



PRME

This is our **Sharing Information on Progress (SIP)** Report on the Implementation of the **Principles for Responsible Management Education**



Munich Business School 2017



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1 Renewal of Commitment to PRME

Munich Business School (MBS) is one of the leading business schools in the German-speaking region: Since 1991, managers for the global job market have been trained here. From Bachelor, Master and MBA to doctorate and executive education programs, MBS provides a wide range of international, practical and personal education offers.

The global economy continues to become more integrated – a development which is reflected in both the curricula and on the campus: Students from 60 countries are studying together at MBS. International content, integrated study abroad and the option to acquire an international Dual Degree to allow for easy entry into the global working world.

The education offers of MBS are driven by a tight network with business. Lecturers from well-known companies guarantee the graduates an education that efficiently prepares them for the challenges on the job.

Of course, sound professional knowledge is imparted. But it is equally important to train personalities who make management decisions conscious of their social responsibility. Imparting of soft skills allows for this, as do small classes and the intensive contact between professors and students.

In accordance with our corporate identity as outlined above, we are proud to be a member of the PRME initiative and as such remain deeply committed to its principles.

In this year's SIP report, we would like to highlight the following key achievements supporting the Principles for Responsible Management Education:

- Renewal of our vision and mission and values
- Integration of CSR and sustainability related modules and courses into each graduate and undergraduate study program
- Continuation of our charter membership of the Hochschulnetzwerk Bildung durch Verantwortung (approx. University Network Education through Responsibility)
- Our students' and alumni's ongoing commitment through social student initiatives, social service projects, (charity) events, start-ups and other projects
- Our ongoing commitment and dialogue with educators, students and businesses regarding CSR and sustainability through partnerships, research activities and events.



Yours,

Prof. Dr. Stefan Baldi (Dean)

Nathalie von Seyfried (Chancellor)



2 Our Mission Statement

For its 25 years anniversary in 2016, Munich Business School used the opportunity to think about the future, together with our most important stakeholders – our students, employees, lecturers, alumni and partners: Where are we going? Why should MBS be invented if it didn't exist already? What are its central values? The senate of MBS unanimously passed a new vision, mission and shared values in the beginning of 2017 after intense discussions.

Our Vision:

Innovative – Responsible – Globally minded

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.

Three core terms are at the focus of the MBS vision: innovative, responsible and globally minded. They are central terms that have characterized the university since its establishment and that are to provide an orientation and profile for the future as well:

- **Innovative:** As a private foundation in an environment dominated by state universities, MBS has pursued an innovative approach from the beginning. This is reflected in innovative pedagogic concepts and contents: project and teamwork from the first day of studies, student coaching, happiness research and conscious business are only a few examples. Many of the ideas and concepts developed in the innovative environment of MBS are now also used by other universities. That is no problem at all. After all, “if you want to be original, be ready to be copied” (Coco Chanel). We like to be the original. The environment of MBS also promotes entrepreneurial spirit among the students. There is an above-average number of them opening their own businesses or running a family firm. In the end, we need to qualify students for professions that do not exist yet in an innovative approach.
- **Responsible:** Entrepreneurial action and responsibility go hand in hand, and universities must also take responsibility in society. This principle is firmly established at MBS. Social Service Projects have been an integral part of the Bachelor's program for years. We were one of the first German universities supporting the PRME, committed in the “Hochschulnetzwerk Bildung durch Verantwortung” (approx. “University Network Education through Responsibility”) as a founding member, researching in the area of Social Entrepreneurship – to name just a few examples.
- **Globally minded:** Internationality was one of the central ideas of the foundation of MBS. 25 years ago, foreign languages and mandatory semesters abroad were already a fixed part of our academic training. MBS is now one of the most international business schools in Germany. More than one third of our students come from abroad to graduate at MBS. The term “globally minded” means more than just “international”, and exceeds the crossing of borders in the geographic sense: Approx. 60 nations study and work together at MBS –



cultural understanding for our own as well as for foreign cultures, is a central value. Respect and open-mindedness towards other opinions, lifestyles and approaches are included in this as well.

MBS wants to be a home for people who identify with these characteristics that are also based on a specific attitude and that are a matter of the heart.

Our Mission:

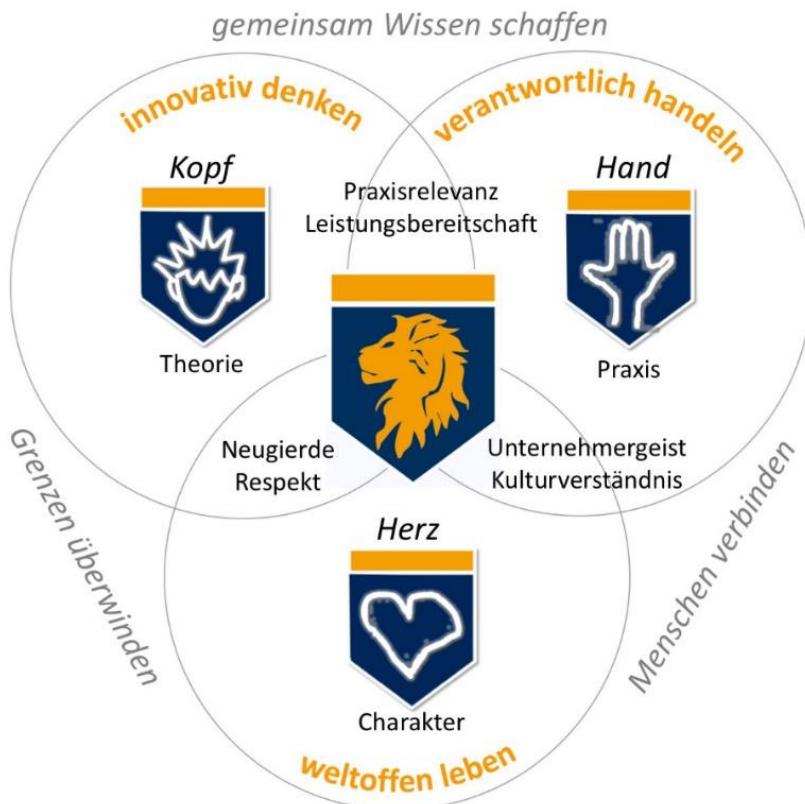
Munich Business School contributes to the economy and society by creating an inspiring academic environment in Munich that enables individuals to strive for entrepreneurial success while treating the people around them as well as our natural resources in a respectful and responsible manner.

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.

The mission takes up central subjects of the vision and puts the role of MBS as “enabler” and catalyst at the focus. The university offers an inspiring environment for personal growth and advancement of knowledge in the area of business administration. This includes further development of individual knowledge by learning as well as further development of the general knowledge status via research. The mission also makes it clear that MBS as a whole is aware of its responsibility towards economy and society and wants to live up to it. This target, sometimes called the “Third Mission” (in addition to teaching and research) is therefore an integral part of our self-perception.

**Our Values: Innovative, Responsible, Globally Minded**

Important shared values of MBS are already named in the formulations of the vision and mission, respectively. The central values are built around the three spheres of competence of “Knowing”, “Doing” and “Being”, symbolized by the head (for theory), the hand (for practice) and the heart (for character). These three spheres are interlocking closely. They are connected to the central elements of the vision (innovative, responsible and globally minded).



3 Key Achievements in Relation to the Implementation of the Principles for Responsible Management Education

- **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.



- **Principle 2 | Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



- **Principle 3 | Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



- **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.



- **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.



- **Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.





3.1 Learning & Working Environment ensuring Social Responsibility and Sustainability



To lay the foundation for the implementation of the Principles for Responsible Management Education and the fulfillment of our mission and vision, we constantly strive for creating the perfect learning and working environment for our students, professors and administrative staff. In this context, we especially emphasize the assurance of diversity and gender equality as well as a high academic and institutional quality.

Diversity

Internationality

One of the greatest strengths of Munich Business School is its high level of internationality: Students, lecturers and administrative staff from more than 60 nations meet here. In the fall term of 2016/17, almost 40% of the student body had an international background (excluding visiting students). Daily interaction among different cultures promotes openness and tolerance and enriches the classes with different perspectives. The communication at MBS also meets international business standards: A vast number of the seminars and lectures is held in English. Furthermore, specific programs include education in additional foreign languages such as Chinese, Arabic, Russian, Spanish or French.

International content runs like a central theme through every program at Munich Business School: Lecturers with international management experience depict complex topics and methods from the global business world. Or, for one or more semesters, they focus on both markets and developments of a specific region (e.g. China or Latin America). Courses about intercultural skills complete the expertise. Additionally, each program includes integrated studies abroad, because no other experience is as formative as living, studying and working in another country. MBS students can choose from more than 60 international partner universities and benefit twice at some of them: Master students get the option of graduating with a foreign degree, in addition to the German one (Dual Degree).

Gender Diversity/"Women in Leadership"

With regard to gender diversity, the proportion of female students and staff has been on a high and balanced level for years. In the fall term of 2016/17, 48% of all enrolled students and 60% of all full-time employees (lecturers and administrative staff) were female. Furthermore, two third of the leading and managing positions in the school's administration are held by women.

In this context, it is worth noting that MBS Business Development Manager and part-time MBA student Dima Raffi is currently conducting a study on "Women in Leadership" for her Master thesis together with MBS and her supervisor Prof. Dr. Barbara Scheck (see paragraph below). The main goal of this project is to highlight the set of leading characteristics that help female employees innovate and overcome the challenges they face in their careers. It also focuses on identifying the best strategies that help organizations to create the right environment to nurture female talent and thus enhance gender diversity in leading positions.



Human Resources Development

New Faculty Members

In accordance with our mission and vision, the MBS faculty puts high emphasis on integrating the principles for responsible management in their teaching and research activities. In 2016 and 2017, two new professors joined the team, enriching the MBS Community with their vast experience in the field of CSR and sustainability.

