to preventing and avoiding scientific misconduct. The disapproval of scientific misconduct also covers alumni and former employees insofar as the alleged misconduct occurred during the time of their active membership of the university.

### MBS Ethics Committee

In the context of the general Code of Conduct and Research Code of Conduct, the MBS Senate elected an Ethics Committee in fall 2019. This new body can act as a contact partner, advisor or mediator in all matters of concern with ethical relevance. The Ethics Committee offers recommendations for those responsible or affected, based on this Code of Conduct as well as generally accepted social ethics and standards. If necessary, it draws up ethical guidelines and principles applicable in cases of fundamental importance. This is intended to provide a basis for decisions on how to uphold the values of Munich Business School and to ensure consistent, coherent, uniform application and implementation in everyday university life. This advisory function does not replace the decisions of university representatives or committees, which are made within the scope of their mandates.

### MBS Diversity and Inclusion Officer

The MBS Diversity and Inclusion Officer is responsible for matters of equality, which do not only concern gender-related issues, but all kinds of (potential) discrimination (see Special Feature: Diversity at MBS). His/her position has recently been further strengthened in the MBS Basic Regulations. Instead of being nominated, he or she will be officially elected by the Senate starting from this fall. Furthermore, the officeholder will also play an increasingly important role in the development of the university as an advisory member of the Senate and all appointment committees.



## MBS ROLE MODELS

All members of MBS embody the values “innovative,” “responsible,” and “globally minded” in their own way and thus contribute to the achievement of our mission and vision. However, certain goals could not be reached without the extraordinary efforts of some individuals who not only make important contributions on different levels but also serve as role models for others.

### **Dr. Patricia Kraft – Supporting Women in Leadership**



As Vice Dean for Learning and Teaching and Academic Director of the bachelor’s program, Dr. Kraft played a key role in the development and implementation of the Assurance of Learning system. She furthermore

developed and teaches the new bachelor’s courses “Introduction to Social Skills and MBS Values” and “MBS Explorer Days: Creativity & Expression” (see Principle 3: Method), and co-leads the third-party funded research project on “Women Entrepreneurs in the Maghreb (WEMag)” (see Principle 4: Research). In the context of the MBS initiative “Women in Leadership”, she and her co-organizer Dr. Ellen Schmid recently published a study on “International Female Leaders and Their Way to the Top” (see Principle 6: Dialogue).

### **Dr. Sophie Hieke – Fostering Societal Impact**



After being a member of the adjunct faculty for many years, Dr. Hieke became a professor at MBS in fall 2019, teaching behavioral marketing and being one of our most productive and successful researchers to

date. She is a co-initiator of the MBS Diversity Campaign launched in 2020 (see Special Feature: Diversity at MBS) and a driving force behind our participation in the *World Cleanup Day 2020* (see Principle 5: Partnership). As part of the AACSB accreditation process, Dr. Hieke has assumed responsibility for the MBS Societal Impact Report, which is expected to be published for the first time in October 2021.

### **Dr. Gabriella Maráz – Promoting Social Engagement**



Dr. Maráz has been a professor for Intercultural Management for many years. Among her greatest merits are the supervision of the “Social Service Project” module in the B.A. program as well as the “Munich Outreach Program” of the

Pre-Bachelor’s program, both involving participants in social organizations. Furthermore, she gives an “Introduction to Social Skills and MBS Values” to all bachelor’s students together with Dr. Kraft (see Principle 3: Method). In all of her

courses, she discusses socially relevant topics (e.g., sustainable fashion) and also regularly organizes PRME-related guest lectures (see Principle 6: Dialogue). During the lockdown, Dr. Maráz voluntarily offered cultural walks in Munich to international freshmen (see Special Feature: Overcoming the Corona Crisis).

### **Dr. Barbara Scheck – Paving the Way for Social Entrepreneurs**



Even though currently on maternity leave, Dr. Barbara Scheck has continued to make an outstanding contribution to the implementation of the Six Principles over the past two years. Besides her

ongoing commitment as social finance and impact investing expert, she recently started the research project on “Women Entrepreneurs in the Maghreb” together with Dr. Kraft. In addition, she leads two more third-party funded projects in cooperation with the European Center for Social Finance, which she co-founded in 2018 (see Principle 4: Research). Her latest intellectual contribution focuses on the topic of Social Reporting Standard (see Appendix 1).

### **Christoph Schlottmann – Celebrating Diversity**



As a great advocate of diversity and equal opportunity, Christoph Schlottmann was the perfect candidate when MBS was looking for a new Diversity and Inclusion Officer in December 2019.

Besides his regular job as program advisor for prospective master’s students, he so far played a key role in implementing the MBS Diversity Campaign, signing the Diversity Charter and developing a guide for gender-neutral and gender-inclusive language. In June 2021, on the occasion of the International Pride Week and MBS’s 30<sup>th</sup> anniversary, he also moderated our alumni panel discussion on diversity (see Special Feature: Diversity at MBS).



#### **Dr. Ellen Schmid – Training Responsible Leaders of Tomorrow**



Dr. Schmid, who holds a doctorate in psychology and is a proven expert in HR management, took up the newly created professorship for Responsible Leadership in the fall of 2019. A year later, she not only received the MBS Research Award for

her outstanding research performance; she also became academic director for executive education, where she plays a key role in the strategic development of the area and its alignment with the MBS mission and values. Together with Dr. Kraft, she furthermore organizes the “Women in Leadership” events and recently published a study on “International Female Leaders and Their Way to the Top”. In accordance with her teaching and research focus, Dr. Schmid gave a public business lecture at MBS on the topic of responsible leadership in the digital age (see Principle 6: Dialogue).

#### **Dr. Christian Schmidkonz – Acting Consciously and Mindfully**



The fact that Dr. Schmidkonz was selected as the first recipient of the **MBS Teaching Award** is no coincidence: His courses “Conscious Business” and “Success Factor Happiness” (see Principle 3: Method)

and related public events (see Principle 6: Dialogue) are not only particularly innovative and popular among students; they are also core elements of responsible management education at MBS. In addition to his activities as academic director and researcher, the professor also creates a major impact, e.g., by holding mindfulness sessions for employees, introducing the Ecosia search engine (see Principle 5: Partnership), or acting as

a member of the MBS Corona crisis team (see Special Feature: Overcoming the Corona Crisis).

#### **Melanie Vogel – Creating Togetherness and Well-Being**



Munich Business School is proud to welcome over 50% foreign students from over 60 countries each year. On their way to graduation, Incoming Exchange Coordinator and member of the MBS International

Center Melanie Vogel certainly plays a central role. In this context, she pays special attention to the mental health and well-being of our (international) students, e.g., by committing as a student coach, organizing social get-togethers, or supporting the student mental health initiative “MBS Together” (see Special Feature: Overcoming the Corona Crisis). In May 2021, she successfully completed a course on the “Science of Well-Being” offered by Yale University, to also apply her newly acquired knowledge in the workplace.

#### **Nathalie von Seyfried – Leading with Heart and Mind**



Former CFO and Chancellor Nathalie von Seyfried has shaped the university in recent years like no other. Besides managing the university’s finances, she has devoted herself above all to the areas of executive

education and staff development and thus made an important contribution to achieving our mission. Furthermore, the promotion of our core values inside and outside MBS, the “Women in Leadership” initiative, and the signing of the German Diversity Charter (see Special Feature: Diversity at MBS) were very close to her heart.



## PRINCIPLE 3: METHOD



We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

A central pillar in our education is teaching our students how to think and act responsibly and sustainably in a fast-moving and highly competitive business world. To achieve this goal, we have firmly anchored the topics corporate and social responsibility and sustainability in our curricula and executive education offerings. At the same time, we

regularly review and assure the quality of course contents, teaching methods and learning outcomes via the course evaluation, the student satisfaction survey and the Assurance of Learning process. Furthermore, faculty members receive regular training and incentives to implement PRME-related contents and methods.

## BACHELOR'S PROGRAM

The B.A. program has undergone a major redesign as part of its re-accreditation and was relaunched in the fall of 2019. While some courses focusing on responsible management and sustainability were retained (e.g., the “Social Service Project”), others, such as “Resilience Management” or “Ecological Sustainability”, were newly introduced to further align the program with our mission, and values.

### “Social Service Project” and “Civic Engagement”

For more than a decade, the “Social Service Project” is part of the B.A. curriculum, successfully combining learning and civic involvement (Service Learning). In the first two semesters, students form project groups working together on a social venture which addresses at least one of the aspects of social integration, education, and internationality. The project teams then independently find one or more partner organizations from the civil sector (see Principle 5: Partnership) with whom they jointly implement the project over a period of two semesters. Finally, students evaluate and discuss the course and results of the project in the form of a final report. In semester 3, the submodule is completed by the “Civic Engagement” course, which is a new addition to the bachelor's curriculum. In this context, students learn to reflect on both business-related ethical issues and their role as an active player in the economic system through their individual service to a self-selected non-profit organization.

### “Resilience Management”

This mandatory course is also part of the new Soft Skills and Personal Development module and offered in the first two semesters of the program. The overall goal is to make first-year bachelor's students understand the effects and the importance of resilience for their personal and professional life, and to enable them to sustainably strengthen their own resilience. Amongst others, the submodule touches on the fundamentals of resilience and stress management, current findings from research, and various techniques and tools to recognize, analyze, prevent, and cope with stress situations (see [MBS Insights Blog](#) for more details).

### “Intercultural Competencies”

The “Intercultural Competencies” course concludes the “Soft Skills and Personal Development” module in semester 3. Students learn about the most important current research on dealing with cultural differences while being introduced to different national cultures and techniques for using cultural diversity as a competitive advantage. Emphasis is placed on the strategic role of intercultural competencies in managing diversity in a human resource context, and in international marketing and market entry strategies for products and services. By increasing their intercultural awareness, students are also prepared for their mandatory study and internship abroad.



### **“Business Ethics and Sustainable Business”**

The “Business Ethics and Sustainable Business” course offered in semester 6 focuses on the importance of ethics in business, its role within philosophical and intellectual-historical developments, and the ongoing paradigm shift towards a sustainable business (conscious business). At the end, students are able to analyze ethically relevant situations methodically, to make and justify their own decisions in a systematic, rational and responsible way, and to build their own ethical point of view.

### **“MBS Explorer Days: Creativity and Expression”**

This new mandatory course gives prospective business graduates the opportunity to deal with a socially and/or economically relevant topic in an

## MASTER'S PROGRAMS

In fall 2019, the master's programs in “Innovation and Entrepreneurship” and “International Marketing and Brand Management” have been relaunched as announced in our previous SIP Report. Both programs clearly relate to our core values and mission. In the same period, the M.A. in International Business has been partially redesigned before it's re-accreditation by FIBAA. The curriculum was changed such that students of all four master's programs now take mandatory courses on “Business Ethics”, “Conscious Business”, and “Organizational Behavior”. In this way, the appropriate mindset is created right at the beginning of each program and can then be carried over into all other courses.

### **“Business Ethics”**

As part of the “Communication in International Business” module, this course addresses topical and controversial business ethics issues as well as the shifting power between (national) politics and (international) corporations. By learning how to cope with cross-cultural interactions with different regions, mentalities, and value systems, students not only strengthen their sense of responsibility and understanding. They are also enabled to evaluate, develop and implement corporate ethics codes in theory as well as to analyze specific ethical

innovative and creative way. Within a workshop setting, students use approaches from the field of fine and performing arts and thus learn how to access embodied knowledge in a new manner (see Principle 5: Partnership).

### **Ecological Sustainability**

After successfully completing this elective course offered in the final semester of the bachelor's program, students are able to differentiate between sustainability concepts and recognize issues and limitations of environmental values in a company's strategy. Furthermore, they learn to investigate alternatives of product development, supply chain and selling concepts (CRM) to go for a “green approach” and to screen for impacts of conventional product development regarding environment, society, climate change and health.

issues and cases in order to define their own ethical position, behavior and measures to be taken.

### **“Conscious Business”**

This submodule focuses on teaching master's students alternative business practices compared to traditional profit orientation as the core goal while giving them an insight into companies that incorporate a higher purpose in their business practices and strategies. At the end of their first semester, participants shall be able to critically examine the evidence on the impact of practicing Conscious Capitalism on the tangible and intangible well-being of all stakeholders and to understand in detail the importance of the four tenets of Conscious Capitalism and possibilities to integrate them into daily business. The course also includes guest lectures, e.g., presented by the Munich-based sustainable energy supplier Polarstern (see Principle 6: Dialogue). Furthermore, the switch to the sustainable search engine Ecosia was mainly driven by the course participants (see Principle 5: Partnership).

### **“Success Factor Happiness”**

By participating in this elective course offered in all master's programs, students become familiar with the different concepts of happiness and subjective wellbeing. They learn how to create customer



happiness campaigns for brands, make use of simple but effective concepts in order to generate happiness in their (work) environment, make an impact by applying what they learned during their life after MBS and understand what governments can do to make their citizens happy. Since 2015, open guest lectures on happiness are also a vital part of the course (see Principle 6: Dialogue).

#### **“Responsible Leadership”**

In this submodule, master’s students learn how to lead and manage people in a responsible manner, how to motivate, and support them depending on situations, personality and cultures, and how to transfer HRM strategy and operations into daily business, reflecting their role and responsibility as a manager. Approaches to dealing with difficult people and diagnosing and coping with burn-out or bore-out are also discussed.

#### **“Understanding Social Startups”**

This elective course offered in the M.A. in Innovation and Entrepreneurship focuses on social entrepreneurship and value creation as well as the scaling and measurement of social impact. On

### **MBA PROGRAM**

The MBA program has also been relaunched in its new form in fall 2019. Particular attention was paid to the students’ personal development as well as to the alignment with our mission and values, which is reflected in the three so-called “Flagship Courses”.

#### **“Responsible Leadership”**

This “Flagship Course” represents the MBS core value “responsible” and teaches students about the key tenets around leadership, performance and value creation, the relationship between leadership and the responsible organization as well as how to lead a sustainable organization. The module includes discussions of the ethical dimension of leadership, leading diversity, and how to become your own ideal leader.

#### **“Global Management” (MBA International Week)**

This “Flagship Course” represents the MBS core value “globally minded” and includes the MBA International Week. The study abroad gives students the opportunity to strengthen their

successful completion of this module, students will be introduced to the history, theory and emerging activities of social entrepreneurship around the world, develop knowledge about the phenomenon of social entrepreneurship and understand the role of social entrepreneurs as drivers of change. Furthermore, they will deepen their understanding of social business models, scaling of social impact as well as social performance measurement. Finally, they should be inspired to apply this knowledge in their current business environment.

#### **“Business Project”**

This module gives students of each of our master’s programs the opportunity to plan, organize, conduct and control a project for a business partner and gain insights into the company. In this context, participants learn how apply project management tools and methods on a real-life business problem as well as how to assess the quality and reliability of existing data or research findings based on their source, data collection method and analysis of the findings. In the past two years, some collaborations had once again a focus on CSR and/or sustainability related topics (see Principle 5: Partnership).

network and exchange views with their international peers during company visits, engaging lectures, and networking sessions. While in the past, the study abroad was organized only in cooperation with the renowned SDA Bocconi in Milan, Italy, Munich Business School is now able to offer a global portfolio of geographically focused programs via the EMBA Consortium for Global Business Innovation (see Principle 6: Dialogue).

#### **“Personal Development”**

With this module, MBS aims to support MBA students in developing their personal leadership style and finally becoming a successful and responsible future leader by preparing their own personal development plan. Topics include “*What is leadership for me,*” “*Who are my leadership role models,*” and “*What is my leadership style and what are my needs as a leader.*”



### Exclusive “A Chat With...” Events

This monthly discussion and networking event for MBA students features various guest lecturers from the business world. For example, in February 2021, MBS invited Irene Bader, Director Global Marketing of DMG MORI Global Marketing GmbH, to talk about her experience as a woman in a leadership

### EXECUTIVE EDUCATION

The executive education offers lifelong learning for individuals and corporations from various industries. In the reporting period, offerings for individuals were steadily extended by new certificate courses and open seminars reflecting the school’s core values and thus contributing to the Six Principles. Examples include the one-day seminars “Salary Negotiation for Women” and “Happiness and Conscious Business.”

### FACULTY DEVELOPMENT

As an institution whose focus is on excellent teaching, MBS has always supported teaching effectiveness through various measures. In the past reporting period, opportunities for faculty development included workshops on assurance of learning, successful case teaching, and online teaching. Furthermore, we have launched many initiatives that support teaching enhancement and reward effective teaching of sustainability and responsibility, e.g.,

- **Creation of the New Learning Exchange:** Via this newly created platform on MS Teams, MBS faculty receive extensive guidance on how to design and conduct online classes and exams. Besides access to a number of guiding documents, members actively share best practices, recommendations, and information on current technologies and professional development opportunities.
- **Promotion of new online tools:** The sudden shift to online teaching in 2020 was used as a chance to integrate even more innovative tools for student learning and engagement into teaching activities, such as *Ment.io* or *Everskill*.

position. In the coming academic years, “A Chat With...” events will be aligned even more closely with the MBS core values, following a more holistic, interdisciplinary approach. Among other things, future discussion rounds will invite representatives from the non-profit sector such as Handicap International or Doctors Without Borders.

As mentioned in the section on MBS Role Models, Dr. Ellen Schmid was appointed Academic Director of Executive Education in fall 2020. With her teaching and research focus on Responsible Leadership, she clearly shapes the strategic direction and portfolio of executive education at MBS and plays a key role in further educating responsible future leaders.

- **Creation of the Learning and Teaching Committee:** In spring 2021, the Senate created the Learning and Teaching Committee, which is concerned with promoting and improving teaching at MBS. Its responsibilities include the selection of the winner of the Teaching Award and the organization of the coming Teaching Day (see below).
- **Introduction of the MBS Teaching Award:** To honor outstanding performance in teaching, the **MBS Teaching Award** was introduced and awarded for the first time in fall 2020 to Dr. Christian Schmidkonz who is not only an excellent professor but also plays a key role in promoting our values (see MBS Role Models).
- **Organization of the MBS Teaching Day:** In the fall of 2021, the first Teaching Day will take place at MBS. Within the framework of various workshops and BarCamp sessions, the faculty members will primarily explore the topic of visionary and innovative teaching and learning at universities.



## PRINCIPLE 4: RESEARCH



We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

In keeping with its mission, values, and strategy, the university has always emphasized research that adds value to business and society. This is not least reflected in our research areas and related intellectual contributions. For example, in the MBS Research Area “Innovation & Entrepreneurship”, projects on Responsible Entrepreneurship make a significant contribution to the university’s success. Not only do they perfectly reflect the mission and values, they have also been the first and only ones to generate third-party funds thus far, thereby creating a new revenue stream and significantly increasing the potential impact of intellectual contributions. Furthermore, faculty contributing to the MBS Research Area “Leadership & Responsibility” produce high-quality intellectual contributions on the question of how businesses can apply and integrate corporate responsibility and sustainability in their strategic and daily operations. On top of that, a growing portfolio of socially relevant publications has also been produced by core faculty

in the other research areas or by students in the form of final theses (see Appendix 1).

In order to continue producing a wide range of impactful intellectual contributions in the future, we have not only successfully continued our collaboration with the European Center for Social Finance; the school’s research network has also been extended to include experienced Research Fellows who will work with core faculty to enrich PRME-related research at MBS. In addition, we launched new collaboration formats such as the MBS Researchathon.

Last but not least, each year since fall 2018, a member of the core faculty receives the MBS Research Award. The selection criteria include outstanding quality and quantity of research performance as well as societal impact and engagement. The award winners of the last two years are Dr. Florian Bartholomae and Dr. Ellen Schmid (see MBS Role Models).

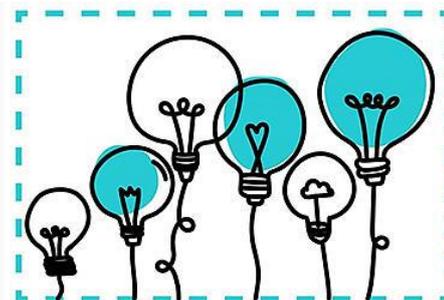
## KEY RESEARCH PROJECTS AND ACTIVITIES

### **Trust-based Partnership – Yes! Young Entrepreneurs Succeed**

*Involved Faculty: Dr. Barbara Scheck, Giulia Parola (Research Associate)*

In many regions of Europe, young people still face great difficulties when trying to start and successfully run a business. So far, however, there has been great uncertainty about the best ways to provide support. The research project “Young Entrepreneurs Succeed” (YES!) is addressing this issue. It aims to explore the most effective initiatives to support young entrepreneurs and the young unemployed as they enter the labor market. The target group is young people in Greece, Poland, Italy, and Spain. Its long-term project objective is to develop a transnational, sustainable, replicable and scalable set of support methods. Munich Business

School acts as an expertise partner in this project which is funded with EUR 2.3 million by the European Economic Area (EEA) Grant and Norway Grants Fund for Youth Employment from October 2018 until September 2022. More information can be found on the [YES website](#).





### **Technical Assistance for Social Finance Providers – EaSI**

*Involved Faculty: Dr. Barbara Scheck*

Commissioned by the European Commission from 2019 to 2022, the European Center for Social Finance at Munich Business School analyses the innovation potential of social enterprises and their positive impact on the economy and society, and provides support for capacity building. Alongside MBS Professor Dr. Barbara Scheck, cooperation partners are Dr. Yiorgios Alexopoulos (Greece) and NGEN Impact GmbH (Dr. Wolfgang Spiess-Knafl, Austria). More information can be found on the [website of the European Commission](#).

### **Women Entrepreneurs in the Maghreb (WEMag)**

*Involved Faculty: Dr. Patricia Kraft, Dr. Barbara Scheck*



**Co-funded by the  
Erasmus+ Programme  
of the European Union**

The overall target of this research project is to bundle entrepreneurial knowledge and find solutions to (gender-specific) challenges in order to increase and promote start-up activities of future female entrepreneurs. More specifically, the research group intends to develop a university course on entrepreneurship for women in the Maghreb, as well as a corresponding faculty training, both offered in a blended format. The course aims to train female students on employability and business creation and foster their entrepreneurial spirit by helping them to build professional networks. In turn, teaching staff will be specifically trained to be able to transmit the entrepreneurial knowledge that students have been lacking and to give them the support they need. Besides Dr. Kraft and Dr. Scheck from Munich Business School, cooperation partners are IPAG Business School (France) und VIVES University College (Belgium), University of Sousse and University of Gafsa (Tunisia) as well as University

Hassan 1 and Abdellah University (Morocco). The project is co-funded by the Erasmus+ Program of the EU until November 2023. More information can be found on the [MBS Insights Blog](#).

### **Diversity Management Focusing on Gender: Female Leadership**

*Involved Faculty: Dr. Arnd Albrecht, Dr. Patricia Kraft, Dr. Hans Michael Rüdiger, Dr. Ellen Schmid, Greta Winkelvoss (Research Associate)*

As part of the research focus Female Leadership and the [Women in Leadership](#) initiative, MBS continues to organize various activities targeting female MBS stakeholders, e.g., networking events, seminars, workshops and exchange opportunities (see Principle 6). The aim is to provide food for thought, to question the gender status quo, to develop solutions for the gender challenges of the future and to contribute to an equal and gender-equitable business world. The research focuses in particular on the underrepresentation of women in management positions.