- **Prof. Dr. Barbara Scheck:** Barbara Scheck joined MBS in early 2016 as a Professor for (Social) Entrepreneurship. She started her career in the German Diplomatic Service before co-founding and heading a financial literacy project established by Allianz, McKinsey & Company, KPMG and Grey. During her Ph.D., she has developed the Social Reporting Standard, guidelines for impact-oriented reporting. Other significant experiences include consulting for a social venture capital fund and projects for development cooperation agencies on social entrepreneurship. She furthermore supports the Social Entrepreneurship Akademie (SEA) in Munich in developing novel education programs for societal change. She is a member of the EU's GECES subgroup on impact measurement in social enterprise, the Impact Measurement Working Group of the Social Impact Investment Task Force established by the G8 and co-founder of Volunteer Vision, an online corporate volunteering platform. Her research focuses on the financing of social enterprises, impact and mission-related investing and impact assessment.
- **Prof. Dr. Jose Manuel Alcaraz-Barriga:** Prof. Dr. Alcaraz has been a Professor for Business and Society at Munich Business School since 2017. He has lived and developed his professional career in Barcelona, his hometown, as well as in Shanghai, Dubai, Santo Domingo and Perth, covering four continents. His industry experience includes the roles of former HR Development Manager of a major Spanish IT company and former Organization Consultant, with clients in a wide range of sectors and industries. As a scholar, he is a Researcher for the United Nations-supported PRME (Principles for Responsible Management Education) global project. Previously, among others, he collaborated with the IESE Business School, and also led the Endowed VICINI Chair in Sustainability.

Employment Initiative “JOBFIT”

Munich Business School supports the employment initiative “JOBFIT fürs Office” (approx. “JOBFIT for the office”) which is part of the municipal joint project “Perspektive Arbeit” (VPA) (approx. “Perspective Work”). The initiative currently assists and qualifies more than 2,500 permanently unemployed women with experience in the field of administrative work, helping them to reenter the employment market. Since 2015, five women have successfully completed an internship at MBS whereof three have now signed a permanent contract with MBS.

Internships for High School Students

Munich Business School offers internships to high school students on a regular basis. From 2015-2017, an overall number of ten interns at the age of 16-18 stayed for a duration of about six months. Alternating between their school and their internship every three weeks, students are supposed to experience work life at a company and learn how to take responsibility in a professional



environment. At MBS, interns get familiar with the specifics of an international private university by supporting the Service & Administration team as well as the Examination Office.

Professional Training

From 2015-2017, full-time employed professors and administrational staff of MBS received in-house trainings on a regular basis. Amongst others, the training sessions also covered topics such as Happiness, Work-Life-Balance and Intercultural Communication (with a broad understanding of diversity).

Quality Assurance: Accreditations, Evaluations and Surveys

Accreditations

Munich Business School sets the highest standards for its educational offerings. Neutral institutions have confirmed the quality of the school and the study programs over and over again. MBS is the first private university in Bavaria that has been state-approved and has received unlimited accreditation. In addition, accreditations by the German Science Council and FIBAA (one of the most important international quality and accreditation agencies) confirm that MBS's performance in education and research meets high scientific standards.

Course Evaluations

After each semester, we ask our students to evaluate their courses with regard to content, timeliness, applicability and the teaching skills of the respective lecturers. The findings are used to identify and assess a potential demand for improvement of the lecture contents, teaching methods and academic management in general and act on it appropriately.

Alumni Survey

In order to gain a better understanding of what career paths our alumni have chosen, to get an idea of how they remember their times at MBS and how they evaluate their studies in retrospect, an Alumni Survey will be conducted in summer 2017. The survey is one of the quality assurance measures we employ to continually reassess and – where required – improve both the curriculum and the services we offer to our students.



3.2 Curriculum Integration in the Field of Corporate Responsibility and Sustainability



As stated in our vision and mission, we want to become the preferred business school for globally minded, responsible and entrepreneurial individuals. So naturally, 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 social responsibility in our curricula.

Modules and Courses in the Field of Corporate and Social Responsibility

Corporate Social Responsibility and Business Ethics (MGMT 501)

In this module, our undergraduate students learn about the necessity of ethical behavior as an important contribution to society and the individual as well as the importance of ethics in both macro- and microeconomics.

Social Service Project (SAS 301)

For more than ten years already, this module is part of the Bachelor curriculum. It combines learning and civic involvement, so-called Service Learning. The project must be a social venture and should address at least one of the aspects of social integration, education and internationality. It requires cooperation with a project partner from the civil society and each project team must conclude it by a comprehensive project report and a presentation, including also the evaluation of the methods applied by the project management. The project teams are on their own in finding project partners and, in coordination with them, outlining implementing and evaluating the project concept in a report and a presentation.

Responsible Leadership in a Global Context (EXEC 850)

This module is designed to teach our Master students – amongst others – intercultural competencies for leading and managing people in a responsible way. Within the courses, students will get an overview of relevant economic ethical key issues, learn methods for dealing with social value system issues and assuming corporate social responsibility and become aware of the importance of the four tenets of conscious capitalism and possibilities to integrate them into daily business.

Success Factor Happiness (IB 850-11)

By participating in this elective course offered in the Master International Business program, students become familiar 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.