### **Stress, Burnout and Resilience**

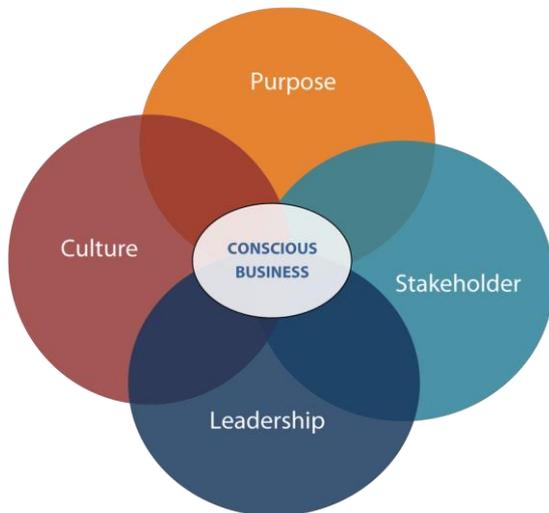
*Involved Faculty: Dr. Arnd Albrecht*

Not only corporate health care, but also the individual responsibility of the manager for the employee determines the image of leadership in the 21st century. Therefore, both prevention (prophylaxis) and thus the provision of the organizational and personal infrastructure for an appropriate life-domain balance (formerly work-life balance) are coming to the fore. In addition, the care taken by institutions but also the supervisor in cases of illness play an increasingly important role in re-integrating employees into professional life. To date, three studies have been conducted and evaluated on the topic of resilience among young people (Generation Y and students), the results having been published recently in both an academic paper and a practitioner book, offering physicians, therapists and coaches with strategies for treating burnout, stress and depression.



## Conscious Business

*Involved Faculty: Dr. Christian Schmidkonz*



In this research focus, particular interest lies on the manifestations of the principles of Conscious Business in various companies in different countries as well as their application in the development and marketing of purpose infused products and brands. The aim is to raise awareness of this still very young

field of research in Germany and to make research findings available to companies and institutions. Last but not least, elements of Conscious Business also play a decisive role in the job choices of Generation Y and Z, both in developed countries such as Germany and, for example, in emerging Asian countries such as the People's Republic of China.

## Responsibility in the Leadership Role

*Involved Faculty: Dr. Ellen Schmid*

In this research focus, MBS Professor Dr. Ellen Schmid primarily addresses the question of how self-serving and narcissistic behavior of leaders can be understood, what effects it has and which antecedents are important. Recent studies examine the effect of narcissistic leadership on entrepreneurial teams: Does narcissistic leadership automatically have negative effects on team performance? What are the patterns of leadership behavior shown by narcissists? What makes behaviors combine into effective versus destructive leadership? Only through a clear understanding of both the “dark” and the “bright” side of leadership can responsible leadership be developed.

## PARTNERS IN RESEARCH

### EUROPEAN CENTER FOR SOCIAL FINANCE

The European Center for Social Finance (ECSF) at Munich Business School was founded by MBS Professor Dr. Barbara Scheck and MBS Research Fellow Dr. Spiess-Knafl in fall 2018. The aim of the institution is to pool the expert knowledge of MBS in the areas of social entrepreneurship and social finance and to offer a platform for applied research in these areas. It is dedicated to academic research, business intelligence and technical support in the field of social finance and has a wide range of proven tools and experience in working with relevant stakeholders in the social finance sector. The European Center for Social Finance maintains close relationships within the European Community and works with experts across the continent.

Recent activities include the third-party funded research projects “Trust-based Partnership – Yes! Young Entrepreneurs Succeed” and “Technical Assistance for Social Finance Providers – EaSI” described in the previous section.



### MBS RESEARCH FELLOWS

In the fall of 2020, the Research Committee developed a concept for the inclusion of high-

performing external researchers in the activities of MBS with the aim of increasing overall research



performance as well as the school's academic network and impact. After approval by the core faculty and the Senate, four Research Fellows were appointed by university management at the beginning of 2021, two of whom focus on responsibility and sustainability-related topics.

**Dr. Jose M. Alcaraz**



Former MBS Professor **Jose M. Alcaraz** is a faculty member of ESDES Lyon Business School, France. Before joining MBS, he has served as the Director of several global MBA programs. His academic

career has taken him from his home city of Barcelona (where he collaborated with the International Research Center on Organizations of IESE Business School), to Raffles Design Institute (Shanghai), to University of Dubai and to Leicester University (Dubai), to Barna Management School (Santo Domingo, Dominican Republic), to Murdoch University (Perth, Australia), and Munich Business School. In his research, he focuses, amongst others, on "Global Sustainability and Corporate Responsibility" and "Human Resources, Sustainability and Ethics".

At the recent PRME Global Forum, Dr. Alcaraz took an active role in leading the Workshop "Towards a Blueprint for "Sustainable Development Goals-within-Planetary-Boundaries" with the official team of PRME champions that have advanced the key PRME document on Sustainable Development Goals Integration into business schools.

**Dr. Wolfgang Spiess-Knafl**



After having finished his doctoral studies in the area of social finance in 2012, **Dr. Spiess-Knafl** became a post-doctoral research fellow at the Civil Society Center and the Chair for Strategic Organization and Financing

at the Zeppelin University in Friedrichshafen focusing on social finance, impact investing and social innovation. Since 2016 he has worked on the development of the social finance market for the European Commission, conducted studies on social finance for the Association of German Foundations, NEOS Lab and European Liberal Forum among others and co-authored a book on "Impact Investing" published with Palgrave Macmillan at Next Generation Impact. Since 2019, he is co-director of the European Center for Social Finance at MBS.



## PRINCIPLE 5: PARTNERSHIP



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Cooperation with partners in practice and science is an integral part of our mission which aims to create “a platform for motivated and curious individuals with an entrepreneurial spirit to connect, exchange views and learn from each other.” Apart from our network of more than 70 international partner universities, partnerships with business corporations are established and

maintained, for example, in the form of employer branding, sponsoring, recruiting events or business projects. In addition, MBS is also proud to have partnered with a number of non-profit organizations for charitable causes. The following chapter presents a selection of partnerships that have made a significant contribution to meeting Principle 5 over the past two years.

### CAREER PARTNERSHIPS

#### Microsoft Germany



Microsoft and MBS concluded a strategic alliance in April 2020 to expand the existing collaboration through

practice-oriented recruiting events and digital workshops with students. In this context, **Anna Kopp**, IT Director Germany and Regional Office Lead Munich HQ, also gave a presentation on Women in Leadership at MBS in September 2019 (see section on Principle 6: Dialogue). Furthermore, Microsoft invited MBS students to a digital event on diversity and inclusion to discuss and exchange experiences with some of the top experts in this field.

#### Techniker Krankenkasse (TK)



Techniker Krankenkasse (TK) is Germany's largest statutory health insurance fund and has been the point of contact for our students in matters relating to health insurance and career opportunities for many years. In addition, TK became a central partner in responsible occupational health care. Amongst others, it supports us in organizing our annual MBS Health Day and improving the health and work-life balance of our faculty and staff through yoga sessions and (mental) health trainings.

### WOMEN IN LEADERSHIP PARTNERSHIPS

#### Wellesley College



Since 2019, MBS works closely with the renowned Wellesley College, giving female MBS students the opportunity to participate in the summer program of the university's Contemporary Women's Leadership (CWL) Institute on top of their regular study abroad. In addition, MBS offers a one-time full scholarship since 2020 covering all costs for the summer school including an internship in the marketing department at Wellesley College.

#### Mission Female



Mission Female is a network, whose mission is to improve career opportunities for women, to increase their visibility, and to help them develop personally and professionally through shared experience across industries. In 2021, it became official partner of the Women in Leadership initiative. Joint activities include a study on success factors and barriers for female leaders (see section below) presented at the first Beyond Border Talk (see Principle 6: Dialogue).



## PROJECT PARTNERSHIPS

As mentioned in Principle 3: Method, first-year students of the B.A. in International Business carry out a **social service project** in cooperation with a social institution and become involved in a non-profit organization. Recently completed projects are listed in Figure 6.

In semester 6, bachelor's students participate in the "Explorer Days: Creativity & Expression". This year's

topic was the United Nations' Sustainable Development Goal 1 – "End poverty in all its forms everywhere". In collaboration with **Media Center Munich (MZM)** at the **JFF – Institute for Media Education**, students met in small groups to contribute to societal change and write laws to combat global poverty using an array of methods and media products (see **MBS Insights Blog**).

Partner Organization	Social Service Project
guterhirte	Christmas gift donations to the "guterhirte" (approx. "good shepherd") children's home in Ulm, Germany (see <b>MBS Insights Blog</b> )
Bike Your Planet	The building of a sustainable pump track in Brussels, Belgium, in cooperation with the Bike Your Planet, a bike shop supporting local social projects (see <b>MBS Insights Blog</b> )
Berg & Mental Café, Munich Association against Depression	Organization of a fundraiser and a public talk on mental health together with Berg & Mental Café (Germany's first mental health café) and the Munich Association against Depression (see <b>MBS Insights Blog</b> )
Green City e. V.	Organization of the Green Talks event in October 2019 (see <b>MBS Blog article</b> ) as well as a Zero Waste Workshop in April 2021 (see section on <b>Principle 6: Dialogue</b> )

Figure 6: MBS Social Service Projects 2019-2021

Students of the master's programs work closely with a company on a real-life business case in the framework of their **business projects** (see section on

Principle 3: Method). From 2019 to 2021, the following projects were related to the topics of social responsibility and sustainability:

Partner Company	Business Project
Blu Professionals GmbH	Analysis of a new business model based on the Feelgood Management (FGM) approach
E.ON Digital Technology GmbH	Development of an idea, concept and (functional) prototype for a digital product that accelerates the adoption of e-mobility solutions
Haselhorst Associates Consulting	Development of a strategy to reduce CO <sup>2</sup> emissions at a German Tier 1 automotive supplier
Orange Ocean e. V.	Development of a merchandising concept/business use case for Orange Ocean, a local NGO working in the field of environmental sustainability (protection of the ocean from plastic pollution)
UniCredit Group	Integration of human rights in the risk management process of a bank
Heunec International	Review and evaluation of toy manufacturer Heunec's supply chains for compliance with the company's ethical principles and vision
Zero Bullshit GmbH	Development of a new branding and communication strategy for the German sustainable snack brand Zero Bullshit

Figure 7: MBS Business Projects 2019-2021

Finally, a practice-oriented study program at MBS also includes writing a **final thesis in cooperation with a company**. In this context, the joint

examination of the topics of responsibility and sustainability is becoming increasingly important, as the list of final theses in Appendix 1 shows. One



of the most outstanding examples is the above-mentioned study “[International Female Leaders and Their Way to the Top](#)”, which is based on the final

thesis of MBA graduate Giulia De Anna and conducted in cooperation with Mission Female and Professors Dr. Patricia Kraft and Dr. Ellen Schmid.

## SOCIAL IMPACT PARTNERSHIPS

Even though traditional events such as the MBS Social Day or the MBS Graduation Gala could not be held in 2020 due to the restrictions of the corona crisis, the MBS community teamed up once again with various organizations to commit to a good cause and give back to society.

### MBS Empowerment Fund



In 2020, MBS established its own Empowerment Fund. The idea originates with MBS lecturer Dr. Laurenz Czempel who has profound expertise in the finance and banking sector. Together with our alumnus Artur Kampik, he founded the company LeanVal Invest in 2017, which serves as the idea generator and strategy advisor behind the MBS Empowerment Fund.

The goal of the fund is to generate a return that benefits both MBS and the investors. MBS alumni or other supporters become investors by purchasing the public fund. MBS receives a remuneration of 2% per annum which is used to establish or support worthy projects such as need-based scholarships for students, the creation of new professorships or the support of student projects. Consequently, investors get an “emotional return” on their impact investment in addition to the financial return. For more information, see the [MBS Empowerment Fund website](#) or the [MBS Insights Blog](#).

### Supporting the Fight Against Aids with Munich Chamber Orchestra and FLSK



For many years, the members of the student association *MBS helps* supported the Munich Aids Concert of the [Munich Chamber Orchestra](#) by organizing a raffle and donating the proceeds to the [Münchner Aids Hilfe e. V.](#), a local voluntary service

committed to supporting Aids victims. However, like many other events, the charity concert had to be cancelled in 2020 due to COVID-19. Nevertheless, the university and its alumnus Patrick Bohrer, co-founder of [FLSK Products GmbH](#), supported the original cause by selling FLSK products exclusively to the members of MBS and donating the proceeds of about EUR 800 accordingly.

### Cleaning up with Orange Ocean e. V.



For the first time in September 2020, nearly 60 MBS students, faculty, staff members, alumni, and friends took part in the *World Cleanup Day*. In the run-up to the event, the university had joined forces with the non-profit organization [Orange Ocean e. V.](#), which aims to create awareness for the pollution of the oceans and in which some MBS alumni and lecturers are also active, and called for a joint cleanup campaign at two locations in Munich (see [MBS Insights Blog](#)). Orange Ocean has also previously been involved in a business project (see above).

### Planting Trees with Ecosia Search Engine



Since 2020, Munich Business School is the first German university to switch completely to the sustainable search engine [Ecosia](#). By installing Ecosia as the default search engine on all computers at the business school, the university plants thousands of new trees worldwide each year. Ecosia is a non-profit search engine that uses its profits from advertising revenue to plant trees in areas threatened by deforestation. The university’s green conversion follows an initiative led by Dr. Christian Schmidkonz (see [MBS Insights Blog](#)).



## PRINCIPLE 6: DIALOGUE



We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## CO-CURRICULAR AND EXTRACURRICULAR ACTIVITIES

### STUDENT ENGAGEMENT

#### MBS Engagement Points

The MBS Engagement module is an integral part of the bachelor's and master's curricula. It engages students to become an active and responsible member of the MBS Community. In return, students receive so-called MBS Engagement Points (MEPs) for their commitment that are subsequently converted into actual ECTS credits.

The activities awarding MEPs not only help fulfilling the school's mission and vision. They also support the students in developing their personality, their entrepreneurial skills as well as their sense of responsibility and ethical behavior. In this context, students have free choice of activities and dedication to different activity fields, e.g., founding or volunteering for a student club (see below), assisting foreign students and freshmen, or acting as a student representative or group speaker.

#### MBS International Buddy Program



This program actively recruits senior students being interested in supporting international exchange students to become a part of the MBS community.

Buddies get the opportunity to network, learn about each other's cultures and customs, improve their foreign language skills, and gain new friends from all over the world.

#### MBS Together

The virtual MS Teams group, recently founded by the International Center and the Student Council, offers students a platform to cope with the mental and social impacts of the Corona pandemic and to offer each other support during times of social distancing (see Special Feature: Overcoming the Corona Crisis).

#### MBS Student Clubs

Outside the classroom, students engage in various student clubs, including initiatives focusing on social engagement (see examples below). However, the pandemic significantly hampered their activities in the past year, which is why the university plans to revive them starting next semester.



MBS helps is a non-profit organization and registered association with a confirmed charitable status. The

members hold that prospective managers should take more responsibility for their actions and for other people, only using their influence in a positive way. Amongst others, MBS helps organizes a raffle at the annual Munich Aids Concert.



MBS get2gether is a registered association being operated solely by MBS students organizing social

networking events and parties. It consists of freshmen and senior students who work in multidisciplinary ways and are engaged in volunteer work, simultaneously promoting the social responsibility of each individual.



MBS International aims to get hold of all non-local students in finding their way into the MBS Community, and to

settle in well. The members of the initiative organize events about twice a month. Recent examples include the Latin American Carnival and more recently great virtual events such as the MBS Oktoberfest, MBS Halloween, and Diwali.



## STUDENT COACHING AND MENTORING

### MBS Student Coaching

During their first semester at MBS, bachelor's students benefit from a voluntary individual student coaching. With the help of a trained Student Coach (faculty, staff, and alumni), coachees will analyze their strengths, weaknesses and areas for potential improvement, develop a package of measures and assess the progress that has been made. Throughout the coaching, students thus get the chance to improve their study experience, to develop their personal skills, to strengthen their employability and to become a successful, yet socially responsible individual.

### ALUMNI ENGAGEMENT

As of today, more than 2,000 students have successfully completed their studies at MBS with many of them networking on the alumni portal MBS Connect and sharing their experience in the context of business projects, student mentoring, internal

### MBS Mentoring Program

In return, the MBS Mentoring Program launched in 2017 formally matches MBS alumni with at least two years of professional work experience with senior students. While mentees benefit from meeting representatives from a diverse range of careers helping them to identify and achieve their career goals and develop in confidence, mentors get the chance to enhance their coaching and leadership skills, to expand their professional network and to help shaping the future of their profession and community.

events (see section above) or the [MBS Insights Blog](#). The following companies founded or led by MBS alumni make a particular contribution to the dialogue on critical issues related to global social responsibility and sustainability.



With its UV-Bodyguard, ajuma developed a smart assistant measuring UV-radiation, sending the data to your smartphone and warning you on time.

BüffelBill is an online shop for buffalo meat making a contribution to sustainable meat consumption and ethical animal husbandry.



circularly strives for a sustainable change of the consumer society by supporting companies in implementing technology enabled circular business models.

eccocar is a car sharing platform for companies, car dealers, individuals and communities supporting a sustainable, eco-friendly mobility.



FLSK sells an innovative, sustainably produced thermos. The company also supports numerous charity projects.

Green Canteen is the first digital platform that connects organic farmers with cooks, purchasing, and guests of the community catering.



Mary's Dream Coffee produces certified organic, vegan, and soy- and lactose-free iced coffee with oat and coconut milk. Attention is also paid to environmentally friendly packaging.



The investment platform clean-tech consultancy and PENSATO+PARTNERS develops and operates renewable energy power plants and assets.

The solpuri design studio is an international furniture design company developing timeless minimalist outdoor furniture made out of sustainable and fair-trade materials.



The Fortunate Planet is a recycling app encouraging and educating users about proper waste disposal and supports municipalities in digitalizing their waste management industry.

Founded in 2020, uptea specializes in the production of sustainable highly caffeinated teas as a healthier alternative to coffee and energy drinks.



Vanilla Sand produces sustainable organic summer wear, with classic and colorful patterns and appealing form-fitting cuts.

Village Power offers sub-Saharan families and small businesses solar home systems providing environmentally friendly, reliable and cost-effective access to electricity.



VIPrize is a technology company that generates donations for selected causes via its online fundraising platform using the power of celebrities and social media.



## MBS ADVISORY BOARD

Created in 2013, the MBS Advisory Board consists of experienced partners from the field of economy, science, research, and politics, to consult us regarding all MBS-related questions and challenges and support us in assuming social responsibility and continually advance our academic programs and services. To further diversify the composition of the

### Dr. Rita Niedermayr



As Managing Director of the *Controller Institut* in Vienna, Austria, Dr. Niedermayr is a proven international expert in the field of modern controlling as well as contemporary training. She is also distinguished by excellent connections both in professional practice and in the university world. With this profile, she enriches the further development of our executive education but also provides important impulses for Munich Business School as a whole.

board, MBS appointed two additional members in fall 2020. Both are successful international female executives from two of MBS's most important cooperation partners, who embrace the same values as MBS and provide us with important innovative impulses in their new role.

### Anna Kopp



In her role as IT Director Germany and Regional Office Lead Munich HQ at Microsoft and Board Member of the Microsoft Women's Network

Germany, Anna Kopp not only builds a link between MBS and one of the most successful global IT companies. She also acts as a thought leader and advocate for modern and flexible forms of work as well as diversity and inclusion, which is also reflected in her active support of the MBS Women and Leadership initiative (see section below).

## PUBLIC LECTURES, DISCUSSIONS, AND WORKSHOPS

### FOCUS: WOMEN IN LEADERSHIP

Since 2017, the Women in Leadership initiative plays a key role in empowering women at MBS and raising awareness for the importance of equal opportunities in business. The goal is to connect and support (future) female leaders within a strong network of MBS members and supporting companies and organizations, such as Wellesley College or Mission Female (see Principle 5).

MBS itself sets a good example in this regard. More than half of the leading positions are held by women. In addition, with almost 40%, the share of female professors is clearly above the German average which is currently around 30% in the field of business administration.

Figure 8 shows the most recent events related to Women in Leadership. In true gender-inclusivity fashion, the university particularly encourages male attendance of these events to broaden people's horizons, create awareness around the difficulties women continue to face in business and society, and encourage a lively exchange.





Date	Women in Leadership Events
September 26, 2019	<b>“Come as you are and love what you do”</b> – An evening with Anna Kopp, Head of IT and Regional Office Lead Munich HQ at Microsoft (see <a href="#">MBS Insights Blog</a> )
October 16, 2019	<b>Female Business Breakfast</b> with Anne-Kristin Streichele, Head of Regional Marketing at EY (see <a href="#">MBS Insights Blog</a> )
April 19-20, 2020	<b>#IamRemarkable workshop</b> with MBS alumna Camila Kuhn. <a href="#">#IamRemarkable</a> is a Google initiative empowering women and other underrepresented groups.
September 24, 2020	<b>Female Business Breakfast</b> on female financial independence with wealth expert Claudia Spehn
October 20, 2020	<b>Presenting Female Role Models</b> with Dr. Wei Manske-Wang from Management Center Innsbruck (see <a href="#">MBS Insights Blog</a> )

Figure 8: Women in Leadership Events 2019-2021

In addition to those mentioned, the following open events also focused on strong, independent women who are committed to gender equality:

- On October 28, 2019, participants of the **Innovation Workshop** had the chance to meet Simone Lis, founder and matchmaker-in-chief of **MatchLab<sup>n</sup>** – the first community-driven academy to unlock Digital Fluency, a new vital

mindset which helps organizations accelerate achieving a culture of gender equality in the workspace.

- During the **“Belarus in Focus”** event on March 17, 2021, students discussed, amongst others, the mechanisms of a dictatorship and the social role of women with writer-in-exile Dr. Volha Hapeyeva (see [MBS Insights Blog](#)).

## FOCUS: DIVERSITY AND RESPONSIBILITY IN BUSINESS

### “How Diversity Drives Innovation”

For this panel discussion on October 8, 2019, four experts were invited to share their experiences: Katharina Le Thierry (member of the Cewe Stiftungs Co. KGaA Board of Trustees), Dr. José Joaquín Alonso C (Technical Lead of the NLU developing team at Samsung), Dr. Dirk Schmelzer (Chief Financial Officer of the Scout24 Group), and Greta Winkelvoss, MBS alumna and research associate (see [MBS Insights Blog](#)).

### “Leading in the Digital Age”

During this public lecture on January 29, 2020, participants discussed leadership competencies as well as challenges and changes for managers in the digital age. In her keynote lecture, MBS Professor Ellen Schmid explained that the digital age requires servant leaders that take responsibility and empower their employees (see [MBS Insights Blog](#)).

### MBS Luncheons

In spring and summer 2020, the lockdown forced many people into home offices. In order to ensure that interpersonal exchange and professional development are not neglected in isolation, we developed a series of short and informative online lectures held during lunch time. The following are particularly noteworthy:

- “Management for Non-Profit Organizations” by Enric Grau
- “Salary negotiation strategies for women” by Claudia Irsfeld (*be-on-track coaching*)
- “Generating Value through Values” by Dr. Christian Schmidkonz
- “HR Development of the Future” by Dr. Ellen Schmid
- “Why Taiwan Matters – The ‘Green Silicon Island’ and the World Economy” by Dr. Christian Schmidkonz



## MBS International Week on “Responsibility in Business”

For many years already, the M.A. in International Business includes an International Week, which brings together various international partner universities for a joint lecture series at MBS. After the 2020 edition had to be cancelled due to COVID-19, it was fortunately revived this year. From March 16 to 18, 2021, Munich Business School, Université du Québec à Montréal and Zagreb School of Economics and Management teamed up for a joint online edition on the topic of “Responsibility in Business”. More information on the event can be found on the [MBS Blog](#).