Business Project (IB 751)

This module gives the students of the Master International Business program the opportunity to implement a practical project in cooperation with a company. In the past years, some of the projects had a clear focus on CSR and/or sustainability related topics. Partner companies included the Hochschulnetzwerk Bildung durch Verantwortung (approx. University Network Education Through Responsibility), Zentrum für kindliche Mehrsprachigkeit zkm/kikus (approx. Center for Infantile Multilingualism) and the nursing home Haus Wartenberg in Geisingen, Germany.

Business & Society in a Global Context (IB 780)

This module from the part-time and full-time MBA curriculum raises the question of how businesses can be part of the solution and engage in a race to the top, so that they address complex social and environmental issues alongside their search for economic value creation. Amongst others, it covers topics such as Sustainable Development, Social Responsibility and Shared Value Creation.

Social Entrepreneurship (ENTR 880)

This elective course has been recently introduced into our part-time and full-time MBA program. Students examine the topic of solving social problems with entrepreneurial concepts and learn about the various specific challenges of such business models, as for example financing, growth and impact assessment.

MBS Community Service

The MBS Community Service is an integral part of the curriculum of each full-time study program at Munich Business School. It engages students to become an active and responsible member of the MBS Community, e.g. by planning and managing social events at MBS, realizing charity projects or helping other students integrate. In return, students receive so-called "Social Credit Points" (SCPs) for their commitment that are subsequently converted into actual ECTS.

The extracurricular social and faculty-related activities initiated by the MBS Community Service 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.

Students have free choice of activities and dedication to the different activity fields, e.g.

- Founding or volunteering for a student initiative (see paragraph below)
- Planning, organizing, supporting and/or participating in extracurricular events
- Assisting foreign students and freshmen
- Participating in the assessment centers for prospective students
- Supporting the MBS Career Center
- Backing alumni activities
- Dedication as student representative or group speaker



Social Student Initiatives

MBS helps

MBS helps was founded in October 2012 by a former MBS student. It is a non-profit welfare organization and a registered association with a confirmed charitable status. The initiative's members hold that prospective managers should take more responsibility for their actions and for other people, only using their influence in a positive way.

Thanks to MBS helps, students become aware of the positive influence they can have on their environment during their studies as well as their future professional life. In the past two years, projects included the organization of the Munich AIDS concert, a charity concert to raise funds for various orphanages and shelters in Lithuania as well as a winter clothes donation campaign.

MBS get2gether

The registered association MBS get2gether is a student initiative 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 Buddy Program

The MBS International Buddy Program actively recruits MBS students who have an interest in meeting with, learning from, and helping international exchange students.

The main goals of the Buddy Program are:

- To better integrate new international exchange students at Munich Business School by connecting them with current MBS students, or so-called "Buddies".
- To give students the opportunity to be a mentor and network with international incomings from MBS partner universities.
- To make students learn about each other's cultures and customs, improve or learn foreign languages, and gain new friends from all over the world.



3.3 Research in the Field of Corporate Responsibility and Sustainability



Our research mission statement is in accordance with our general mission statement: We strive to identify, develop and convey sustainable concepts for the responsible and value-oriented management of international companies. One area of research our professors focus on is leadership and responsibility, concentrating on the question how businesses can apply and integrate corporate responsibility and sustainability in their strategic and daily operations. The stakeholder perspective, i.e. respecting and balancing the needs and interests of various social groups, is getting more and more important for business leaders, as the sustainable development of organizations and the individuals within that organizations are indispensable for the long-term global economy. Within this research field, our professors are exploring the following topics:

Conscious Business

Especially in the United States, numerous companies integrate the four principles of Conscious Business in their daily operations: Integration of stakeholders, a higher purpose, conscious leadership and conscious culture and management. The main research interest is on the various forms of applying the principles in different companies and different countries.

Recent Publications:

- Stahlhofer, N., Schmidkonz, Ch., & Kraft, P. (n.d.). *Conscious Business in Germany: Assessing the Current State and Creating an Outlook for a New Paradigm*. Heidelberg: Springer (accepted).
- Christ, J., & Schmidkonz, Ch. (2016). Analyse von Mitarbeiterglück am Beispiel der Generation Y in Deutschland. *Der Betriebswirt*, 3/2016, 20-24.
- Christ, J., & Schmidkonz, Ch. (2016). *The Quintuple Bottom Line Model – an innovative approach to analysing happiness at work applied to the Generation Y in Germany*. Munich Business School Working Paper Series (ISSN 2367-3839), 2016-01.
- Schmidkonz, Ch. (2016). 全球化的世界需要良心企业. *博鳌观察*, 07/2016.
- Schmidkonz, Ch. (2015, November 6). *Warum „Conscious Business“ die Zukunft gehören muss*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2015/11/conscious-business/>
- Schmidkonz, Ch. (2015). 幸福并非虚无缥缈. *博鳌观察*, 04/2015, 82-85.
- Schmidkonz, Ch. (2015). Making the World a Better Place through Happiness. *Boao Review* 04/2015, 70-74.
- Schmidkonz, Ch. (2014). Glücksmomente – Glück und Lebensfreude in China und Deutschland. *ChinaContact* 09/2014, 42-44.