### FOCUS: MENTAL HEALTH

#### Mindfulness at Work

In this guest lecture held on October 20, 2020, Feel Good Manager Theresa Kultschytzky (SIXT) explained the concept of mindfulness, introduced some practices and shared her experiences on how to bring mindfulness into organizations and into people’s lives – step by step.

#### Happiness Coffee Afternoon

How exactly can a company sell happiness while at the same time pursuing a higher purpose? MBS students had the opportunity to find out on March 5 at the Happiness Coffee Afternoon, which featured as guests Guya Merkle, the founder of VIERI Fine Jewellery, and MBS alumna Josephine

### FOCUS: ENVIRONMENTAL SUSTAINABILITY

#### Green Talks



On October 30, 2019, a group of B.A. students hosted this event at MBS as part of their Social Service Project.

Three speakers of different backgrounds were invited: A photographer showcasing her project “Cow’s Milk”, Green City e. V., a Munich-based environmental organization presenting their various projects, and Mantahari, a start-up that fundraises raising money for organizations fighting to save the ocean (see [MBS Insights Blog](#)).

## 30 Years of MBS – Alumni Panel Discussion on Diversity

June 23, 2021: In the context of the International Pride Week as well as our 30th anniversary, an online panel discussion was held together with alumnae Verena Hüni (Diversity Manager at ZF Group) and Katrin Heigl (Senior Executive Bancassurance and Initiator of the network *Women@Allianz*). Moderated by Christoph Schlottmann, Diversity and Inclusion Officer at Munich Business School, participants discussed the importance of ensuring diversity and inclusion in business as well as best practices and future development of the diversity debate.

Dransfeld, business owner and CEO at HEUNEC International. The event was organized by Dr. Christian Schmidkonz as part of his master’s course “Success Factor Happiness” (see [MBS Insights Blog](#)).

#### The Power of Writing

In this interactive workshop presented by Dr. Silke Heimes on April 14, 2021, participants learned about the power of writing, both theoretically and practically. They experienced how easy it is to get into writing and the practical benefits it has for them and their lives and gained insight into current research findings, particularly into studies that demonstrate that writing has helped students feel better psychologically and physically (see [MBS Insights Blog](#)).

## Acting Sustainably with Polarstern



On March 25 2020, the eco-energy provider Polarstern visited MBS once again to talk about experience

marketing, relationships with different stakeholder groups, but also sustainable entrepreneurship and social responsibility. On November 11, Polarstern returned to discuss its conscious culture and how it works towards its goal of global energy transformation by bringing sustainable energy sources to partners in Cambodia and Mali.



## eMobility – The New Normal

On April 7, 2021 MBS welcomed Thomas Ulbrich, board member for technical development of VW Passenger Cars to give some insights into the eMobility market and to discuss current trends and challenges (see [MBS Insights Blog](#)). The event was organized in the context of the bachelor's course "Culture and Society in the European Union" as well as the master's course "Business in the USA and Canada".

## FOCUS: SOCIAL INNOVATION AND ENTREPRENEURSHIP

Since spring 2018, the Alumni Relations department of Munich Business School regularly organizes "MBS Start-Up Spirit – Meet the Founders" event, featuring graduates-turned-entrepreneurs who share their stories with current students. For their latest editions, MBS also invited founders from start-ups with a sustainable and responsible business model, e.g., [Vanilla Sand](#) or [Green Canteen](#). For more information on MBS's

## PUBLIC CHALLENGES

### The Mark Challenge 2020

**MARK  
CHALLENGE**

Each year, students of the "Luxury Management"

business concentration offered in the Master's in International Business participate in The Mark Challenge, a luxury business plan competition powered by the International University of Monaco. In 2020, Catarina Capelo Moreira and Bernhard Franz from BC:CB LUX won the Award for Best Business Plan with their product KOSHA. The business idea aims to bring sustainability and purpose to face sheet masks. The winners shared their experiences during several internal guest lectures (see [MBS Insights Blog](#)).

### Go Green Challenge 2021



In spring 2021, Samantha Mark and Philipp Wohlfart, two students of the M.A. program in Innovation and Entrepreneurship, won the Go Green Challenge in the German-speaking region powered by the

## Zero Waste Workshop with Green City



The interactive workshop hosted on April 27, 2021, as part of a social service project with Green City, provided participants with a compact introduction to the principles of zero waste including practical options for action in everyday life. The problem of littering our planet was shown in a playful way and solutions were worked out.

collaboration and dialogue with alumni in the context of PRME, see section on [Alumni Relations](#).

In the same way, the **start-up pitching competitions** in the master's course "Ideation & Prototyping" by Dr. Anne Tryba give students the chance to pitch their own sustainable business ideas and to receive valuable feedback and insights from experienced (social) entrepreneurs.

electrical engineering group Schneider Electric! The students had the opportunity to participate in this innovation competition as part of the "Open and Sustainable Innovation" (see [MBS Insights Blog](#)).

### Open Innovation Challenges related to COVID-19

In spring 2020, MBA alumni participated in the [#WirvsVirus](#) (approx. "us vs. virus") hackathon led by the German federal government, where designers, developers and socially engaged individuals were invited to find solutions for problems resulting from COVID-19. The group successfully prototyped the platform *We.Younite* with the purpose of matching small companies, i.e., business owners in need with people willing to help. Finally, MBS Professor Heiko Seif and his *VividBreath* team consisting of different representatives from companies and scientific institutes won the [Give a Breath Challenge](#) sponsored by the Fraunhofer-Gesellschaft and Munich Re in summer 2020. The aim of the challenge was to identify the best designs and blueprints for the immediate and decentralized production of emergency ventilation equipment.



## EXTERNAL EVENTS

The following table shows a selection of external events attended by faculty and staff members in order to meet with and exchange ideas with

external stakeholders on the topics of corporate social responsibility and sustainability.

Date	External Event
September 2-4, 2019	11 <sup>th</sup> International Social Innovation Research Conference (ISIRC), attended by MBS Research Associate Giulia Parola (see <a href="#">MBS Insights Blog</a> ).
September 25-27, 2019	11th Conference of the Division of Work, Organizational and Economic Psychology of the German Psychological Society, attended by Dr. Ellen Schmid
September 26-27, 2019	23rd Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs (G-Forum DACH region), attended by Dr. Anne Tryba
November 21-22, 2019	Annual Conference University Network Education through Responsibility, attended by Dr. Gabriella Maráz
March 5-6, 2020	Conference of the yes! Research Project "NEETs in Sicily, struggles to access to labour market: objective and personal barriers", attended by Giulia Parola
September 17-18, 2020	35th National Conference of Labour Economics, attended by Giulia Parola
September 28 – October 2, 2020	24th Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs (G-Forum DACH region), attended by Dr. Thomas Röhm and Dr. Anne Tryba
October 6-8, 2020	University:Future Festival 2020, attended by several members of the MBS core faculty
November 25, 2020	Podium discussion on "Women in leadership: What is the secret of success?" at University of Regensburg, moderated by Dr. Patricia Kraft
March 8, 2021	Presentation of the "International Female Leaders and Their Way to the Top" study by alumna Giulia De Anna and MBS Professors Ellen Schmid and Patricia Kraft at the "Beyond Borders" podium discussion of Mission Female (see <a href="#">MBS Insights Blog</a> )

Figure 9: External events attended by MBS faculty and staff

## MEMBERSHIPS

Besides the PRME initiative, MBS has been member of many associations related to the Six Principles, including AACSB International, the Stifterverband (Donors' Association for German Science), Expat in the City network, the European Federation of Management Development, and the University Alliance for Positive Finance. In the past years, the following new memberships were concluded:

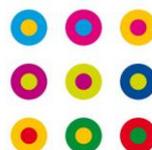
### EMBA Consortium



In the beginning of 2021, Munich Business School became a member of the EMBA Consortium for Global Business Innovation which is the result of a collaboration between a number of business schools around the world. It aims to enrich the

educational experience of MBA students by offering a global portfolio of geographically focused programs. For their MBA International Week, participants of the "Global Management" course (see Principle 3: Method) may now choose from a wide range of renowned partner universities, such as Chapman Graduate School of Business in the U.S., the University of Stellenbosch in South Africa, Keio Business School in Japan, or Bologna Business School in Italy.

### Charta der Vielfalt (Diversity Charter)



The charter is an initiative to promote diversity in businesses and institutions, spearheaded by its patron, Chancellor Angela Merkel. By signing the charter in



2020, MBS has affirmed its appreciation for all its members, regardless of their sex, gender identity, nationality, ethnic background, religion or belief system, physical or cognitive abilities, social background, age, sexual orientation or identity. For more information see Special Feature: Diversity at MBS.

### Individual Memberships

In addition to MBS's institutional memberships, some of our professors play an active role in the implementation of the Six Principles by being a member of different relevant initiatives or boards (see Figure 10 below).

Professor	Organization
Dr. Patricia Kraft	<ul style="list-style-type: none"><li>• Fellow of the Dachprogramm (approx. Teaching Umbrella Program) by <b>Lehre<sup>n</sup> – The Alliance for Higher Education</b>, aiming to empower higher education administration personnel and academic staff, and to create a platform for discussion and interchange.</li><li>• Member of the <b>Diversity Applied</b> working group of the Münchner Kreis (approx. Munich Circle), which is concerned with raising awareness of the topic of diversity in business and society through discussion rounds and workshops.</li></ul>
Dr. Barbara Scheck	<ul style="list-style-type: none"><li>• Member of the Investment Advisory Board of <b>GLS Treuhand e. V.</b>, which offers advice regarding donations and the establishment of individual charitable foundations as well as last wills and inheritance.</li><li>• Member of the Supervisory Board of <b>Hylea Foods AG</b> marketing high-quality organic premium products in Germany and Europe to selected supermarket chains and wholesalers who follow their social and sustainable philosophy.</li><li>• Member of the Advisory Board of <b>Volunteer Vision GmbH</b> which is a service company providing global enterprises, SMEs and social organizations with full-service digital mentoring solutions to maximize collaborative learning, employee satisfaction, as well as social impact.</li></ul>
Dr. Christian Schmidkonz	<ul style="list-style-type: none"><li>• Member of the host committee of the <b>Conscious Capitalism European Conference 2019</b>, an inspiring meeting platform giving participants and speakers the opportunity, to connect, share and learn from and with each other and further promote conscious business thinking and doing.</li></ul>

Figure 10: Individual memberships of MBS Professors

## SPECIAL FEATURE: DIVERSITY AT MBS

As stated in our mission, vision, and values, MBS views its role in creating a positive societal impact as foundational. We have long executed this responsibility through various activities as detailed in our past and present SIP Reports. However, up until now, a strategic approach was missing and made it difficult to plan, coordinate, and measure the true impact.

Signing the German **Diversity Charter** (see Principle 6) was a significant milestone in creating a new strategic agenda for MBS. The initiative defines **seven core dimensions of diversity**, at the center of which is the personality of each individual (see Figure 11). This so-called diversity wheel provides the structured framework that we need to plan future activities, orient our engagement with and for businesses and the broader society, and to measure its impact.

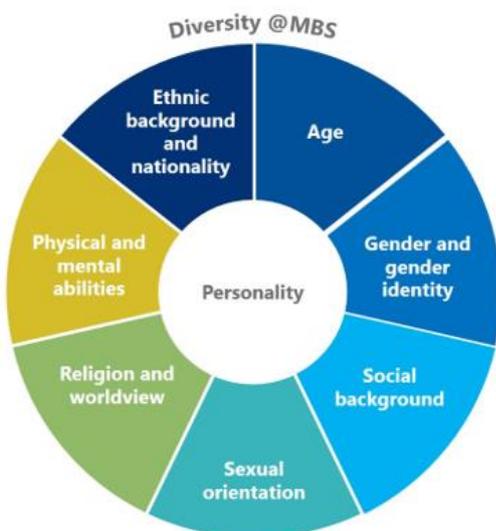


Figure 11: MBS Diversity Wheel

3 below gives a rough overview of our activities, measures, and processes that contribute to the respective diversity dimensions to date and thus also to the Six Principles of the PRME initiative. In accordance with our core values, the focus has so far been particularly on the dimensions of “ethnic background and nationality” and “gender and gender identity,” but also on “mental abilities” and “social background.”

In the summer of 2020, activities have culminated in a **diversity campaign**, which was initially a reaction to the disturbing events taking place in the U.S. that resulted in the global “Black Lives Matter” protests. As part of this campaign, the school created a **video** with members of the MBS community talking about what diversity means to them (to date more than 1,000 views) and has published an **interview** featuring the Dean in conversation with students and faculty about “Black Lives Matter” and what MBS can and must do better. In addition, a **Diversity Wall** will be painted in rainbow colors and installed on campus as soon as pandemic restrictions allow for it. The wall will showcase opportunities, events, and ideas for everyone to participate in and celebrate differences rather than stigmatizing them. The positive response to this campaign has been overwhelming among all stakeholders involved and has led to the establishment of a **continuous working group** and the organization of specific events and activities dedicated to the topic (see Principle 6: Dialogue).

For the future, it is not only necessary to systematically develop and implement further activities and measures, especially in the diversity dimensions that have received less attention so far, such as “religion and world view” or “physical abilities”. It is also our goal to set up a **systematic impact monitoring** over the course of the next years. In the preparatory phase starting this summer, the first annual MBS Impact Report will be generated by collecting existing data on the seven diversity dimensions practiced at MBS as well as by conducting several Theory of Change workshops with all MBS stakeholders. In the implementation phase, we will develop a simple toolkit to gather direct feedback on our diversity-related activities and events. Finally, in the extension phase, the refined tool kit will help MBS actively engage with all of its internal and external stakeholders in continuously and systematically measuring and monitoring its societal impact.

	Principle 3: Method	Principle 4: Research	Principle 5: Partnership	Principle 6: Dialogue	Organizational Practices
<b>Ethnic Background and Nationality</b> 	<ul style="list-style-type: none"> <li>International teaching standards</li> <li>English as main study language</li> <li>International and intercultural curricula</li> <li>Mandatory study abroad</li> <li>Training opportunities for faculty and staff, e.g., intercultural communication and foreign languages</li> </ul>	<ul style="list-style-type: none"> <li>Research focusing on international business topics</li> <li>International research projects and collaboration partners</li> </ul>	<ul style="list-style-type: none"> <li>More than 70 international partner universities worldwide</li> <li>A growing number of international partner companies and non-profit organizations</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives and student clubs supporting international students and organizing cultural festivities, e.g., MBS International</li> <li>Open events focusing on international business topics</li> <li>Membership in international networks and associations</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy supporting an ethnically diverse student body, faculty, and staff</li> <li>English and German as equal working languages</li> <li>Aspiration for international AACSB accreditation</li> </ul>
<b>Age</b> 	<ul style="list-style-type: none"> <li>Life-long learning approach with a portfolio ranging from undergraduate and graduate programs to executive education offerings</li> <li>Faculty and staff development</li> </ul>	<ul style="list-style-type: none"> <li>Research projects focusing on different generations, e.g., “Diversity Management on Generations X, Y, Z”</li> </ul>	<ul style="list-style-type: none"> <li>Social service project and business project partners dealing with age-specific issues (e.g., children’s home, retirement home)</li> </ul>	<ul style="list-style-type: none"> <li>MBS Student Coaching and Mentoring</li> <li>Broad alumni engagement</li> <li>Open events inviting senior business managers and entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy supporting a diverse age range among students, faculty, and staff</li> <li>Mixed age teams</li> <li>Corporate health management, e.g., MBS Health Day, yoga sessions, etc.</li> <li>Flexible working hours and conditions tailored to each employee’s family situation</li> </ul>
<b>Gender and Gender Identity</b> 	<ul style="list-style-type: none"> <li>Curricular elements focusing on responsible management and leadership (incl. topics such as gender equality in business)</li> </ul>	<ul style="list-style-type: none"> <li>Research projects focusing on gender-related topics, e.g., “Women Entrepreneurs in the Maghreb” or “Female Leadership”</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships supporting women in leadership, e.g., Wellesley College or Mission Female</li> <li>Partnerships supporting the reintegration of women into the labor market, e.g., <b>JOBFIT fürs Office</b></li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of female Advisory Board members</li> <li>Women in Leadership events</li> <li>Events featuring female entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy supporting gender equality and mixed-gender teams</li> <li>Equal pay, assignment of tasks, parental leave and flexible working conditions (i.e. home office or part-time work) independent of gender</li> <li>Diversity and Inclusion Officer</li> <li>Use of gender-neutral/gender-inclusive language and listing of individual pronouns (he/she/they), e.g. in email signatures</li> <li>Installation of a gender-neutral bathroom</li> </ul>

	Principle 3: Method	Principle 4: Research	Principle 5: Partnership	Principle 6: Dialogue	Organizational Practices
<b>Social Background</b> 	<ul style="list-style-type: none"> <li>Integrated social service projects and civic engagement</li> </ul>	<ul style="list-style-type: none"> <li>Research projects focusing on social entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Social impact partnerships, e.g., MBS Empowerment Fund</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives and student clubs focusing on social engagement</li> <li>Open events highlighting social businesses and social entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy supporting diverse social backgrounds of students, faculty, and staff</li> <li>Individual payment schemes and scholarships for students</li> </ul>
<b>Sexual Orientation</b> 			<ul style="list-style-type: none"> <li>Promotion of <b>Sticks &amp; Stones</b> – Europe’s largest LGBTIQ+ job and career fair</li> </ul>	<ul style="list-style-type: none"> <li>Open events focusing on diversity of sexual orientation, e.g., Pride Talk</li> <li>Public support and celebration of Christopher Street Day and International Pride Week</li> </ul>	<ul style="list-style-type: none"> <li>Diversity and Inclusion Officer</li> <li>Recruiting strategy embracing all variations of sexual orientation</li> </ul>
<b>Religion and Worldview</b> 	<ul style="list-style-type: none"> <li>International and intercultural curricula</li> <li>Mandatory study abroad</li> </ul>	<ul style="list-style-type: none"> <li>Research focusing on international business topics</li> <li>International research projects and collaboration partners</li> </ul>	<ul style="list-style-type: none"> <li>More than 70 international partner universities worldwide</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives and student clubs organizing religious festivities</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy embracing religious diversity</li> </ul>
<b>Physical and Mental Abilities</b> 	<ul style="list-style-type: none"> <li>Curricular elements focusing on mental health, e.g., “Resilience Management” or “Success Factor Happiness”</li> </ul>	<ul style="list-style-type: none"> <li>Research focusing on, e.g., “Stress, Burnout and Resilience” or “Happiness as a Success Factor”</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with organizations supporting physical and mental health, e.g., Techniker Krankenkasse</li> <li>Social service projects dealing with mental health</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives and student clubs focusing on physical and mental health, e.g., MBS Together</li> </ul>	<ul style="list-style-type: none"> <li>Recruiting strategy focusing on capabilities, not abilities</li> <li>Fulfillment of the mandatory quota for the employment of persons with disabilities</li> <li>Corporate health management, e.g., MBS Health Day, yoga sessions, etc.</li> <li>Barrier-free access to the university building and classrooms</li> </ul>

Figure 12: Activities and measures related to the seven core dimensions of diversity



## SPECIAL FEATURE: OVERCOMING THE CORONA CRISIS

The outbreak of COVID-19 in Germany at the beginning of 2020 as well as the subsequent phases of (partial) lockdown and economic uncertainty have had and are still having a significant impact on Munich Business School. However, despite many negative effects, the pandemic has also caused stronger solidarity and cohesion among members of the MBS community as well as a greater sense of responsibility and a rising awareness for each person's physical and mental health. This solidarity manifests itself in the hashtag *#mbsstandstogether* and many related activities and success stories, some of which shall be highlighted in this chapter.



### Providing a new Learning Environment

In spring 2020, classes, exams and daily interaction between members of the school were switched to 100% online within just one week. Study programs could thus be continued without major interruption despite the partial closing of the campus. Faculty and professional staff were promptly equipped with appropriate technology, trained in the use of MS Teams and new online tools, and provided with helpful guidance documents. To guarantee fair conditions and maintain high academic standards at the same time, lecturers were also encouraged to consider their students' needs when designing online or alternative examination formats. In a **special survey of the CHE Ranking**, MBS received above-average ratings for its handling of the corona crisis.



### Sustaining Research Impact

As with teaching, MBS also moved to digital collaboration for research purposes. Many events such as the Doctoral Conference, Science@Lunch seminars, and training sessions were held entirely online and faculty members have increased their participation in virtual conferences. In addition, the pandemic gave rise to new research projects, e.g., the real-time case study "Jump starting into e-learning: the impact of COVID-19 on perceived learning success" by Dr. Hieke and Dr. Schmidkonz. During the coming Researchathon event, the MBS faculty will explore the topic "The good, the bad, and the ugly side of COVID-19."



### Standing Together in Times of Crisis

Besides extending our partner network to ensure a proper career support also in the time of COVID-19, we have taken the opportunity to use our outreach to make a positive contribution to the economy and society. For example, alumni startups affected by the pandemic are specifically advertised for free on the MBS website. The **Courage Center** led by Professor Dr. Marc-Michael Bergfeld was running two pro bono projects (**HelpLine** and **ExpertLine**) to support family businesses during the crisis and has published actionable guidelines and checklists.



### Overcoming Social Distance

To counteract the consequences of social distancing, we introduced various new formats of collaboration as well as professional and personal exchange. Amongst others, various teams and channels have been set up via MS Teams, e.g., for online learning, career advising, mentoring, onboarding of new students, and extracurricular activities. The "MBS Together" team offers students a platform to cope with the mental and social impacts of the pandemic and to offer each other support. The student-coordinated "Get in Touch" initiative in the bachelor's program matches newly enrolled students with a partner from their track. In addition, students can participate in regular chats with their respective academic director or the Dean. Similar offerings were created for employees.



### Taking Financial Responsibility

Maintaining operations while financially securing the university and its members continues to be one of our key concerns. For example, students experiencing financial hardship are offered individualized tuition payment or extension of their scholarships to prevent a further decline in enrollment numbers. At the same time, *Kurzarbeit* (mandated shortened work for decreased pay) has been prevented up to the present time to protect employees. Overall operating costs and strategic expenses are securely covered for the coming years thanks to the sustainable financing model applied at MBS.