Corporate Volunteering

Corporate Volunteering refers to the voluntary social commitment of employees and is one of companies' sustainability efforts to make an impact on society as well as the company's performance.

Recent Publications:

- Dreesbach, S., & Scheck, B. (n.d.). In-house versus outsourced corporate volunteering programs: Does the choice of provider impact employees' organizational commitment? *Nonprofit And Voluntary Sector Quarterly* (submitted).
- Dreesbach-Bundy, S., & Scheck, B. (Eds.). (2017) *CSR und Corporate Volunteering*. Wiesbaden: Springer Gabler (accepted).
- Dreesbach-Bundy, S., & Scheck, B. (2017). Corporate volunteering: A bibliometric analysis from 1990 to 2015. *Business Ethics: A European Review*, 1-18. doi: 10.1111/beer.12148

Development of standards to assess the sustainability reporting of companies

The research project examines the sustainability reporting and the assessment of such information by external third parties. The results are used to develop an auditing standard to make sustainability reporting comparable and measurable.

Global Sustainability and Corporate Responsibility

This stream of research aims to understand current developments around global sustainability (with particular emphasis on the planetary boundaries) and implied responsibilities of firms around management and leadership.

Recent Publications:

- Alcaraz, J. M., & Fotaki, M. (n.d.). Teaching Sustainability and Management Critically: 'Expectation Failures' as a Powerful Pedagogical Tool. In M. Brueckner, R. Spencer, & M. Paull (Eds.) (n.d.), *Disciplining the Undisciplined: perspectives on responsible citizenship, corporate social responsibility and sustainability*. UK: Springer (accepted).
- Nicolopoulou, K., & Alcaraz, J. M. (2017, May 18-20). *Agri-Food and Global Sustainability: Towards a Cosmopolitan Global Framework to Address The Planetary Boundaries*. 12th Organization Studies Workshop Food Organizing Matters: Paradoxes, Problems and Potentialities, Chania, Crete, Greece.
- Edwards, M., & Alcaraz, J. M. (2017, August 30). *Transforming Business Schools and Management Education to Address Global Sustainability*. Transformations 2017: Transformations in Practice, Centre for Environmental Change and Human Resilience, University of Dundee, Scotland, UK.



- Alcaraz, J. M., Shandler, K., & Edwards, M. (2017, August 20-23). *Connectivity and Cross-Scale Dynamics: MBA Learning Experiences Across Three Regions*. Resilience 2017 – Resilience Frontiers for Global Sustainability, Stockholm, Sweden.
- Pérez-Pineda, F., Alcaraz, J. M., & Colón, C. (2017). Creating sustainable value in the hospitality industry: a (critical) multi-stakeholder study in the Dominican Republic. *Journal of Sustainable Tourism*. doi: <http://dx.doi.org/10.1080/09669582.2017.1297451>
- Nicolopoulou, K., Kakabadse, N. K., Nikolopoulos, K. P., Alcaraz, J. M., & Sakellariou, K. (2016). Cosmopolitanism and transnational elite entrepreneurial practices: Manifesting the cosmopolitan disposition in a cosmopolitan city. *Society and Business Review*, 11 (3), 257-275. doi: <http://doi.org/10.1108/SBR-01-2016-0001>
- Alcaraz, J. M., Sugars, K., Nicolopoulou, K., & Tirado, F. (2016). Cosmopolitanism or globalization: the Anthropocene turn. *Society and Business Review*, 11 (3), 313-332. doi: <http://doi.org/10.1108/SBR-10-2015-0061>

Human Resources, Sustainability and Ethics

This stream of research aims to advance the discussion on Human Resources Management's quest to create value around social responsibility and environmental sustainability, plus to foster ethical issues around equity.

Recent Publications:

- Alcaraz, J. M., Kausel, E., Colón, C., Escotto, M., Gutiérrez, I., Morales, D., Prado, A., Suárez, E., Susaeta, L., & Vicencio, F. (2012). Putting Organizational Culture at the Heart of Industrial-Organizational Psychology's Research Agenda on Sustainability: Insights from Iberoamerica. *Industrial and Organizational Psychology: Perspectives on Science and Practice*. Vol. 5, n. 4, 494-497.

Business Ethics Wiki

The goal of the Business Ethics Wiki project is to work on the subject of Business Ethics within the scope of a "wiki" by collaboratively collecting, documenting and finally publishing target group-oriented knowledge. In a first step, the wiki is to be used internally to test and assess its suitability for interdisciplinary communication. Secondly, we plan to cooperate with a trade association that embeds the wiki in its website and that is able to provide feedback with regard to the practical relevance of our students' articles and contributions.