## ACHIEVEMENTS & COMMITMENTS

The following table summarizes our key achievements of the past two years as discussed in detail in this SIP Report. Furthermore, it shows key objectives for the next 12 to 24 months:

	Achievements 2019-2021	Commitments 2021-2023
<b>Principle 1: Purpose</b>	<ul style="list-style-type: none"> <li>Mission alignment of all degree programs and executive education offerings</li> <li>Completion of the strategic plan for 2017-2021 and development of a new strategy with an increased focus on societal impact</li> <li>Implementation of an Assurance of Learning (AoL) process aligned with the MBS mission</li> <li>AACSB: Submission of the initial Self-Evaluation Report (iSER) and the first Progress Report</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of our new strategic plan for 2022-2026 with an increased focus on societal impact</li> <li>Completion of the first two AoL measurement cycles</li> <li>Submission of the second iSER Progress Report to achieve AACSB accreditation</li> </ul>
<b>Principle 2: Values</b>	<ul style="list-style-type: none"> <li>Increased promotion and support of diversity and all of its dimensions</li> <li>Creation of the MBS Ethics Committee</li> <li>Formal strengthening the role of the Diversity and Inclusion Officer</li> </ul>	<ul style="list-style-type: none"> <li>Continuation and expansion of activities promoting and supporting diversity as well as the implementation of the SDGs</li> <li>Publication of the first MBS Societal Impact Report</li> </ul>
<b>Principle 3: Method</b>	<ul style="list-style-type: none"> <li>Launch of the M.A. in "Innovation and Entrepreneurship" and M.A. in "International Marketing and Brand Management"</li> <li>Implementation of curricular changes in the B.A. and M.A. in International Business as well as the MBA in General Management</li> <li>Creation of the Learning &amp; Teaching Committee</li> <li>Increased faculty development</li> <li>Launch of the MBS Teaching Award</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of curriculum changes based on AoL and course evaluation results</li> <li>Implementation of the first MBS Teaching Day</li> <li>Expansion of faculty development opportunities related to teaching</li> </ul>
<b>Principle 4: Research</b>	<ul style="list-style-type: none"> <li>Increasing quality and quantity of publications related to social responsibility and sustainability</li> <li>Launch of new PRME-related research projects, e.g., "Women Entrepreneurs in the Maghreb"</li> <li>Nomination of MBS Research Fellows</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of a new research strategy for 2022-2026 with an increased focus on societal impact</li> <li>Expansion of faculty development and networking opportunities related to research</li> </ul>
<b>Principle 5: Partnership</b>	<ul style="list-style-type: none"> <li>New PRME-related career partnerships, e.g., with Microsoft Germany or Mission Female</li> <li>Implementation of social service and business projects with numerous partner organizations and companies</li> <li>Launch of the MBS Empowerment Fund</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance and expansion of the partner network in alignment with the MBS mission, vision and values as well as the Six Principles</li> </ul>
<b>Principle 6: Dialogue</b>	<ul style="list-style-type: none"> <li>Launch of the MBS Together group focusing on the students' mental health and well-being</li> <li>Nomination of two new Advisory Board members</li> <li>Successful continuation of the Women in Leadership initiative and organization of numerous other internal PRME-related events</li> <li>Admission to the EMBA Consortium</li> <li>Signing of the German Diversity Charter</li> </ul>	<ul style="list-style-type: none"> <li>Further promotion of dialogue and debate on PRME-related issues with multiple network partners and the public</li> </ul>



## LIST OF FIGURES

Figure 1: MBS degree programs and enrollment statistics (as of September 1, 2020).....	6
Figure 2: Diversity of the MBS student body (as of September 1, 2020) .....	7
Figure 3: MBS Mission and Vision .....	8
Figure 4: MBS Values .....	10
Figure 5: MBS Code of Conduct at a glance .....	12
Figure 6: MBS Social Service Projects 2019-2021 .....	24
Figure 7: MBS Business Projects 2019-2021 .....	24
Figure 8: Women in Leadership Events 2019-2021 .....	29
Figure 9: External events attended by MBS faculty and staff .....	32
Figure 10: Individual memberships of MBS Professors.....	33
Figure 11: MBS Diversity Wheel.....	34
Figure 12: Activities and measures related to the seven core dimensions of diversity .....	36



## APPENDIX

### APPENDIX 1: COMPLETE OVERVIEW OF PRME-RELATED RESEARCH ACTIVITIES FROM 2019-2021

The table below gives a full overview of PRME-related research activities and relevant intellectual contributions published by core faculty members

from July 2019 up until today. Further information can be found on the [MBS website](#) and in the [MBS Research Report](#) (German only).

Research Area: Innovation and Entrepreneurship			
Research Focus	Research Topic	Involved Faculty	Intellectual Contributions 2019-2021
Responsible Entrepreneurship	Trust-based Partnership – Yes! Young Entrepreneurs Succeed	Dr. Barbara Scheck, Giulia Parola (Research Associate)	<ul style="list-style-type: none"> <li>Parola, G. (2021). Escape from parents' basement? Post COVID-19 scenarios for the future of youth employment in Italy. <i>Labour Economics Papers</i>, 111 (1), 51-71.</li> <li>Parola, G. (2020, September 17-18). <i>Escape from parents' basement? Post COVID-19 scenarios for the future of youth employment in Italy</i>. 35<sup>th</sup> National Conference of Labour Economics, Virtual Conference.</li> <li>Parola, G., &amp; Spiess-Knafl, W. (2020, February 5). <i>Putting a man in the labour market: Academic-practitioner collaborations in career management</i>. Kolloquium des Forschungsschwerpunkts Management öffentlicher Aufgaben, Universität der Bundeswehr München, Neubiberg, Deutschland.</li> <li>Parola, G. (2019, September 10-12). <i>Explaining and linking institutional trust to job search self-efficacy: a cross-sectional study</i>. Dynamic Capabilities &amp; Relationships (DCR) Conference, Heilbronn, Germany.</li> <li>Parola, G. (2019, September 2). Explaining and linking political trust to job search self-efficacy in three disadvantaged regions in Europe: a cross-sectional study. 11th International Social Innovation Research Conference (ISIRC), The Yunus Centre for Social Business and Health, Glasgow Caledonian University, UK.</li> </ul>
	Technical Assistance for Social Finance Providers – EaSI	Dr. Barbara Scheck	<ul style="list-style-type: none"> <li>Scheck, B., &amp; Spiess-Knafl, W. (2020). <i>Impact Investing in the Framework of Business and Human Rights</i>. Working Paper, European Union, Policy Department, Directorate-General for External Policies. <a href="https://doi.org/10.2861/47607">https://doi.org/10.2861/47607</a></li> <li>Spiess-Knafl, W., &amp; Scheck, B. (2020). <i>Social Enterprise Finance Market Analysis and Recommendations for Delivery Options</i>. Brussels. European Commission, Directorate-General for Employment, Social Affairs and Inclusion. <a href="https://doi.org/10.2767/238479">https://doi.org/10.2767/238479</a></li> <li>Haarich, S., Holstein, F., Spule, S., Galera, G., Franchini, B., Borzaga, C., Chiomento, S., Spiess-Knafl, W., Scheck, B., Salvatori, G. (2020). <i>Impact of the European Commission's Social Business Initiative (SBI) and its Follow-up Actions</i>. Study for DG Employment, Social Affairs and Inclusion, European Commission.</li> </ul>
	Sustainable Entrepreneurship Research Project	Dr. Thomas Röhm, Dr. Anne Tryba	<ul style="list-style-type: none"> <li>Röhm, T., &amp; Tryba, A. (2020, September 30). <i>New Ventures' Sustainability Missions – A Marketing Necessity or All-Embracing Management Tool?</i>. 24<sup>th</sup> Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs, Karlsruhe, Germany (virtual).</li> </ul>



	Women Entrepreneurs in the Maghreb (WEMag)	Dr. Patricia Kraft, Dr. Barbara Scheck	The Erasmus+ funded project aims to create entrepreneurial knowledge and find solutions to gender-specific challenges in order to increase and promote start-up activities of female students and graduates at Maghreb universities. Of the seven universities collaborating in the project, MBS was tasked with the first work package, which was completed and presented in May 2021: It included the development of the conceptual design, the study of the basic situation in Maghreb universities, the curriculum, the needs of students, faculty and administrative staff, as well as defining the objectives follow-up questions for the following work packages.
	EXIST-Potenziale: Munich Business School – University for Social Entrepreneurs	Dr. Stefan Baldi, Dr. Patricia Kraft, Dr. Barbara Scheck	The project funded by the German Federal Ministry for Economic Affairs and Energy (BMWi) was not selected for the implementation in October 2019, but was able to create a good starting position for further project funding applications and internal MBS implementation measures thanks to the completion of the concept.
	Franchising in the Social Sector	Dr. Barbara Scheck	<ul style="list-style-type: none"> <li>Bergfeld, A., Lutz, E., &amp; Scheck, B. (2020). Social Franchising: A Transitional Solution for Scaling Up Entrepreneurial Organizations? <i>International Journal of Entrepreneurial Venturing</i>, 12(1), 17-38.</li> </ul>
	Impact Investing	Dr. Barbara Scheck	<ul style="list-style-type: none"> <li>Scheck, B. (2021). Social Reporting Standard (SRS): Making Social Impact Visible. K. Wendt (Ed.). <i>Theories of Change. Change Leadership Tools, Models and Applications for Investing in Sustainable Development</i> (pp. 103-108). Springer, Cham, Switzerland.</li> <li>Scheck, B. (2019, September 17). <i>Messbarkeit von wirkungsbezogenen Investitionen</i>. Impact Investing – Time to Discuss, Frankfurt, Germany.</li> </ul>

**Research Area: Leadership and Responsibility**

Research Focus	Research Topic	Involved Faculty	Intellectual Contributions 2019-2021
Diversity Management	Diversity Management Focusing on Gender: Female Leadership	Dr. Arnd Albrecht, Dr. Patricia Kraft, Dr. Hans Michael Rüdiger, Dr. Ellen Schmid	<ul style="list-style-type: none"> <li>Winkelvoss, G. (2019, October 8). <i>How Diversity Drives Innovation</i>. Podium discussion at Munich Business School, Munich, Germany.</li> </ul>
	Diversity Management Focusing on Generations X, Y, Z	Dr. Arnd Albrecht	This project examines the impact of generational differences on leadership behavior and motivational differences in the workplace. Based on “The Generation Study,” which is designed to examine differences in behavior and value orientation in different age groups, the study is scheduled to run for five years (since 2018).
Healthcare Management – Burn-out and Positive Psychology	Stress, Burnout and Resilience	Dr. Arnd Albrecht	<ul style="list-style-type: none"> <li>Hillert, A., Albrecht, A., &amp; Vorderholzer, U. (2020). The Burn-Out Phenomenon: A Résumé after 10,000 Scientific Publications. <i>Frontiers in Psychiatry</i> 11:519237. <a href="https://doi.org/10.3389/fpsy.2020.519237">https://doi.org/10.3389/fpsy.2020.519237</a></li> <li>Hillert, A., &amp; Albrecht, A. (2020). <i>Burn-out – Stress – Depression: Interdisziplinäre Strategien für Ärzte, Therapeuten und Coaches</i>. Munich, Germany: Urban &amp; Fischer Verlag.</li> </ul>



	Happiness as a Success Factor	Dr. Christian Schmidkonz	<ul style="list-style-type: none"> <li>Schmidkonz, C. (in press). <i>Quick Guide. Glück im Arbeitsleben. Wie der Arbeitsalltag in Unternehmen gesünder, glücklicher und erfolgreicher gestaltet werden kann</i>. Wiesbaden, Germany: Springer Gabler.</li> </ul>
Corporate Responsibility and Sustainability	Conscious Business	Dr. Christian Schmidkonz	<ul style="list-style-type: none"> <li>Rennollet, I., Schmidkonz, Ch., &amp; Kraft, P. (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. <i>World Review of Entrepreneurship, Management and Sustainable Development</i>, 16 (3), 241-261. <a href="https://doi.org/10.1504/WREMSD.2020.10026389">https://doi.org/10.1504/WREMSD.2020.10026389</a></li> </ul>
	Global Sustainability and Corporate Responsibility	Dr. Jose M. Alcaraz <sup>1</sup>	<ul style="list-style-type: none"> <li>Alcaraz, J., Tirado, F., &amp; Galvez, A. (accepted). Dark Times for Cosmopolitanism? An Ethical Framework to Address Private Agri-Food Governance and Planetary Stewardship. <i>Business Ethics, the Environment &amp; Responsibility</i>.</li> </ul>
	Human Resources, Sustainability and Ethics	Dr. Jose M. Alcaraz	<ul style="list-style-type: none"> <li>Gálvez, A., Tirado, F., &amp; Alcaráz, J. M. (2021). Resisting Patriarchal Cultures: The Case of Female Spanish Home-Based Teleworkers. <i>Work, Employment and Society</i>, 2021, 1-17.</li> </ul>
Responsibility in the Leadership Role		Dr. Ellen Schmid	<ul style="list-style-type: none"> <li>Schmid, E. A., Knipfer, K., &amp; Peus, C. V. (2021). Narcissistic Leaders – Promise or Peril? The Patterns of Narcissistic Leaders’ Behaviors and Their Relation to Team Performance. <i>Frontiers in Psychology</i>, 12:660452. <a href="https://doi.org/10.3389/fpsyg.2021.660452">https://doi.org/10.3389/fpsyg.2021.660452</a></li> <li>Schmid, E., &amp; Pircher Verdorfer, A. (2020). Gerechtes Führen: Wie sich ethisches und destruktives Führungsverhalten auf die Mitarbeitenden auswirkt. In Badura, B., Ducki, A., Schröder, H. Klose, J., &amp; Meyer, M. (Eds.). <i>Fehlzeiten-Report 2020. Gerechtigkeit und Gesundheit</i>. (pp. 165-175). Berlin, Germany: Springer. <a href="https://doi.org/10.1007/978-3-662-61524-9">https://doi.org/10.1007/978-3-662-61524-9</a>.</li> <li>Schmid, E. (2019, November 19). <i>Me myself and I: Self-interested Leadership and Narcissists in Leadership Positions</i>. Brown Bag Seminar, Munich Business School, Munich, Germany.</li> <li>Schmid, E., Pircher Verdorfer, A., &amp; Peus, C. (2019). Shedding Light on Leaders’ Self-Interest: Theory and Measurement of Exploitative Leadership. <i>Journal of Management</i>, 45(4), 1401-1433. <a href="https://doi.org/10.1177/0149206317707810">https://doi.org/10.1177/0149206317707810</a></li> </ul>
<b>Research Area: Digital Transformation</b>			
<b>Research Focus</b>	<b>Research Topic</b>	<b>Involved Faculty</b>	<b>Intellectual Contributions 2019-2021</b>
Connected Conscious Approach to Technologies and Digitization		Dr. Patricia Kraft, Dr. Christian Schmidkonz	<ul style="list-style-type: none"> <li>Welledits, V., Schmidkonz, Ch., &amp; Kraft, P. (2019). <i>Digital Detox im Arbeitsleben. Methoden und Empfehlungen für einen gesunden Einsatz von Technologien</i>. Wiesbaden: Springer. <a href="https://doi.org/10.1007/978-3-658-28071-0">https://doi.org/10.1007/978-3-658-28071-0</a></li> </ul>

<sup>1</sup> MBS Professor until May 31, 2020, now MBS Research Fellow.



In addition to the research output produced by MBS faculty, numerous final theses by MBS graduates and doctoral candidates focus on the topics of sustainability and social responsibility.

### Doctoral Theses

- Chamberlain, Ch. (2019). Explorative study of HRM integration within DAX30 German Automotive Manufacturer. DBA Thesis, Sheffield Hallam University, UK.
- Allott, J. (planned). *Work Identity of Skilled Workers in the Gig Economy*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: J. Smith-Maguire, Sheffield Hallam University).
- Becker, T. (planned). *Environmental Sustainability and Reshoring in the Automotive Industry. A Multiple Cases Study*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Förstl, Munich Business School; R. Breese, Sheffield Hallam University).
- Bergfeld, A. (planned). *Franchising im sozialen Sektor*. Dissertation, Heinrich-Heine-Universität Düsseldorf. (Supervisors: E. Lutz, Heinrich-Heine-Universität Düsseldorf; B. Scheck, Munich Business School).
- Bos, H. (planned). *Triple Bottom Line in German Venture Capital Market*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: M. Herwick, Munich Business School; A. Elfakir, Sheffield Hallam University).
- Hahn, M.-K. (planned). *How Leadership Styles affect Employee Engagement – A perspective of The Linde Group*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Albrecht, Munich Business School; P. Allan, Sheffield Hallam University; P. Prowse, Sheffield Hallam University).
- Henke, K. (planned). *Value-Focused Negotiation versus Integrative Mindset: Reducing Fixed-Pie Perceptions in Integrative Negotiations*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: J. Nasher, Munich Business School; E. Martin, Sheffield Hallam University).
- Klemp, F. (planned). *The Impact of Organisational Culture on Servant Leadership*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: E. Schmid, Munich Business School; P. Stokes, Sheffield Hallam University; F. Husain, Sheffield Hallam University).
- Klipan, H. (planned). *How to Achieve Mutual Success of Business and People in Times of Change*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: E. Albrecht, Munich Business School; C. Cole, Sheffield Hallam University).
- Leverenz, B. (planned). *Cultural Intelligence and Social Capital: An Investigation on Expatriates' Working Relationships*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: G. Maráz, Munich Business School).
- Levina, D. (planned). *Exploring Woman's Leadership Experiences in Middle Asia Countries/Cultural Background as a Booster of Female Leadership: Learning from your Heritage*. DBA Thesis, Sheffield Hallam University, UK

(Supervisors: (Supervisors: E. Schmid, Munich Business School; A. Louis, Sheffield Hallam University).

- Mayr, R. (planned). *The Future Role of Human Capital Management (HCM) in Corporations and When Best Practice Processes Should be Adapted?* DBA Thesis, Sheffield Hallam University, UK (Supervisors: P. Allan, Sheffield Hallam University; C. Taylor, Sheffield Hallam University).
- Müller, B. (planned). *Management Process of Product Development in Relation to Stakeholder Pressure*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. Seif, Munich Business School; A. Pakgohar, Sheffield Hallam University; J. Gorst, Sheffield Hallam University).
- Schmidt, D. (planned). *Organizational Structure Impact on Decision-Making: A Mixed-Methods Study of Clinical Commissioning Groups*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: W. Zirus, Munich Business School, C. Cole, Sheffield Hallam University).
- Sela, O. (planned). *Influence of Professional Sport Backgrounds on Performance Under Pressure*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: T. Davey, Munich Business School; R. Wilson, Sheffield Hallam University; D. Plumley, Sheffield Hallam University).
- Sellmann, M. (planned). *The Future of Fraud Investigation and Compliance – Predictive Methods, Data*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: K. Wegmann, Munich Business School).
- Widauer, J. (planned). *Who am I: A Hermeneutic Exploration of Talent Management and Identity Issues*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: E. Stumpfegger, Munich Business School; E. Martin, Sheffield Hallam University).
- Winkelvoss, G. (planned). *Digitalisierung und Conscious Business*. Dissertation, Universität Regensburg (Supervisor: Prof. Dr. Michael Dowling, Universität Regensburg, Lehrstuhl für Innovations- und Technologiemanagement).
- Zhou, Z. (planned). *Sustainability as a Strategy for the Energy Storage Industry*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: Ch. Schmidkonz, Munich Business School, Ch. Gilligan, Sheffield Hallam University).

### Bachelor's and Master's Theses

- Antonio, J. (2019). Purpose Washing: An Analysis of the Purposes of DAX 30 Companies. (Supervisor: Ch. Schmidkonz)
- Behr, N. (2019). "Born Conscious": Analyse des Conscious Business Unternehmensmodells in der Luxusindustrie anhand von Case Studies. (Supervisor: Ch. Schmidkonz)
- Byberg, M. (2019). Restructuring a Multinational Firm: An Analysis into how Local Cultures Should Be Used as an Input into Restructuring Strategy. (Supervisor: F. Bannys)
- Chinjai, D. (2020). The Contributions and the Unaddressed Actions of the Pharmaceutical Industry to Achieve the United Nations Sustainable Development Goal 3. (Supervisor: C. Schmidkonz)



- De Anna, Giulia (2021). Women in Senior Management Roles: A Comparative Analysis of Success Factors for and Barriers to the Advancement to Senior Management Roles for Women in USA, Sweden, Netherlands. (Supervisor: E. Schmid)
- Di Matteo, I. (2020). Women Leaders: A Study of the Challenges and Opportunities Faced by Women in Leadership Positions from the Perspective of Millennials. (Supervisor: H. M. Rüdiger)
- Eneva, M. (2020). Value-Based Segmentation of Consumption Behavior with Luxury Goods: A Quantitative Study on the Differences between Millennials and Generation X. (Supervisor: H. M. Rüdiger)
- Fan, X. (2021). Comparison of Happiness at Work between Chinese and German Employees: Analysis of Influencing Factors at a Chinese Foreign-Invested Company. (Supervisor: C. Schmidkonz)
- Fritz, A. M. (2021). The Comparison of American and European Handling of Sustainability within Capital Markets. (Supervisor: S. Reich)
- Gallardo Marchig, B. (2020). Statistical Analysis of Performance and Environmental, Social and Governance Ranking of Publicly Listed U.S. Office Equity Real Estate Investment Trusts. (Supervisor: C. Rennhak)
- Hartel, J. (2019). The Impact of Environmental Insecurity on the Economic Development of Emerging Economies in the Case of Mexico. (Supervisor: H. M. Rüdiger)
- Li, Y. (2020). Analysis of Main Implications for Sustainable Supply Chain Management of Automotive Industry. A case study of a Chinese Subsidiary of a German Small and Medium Sized Enterprise. (Supervisor: H. M. Rüdiger)
- Lupu, C. (2020). Assessment of Success Criteria in Public-Private Partnerships. A Comparative Case Study on Social Impact Bonds. (Supervisor: E. Stumpfegger)
- May, P. (2020). Sustainability Management: Ein Erfolgsfaktor für deutsche Unternehmen? (Supervisor: S. Gewalt)
- Mazibuko, T. (2020). The Under-Representation of Women in Corporate Leadership Positions: An Analysis of Underlying Factors Relating to Implicit Bias, with Practical Recommendations of Sustainable Solutions. (Supervisor: P. Kraft)
- Moser, S. (2019). Discussion of Gender Diversity in Corporations: Analysis of the European Corporate Market. (Supervisor: K. Vallund)
- Penuela, N. (2020). The Emergence of Green Bonds as Innovative Financial Instruments: A Bibliometrics Analysis from 2008 to 2020. (Supervisor: B. Scheck)
- Peralta Alarcón, A. (2021). A Sustainable Entrepreneurship Model: A Framework for Development in Costa Rica. (Supervisor: M. Rüdiger)
- Perwas, S. (2019). Analyse von Optionen des nachhaltigen Handelns im Eventmarketing und Ableitung von Implementierungsempfehlungen am Beispiel der Boston Consulting Group. (Supervisor: H. H. Jung)
- Qureshi, A. (2019). How Do Creative Leaders Foster More Creative Teams? An Inquiry into Diversity and Related Organizational Key Drivers. (Supervisor: J. M. Alcaraz)
- Rayess, A. (2020). Sustainable Farming in Urban Areas: An Analysis of Business Opportunities in Innovative Farming Systems. (Supervisor: B. Scheck)
- Ruiz, A. (2021). Sustainable Alternative Investment Vehicles in Europe. Analyzing the Business Opportunity of Launching an Impact Real Estate Fund for Allianz Real Estate GmbH's Third-Party Business. (Supervisor: B. Scheck)
- Schulz, S. M. (2021) Crisis Management and Leadership: An Analysis of Female Leadership Competencies in Times of Crisis. (Supervisor: E. Albrecht)
- Siadat, M. (2020). Das betriebliche Gesundheitsmanagement der Unternehmen blu Professionals GmbH und Ernst and Young GmbH: Eine vergleichende Analyse. (Supervisor: S. Gewalt)
- Spronck, F. (2019). Workforce Diversity and Leadership: Exploring the Need for and Application of Differentiating Leadership Principles. (Supervisor: C. Rennhak)
- Tseng, K.-N. (2020) Environmental Awareness of Air Travel Consumers Internal and External Factors Influencing Environmental Consumer Behavior of Air Travelers. (Supervisor: C. Schmidkonz)
- Vazdrahanava, N. (2020). Sharing and Caring: Drivers of Affective Commitment in Higher Business Education: A Case Study among Munich Business School MBA Students. (Supervisor: S. Baldi)



## **IMPRINT**

### **Publisher**

Munich Business School

### **Contact Details**

Munich Business School  
Elsenheimerstrasse 61  
80687 Munich  
Germany

[www.munich-business-school.de](http://www.munich-business-school.de)  
[info@munich-business-school.de](mailto:info@munich-business-school.de)  
+49 (0)89 54 76 78 – 0

### **Content Responsibility**

Dr. Stefan Baldi  
Dean Munich Business School

Compiled by: Juliane Große, Quality Manager  
For questions, please contact [quality@munich-business-school.de](mailto:quality@munich-business-school.de)