Recent Publications:

- Schäffner, G. J. (2017, April 28). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 3: Wirtschaftsethisch diskussionswürdige Sachverhalte)*. MBS Business Blog. Reviewed from <http://www.munich-business-school.de/insights/2017/wirtschaftsethik-fallbeispiele/>
- Schäffner, G. J. (2016, September 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 2: Die aktuelle Situation)*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2016/09/wirtschaftsethik-aktuell/>



- Schäffner, G. J. (2016, September 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 1: Die Wertedebatte in der BWL)*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2016/09/wirtschaftsethik-wertedebatte/>

Other Publications

Publications by MBS Professors

- Weilage, Ch. (2016, December 16). *Management Basics – Remembering to Give Back*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/en/2016/management-basics-give-back/>
- Luetge, Ch., Schnebel, E., & Westphal, N. (2014). Risk Management and Business Ethics: Integrating the Human Factor. In C. Klüppelberg, D. Straub & I. M. Welpe (Eds.), *Risk: A Multidisciplinary Approach*. Cham, Heidelberg, New York, Dordrecht, London: Springer.
- Scheck, B., & Spiess-Knafl, W. (2014). Die Besonderheiten von Sozialunternehmen hinsichtlich Finanzierung und Reporting. In K. Bock, M. Dörr, H. G. Homfeldt, J. S. Krüdener & W. Thole (Eds.), *Grundlagen der sozialen Arbeit, Band 34: Sozialunternehmertum* (139-152).

Doctoral Projects

- Vidovic, N. (n.d.). *How can Organizational Business Behaviour Support the Transition from Burnout to Resilience in German Enterprises*. DBA Dissertation, Sheffield Hallam University, UK (Supervisors: Ch. Schmidkonz, Munich Business School; J. McAuley, Sheffield Hallam University).

MBS Bachelor & Master Theses

- Busch, C. (2017): *Sponsoring und Gesellschaftliche Verantwortung: Eine qualitative und quantitative Analyse des Sport-Sponsoring-Konzepts der Commerzbank AG mit Fokus auf die Corporate Responsibility Engagements*. Master Thesis, Munich Business School.
- Heinemann, K. N. (2017). *Development of a Strategic Job Sharing Concept in the Health Care Industry*. Master Thesis, Munich Business School.
- Luckaßen, B. C. (2017). *Untersuchung von aktuellen CSR-Konzepten in der Automobilindustrie mittels einer vergleichenden Analyse der BMW AG und der Daimler AG*. Master Thesis, Munich Business School.
- Matthé, A. M. (2017). *Corporate Social Responsibility and Its Impact on Corporate Reputation – The Example of DHL*. Bachelor Thesis, Munich Business School.
- Ostermann, C. (2017). *Analyse des Senior-Care-Marktes in China und strategische Empfehlungen zur Expansion des Senior-Care-Betreibers Pro Seniore*. Master Thesis, Munich Business School.



- Spruell, M. N. (2017). *An Examination of the Ecological and Social Problems Caused by the Predominant Economic System and Possible Alternative Business Models for a More Sustainable and Equitable Future*. Master Thesis, Munich Business School.
- Tafesh, T. (2017). *Measuring the Impact in Impact Investing in Germany. Analyzing Impact Measurement Methodologies in the Education Sector*. Master Thesis, Munich Business School.
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Events & Symposia

In addition to its research publications, MBS regularly hosts symposia and events to discuss current issues in the field of business and in particular CSR and sustainability, such as the latest MBS Happiness Evening.

Workshop ZGI:kompakt on Social Entrepreneurship

In October 2016, the Munich-based network organization Social Entrepreneurship Akademie organized the interactive workshop ZGI:kompakt at Munich Business School for the second time. During the two-day event, students were presented with the basic concept of Social Entrepreneurship, scrutinized dedicated methods and instruments, met with Social Entrepreneurs, dealt with case studies and developed basic social business ideas themselves.

Happiness Evenings

The “Success Factor Happiness” course, organized by MBS Professor Dr. Christian Schmidkonz, is not only the most popular elective course amongst Master International Business students, but most likely also the most exceptional one. A vital part of the course is the “Happiness Evening”, held once per semester and featuring a special guest every time.

For the first edition of the event in 2015, Prof. Dr. Schmidkonz had welcomed a trio of “Happiness experts”: Prof. Dr. Michael Bordt (Institute for Leadership and Philosophy at Munich School of Philosophy), Wolf-Ingomar Faecks (CEO Germany SapientRazorfish, President of GWA, an association of leading German communication agencies), and ZEN Teacher André Daiyû Steiner. The second and third editions featured publisher, philanthropist and venture capitalist Dr. Florian Langenscheidt and Emilie Normann, the Vice Consul of the Danish Consulate General in Munich, respectively.

The special guest of this year’s fourth edition of the “Happiness Evening” event was Raphael Fellmer who became famous for being on a five-year money strike from 2010 to 2015, aiming to raise awareness for global issues such as hunger and environmental destruction. Furthermore, Raphael is the co-founder of foodsharing, a non-profit initiative dedicated to save and share surplus food across



Germany, Austria and Switzerland. Just recently, Raphael has established the social business start-up SirPlus (to date named Sharecy).

Brown Bag Seminar

In April 2017, Munich Business School initiated its new Brown Bag Seminar event series. MBS faculty and staff were invited to join the session held by Prof. Dr. Jose Alacaraz, Academic Director of the MBA International Management study program. Dr. Alcaraz took the stage to present his current research on “Parochialism or Cosmopolitanism? Rethinking Responsibility – and MBS’s Three Promises (i.e. Innovative – Responsible – Globally minded)” and discuss the topic with the participants while having lunch together.

3.4 Engagement, Cooperations and Dialogue in the Field of Corporate Responsibility and Sustainability



Charitable Events & Giving

Besides integrating our core value social responsibility into our curricula and research, we also want to give something back to society.

Book Presentation by Prof. Dr. Jack Nasher

On June 8, 2017, MBS professor Jack Nasher presented his recently published reference book titled “Die Staatstheorie Karl Poppers. Eine kritisch-rationale Methode” (approx. “Karl Popper’s Theory of the State. A Critical-Rational Method.”; published in German) at Munich Business School. On this occasion, he was joined by Stephanie Rechenberg, attorney and member of the honorary committee of the international NGO “Human Rights Watch” to which Dr. Nasher will spend 100 % of his royalties. Furthermore, Mrs. Rechenberg provided the guests with an appealing overview on the worthwhile activities of the organization.

MBS Graduation Gala

Traditionally, part of the income generated at our annual graduation gala is donated to charitable organizations. In 2017, Prof. Dr. Baldi gladly handed over a 2,500 Euros check to the local NGO “Lichtblick Hasenbergl”, represented by their founder, Ms. Johanna Hofmeir. The organization takes care of disadvantaged children, teenagers and young adults in Munich. During the evening, an additional 1,900 Euros were collected by the guests of the event.

Annual Charity Run

Every year, MBS students, lecturers and staff come together for the MBS Charity Run. The starting fees are donated 100% to a charitable organization. In 2016, each of the participants ran a 5-kilometer course in the Munich Westpark, located near MBS and the starting fees were donated to the Philippine charity Organization PCPI that supports kids suffering from cerebral palsy.



MBS Social Day

In 2015, the university staff including the management, lecturers and administrative staff set out for the Bayernkaserne in Munich to sort and prepare donations (clothing etc.) for refugees. The former barracks of the German military today serves as a reception center for asylum seekers and was an (overcrowded) transition place for approximately 2,000 arrivals during the wave of refugees in 2015. It is also the place where the diakonia aid organization sorts donations and distributes them to the newly arriving refugees, many of them owning just what they are wearing on their backs. The warehouses were well filled with clothes, toys, hygiene articles and much more, but there is a lack of volunteers who sift through the stocks and sort and prepare things for handover to the refugees. Just the right job for the MBS volunteers!

MBS Advisory Board

Founded in 2013, the MBS Advisory Board consists of experienced partners from the field of economy, science, research and politics, thus comprising experts from all relevant social groups to consult our university regarding all MBS-related questions and challenges. By building a bridge between all those stakeholders, articulating their interests and making them subject to internal decision-making processes, the Advisory Board supports us in assuming social responsibility and continually advance our academic programs and the services we offer.

Alumni Network

MBS Connect

Since starting operations in higher education in 1991, more than 2,000 alumni have completed their studies at Munich Business School. The steadily growing international alumni network is young and dynamic and reflects the values MBS lives up to. In 2015, graduates finally got the chance to become a member of the new and exclusive alumni portal MBS Connect. Since then, alumni can easily register for the platform via their LinkedIn or Facebook profile or email address and reconnect online with the MBS community.

The number of active members of the MBS alumni network is growing, showing its commitment in many ways: Some graduates come back to MBS in order to share their knowledge and experience with students, to lend their support as coaches and to assist students starting their professional career. Others participate in one of our many career events, hold guest lectures or even become members of the school's extended faculty. Finally, alumni representatives have also the possibility to be involved in the university's decision-making processes by attending meetings of the Senate.

MBS Mentoring Program

The recently launched MBS Mentoring Program is a pilot project running from June to November 2017. The idea is to formally match MBS alumni with at least two years of professional work experience with MBS students who are in their final year of one of our undergraduate or graduate study programs.

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.

The program is facilitated by MBS staff who will support the mentors and their respective mentees throughout their collaboration. It encourages alumni not only to stay in touch with Munich Business School, but also to take social responsibility and to play an active role in the school's alumni network.

Alumni Start-ups in the Field of Social Responsibility and Sustainability

Many of our students decide to found their own start-up after graduation. Some of them even go for a business concept focusing on social responsibility and/or sustainability. Here are a few examples:

- **FLSK:** In 2015, former MBS Master student Patrick Bohrer founded FLSK, a Munich-based start-up selling an innovative thermos that is 100% leak- and carbonation-proof, taste-neutral, sustainably produced and designed in a classy style. Besides focusing on the sustainable and environmentally friendly character of the product itself, the team of FLSK also supports the following charity projects: Waves for Water (NGO providing access to clean water in developing countries), Brustkrebs Deutschland e.V. (German Breast Cancer Association), "Weihnachten im Schuhkarton" (approx. "Christmas in a Shoebox") and the Munich Aids Concert.
- **Loverope:** After completing his Bachelor degree at MBS, Christian Mauerer travelled the world asking 1,000 people about happiness. He found out that the happiest people invested a lot of their time in spirituality, family and friends as well as playtime and hobbies. After studying happiness for two to three years, reading 25 books about happiness and even writing a thesis on it, Christian decided that there had to be more to life than simply "being happy". He discovered the concept of Love and compassion and finally founded his own socially minded business Loverope, producing customizable bracelets out of 100% vegan leather. The bracelets are supposed to remind the customers of their loved ones, their favorite quotes, a lesson they have learned in life or whatever else it is they love.
- **mymary:** Former part-time MBA student Dr. Franz Pfister first studied medicine at Ludwig-Maximilians-University in Munich as well as at Harvard Medical School in Boston; he is a medical doctor and works in the neurology department of the Schön Clinic in Munich. In 2015, he established his own start-up: With mymary, he successfully acts as a broker for babysitters and childcare workers. mymary finds the perfect child care from the family's personal environment. Once parents start their search for the perfect sitter, mymary's complex algorithm integrates their social network of existing online and offline connections and gives them the chance to read reviews from parents they know.
- **Village Power:** Since his graduation from MBS in 1999, alumni Thomas Huth has been involved in various start-ups. In 2013, he founded Village Power, a company providing sub-Saharan families and small businesses with off-grid power solutions. Their Solar Home Systems provide environmentally friendly, reliable and cost-effective access to electricity. Customers are provided with a range of solar kits (system and accessories) supported by financing options. Each of the solar kits is professionally installed by one of Village Power's technicians and backed by warranty.



- **PENSATO+PARTNERS:** PENSATO+PARTNERS founded by former MBS students Maurizio Pensato is a unique clean-tech consultancy and investment platform which combines all of the technical and managerial skills needed to deliver successful projects. The company develops and operates renewable energy power plants and assets delivering to its equity partners significant, long-term and stable returns at a measurable and low level of risk, since unlinked and independent from global financial markets, economies and marketplaces.

Memberships

Besides the PRME initiative, MBS is a member of the following initiatives and associations related to social and quality issues:

- **University Network Education Through Responsibility:** The University Network Education Through Responsibility (in German: Hochschulnetzwerk Bildung durch Verantwortung e.V.) is a registered association with the intent to encourage civic engagement of students, teaching staff and other members of academia to build a bridge between academic institutions and civil society. Since its founding in 2009, more than 40 universities have joined the network to support and promote education approaches dedicated to serving the common civic interest (e.g. Service Learning, Community Based Research, Campus Community Partnerships and Social Entrepreneurship Education). In this context, MBS participated in one of the network's projects called **Bayrisches Dialogforum “Campus & Gemeinwesen”** (approx. Bavarian Dialogue Board “Campus & Community”). The dialogue board was subsidized by the Stifterverband from 2014-2016 with the objective of fostering a dynamic exchange regarding the various forms and formats of civic transfer and involvement in Bavaria. Besides MBS, ten other Bavarian universities and a number of local NGO representatives took part in the project.
- **AACSB International:** The Association to Advance Collegiate Schools of Business (AACSB) is a membership association of educational institutions, businesses, not-for-profit and government organizations devoted to the advancement of higher education in business administration and management. One of the association's focuses is to promote corporate and social responsibility at business schools. In addition to our membership, MBS will officially apply for the AACSB accreditation starting in 2017 (see chapter 4).
- **European Federation of Management Development (EFMD):** EFMD is a leading international network in the field of management development and business school advancement and is responsible for issuing the EQUIS and the EPAS accreditations.
- **Stifterverband (Donors' Association for German Science):** The Stifterverband is a business community initiative advocating long-term improvement of the German education and research landscape. In order to achieve this goal, the Stifterverband provides funding for universities and research institutes, supports talents, analyses the higher education system, and devises recommendations for policymakers and business.



3.5 What's more...Energetic Renovation

Since 2014, the external facade of Munich Business School's main building has been renovated including the fitting of new energy-efficient windows. Furthermore, a new heating and cooling system has been implemented to minimize the overall environmental impact on the campus.

As part of the office blocks "M SQUARE", the school's building has been awarded the green building certification in LEED Gold in 2016. The American LEED model is an internationally recognized certification system and stands for "Leadership in Energy and Environmental Design". For more than 10 years, this system has set world-wide standards in the development and planning of so-called "green buildings", e.g. extremely high-performance eco buildings.



4 Key Objectives for the Next 24 Months

We at MBS are encouraged to continue our engagement to society and to make the related issues an integral part of our research and teaching activities. At the same time, we will undertake all required efforts to find and enter alliances that serve a common interest.

Besides continuing our current memberships, projects, activities and partnerships, we pursue the following key objectives for the next 24 months:

AACSB Accreditation

As announced in our previous SIP, MBS aims for the international accreditation awarded by AACSB, the world's largest business education alliance. After an internal pre-study conducted in 2016/2017, the eligibility application will be handed in in December 2017. Eligibility criteria include amongst others the encouragement of ethical behavior of students, faculty, administrators and professional staff, the maintenance of a collegiate environment at MBS as well as the commitment to corporate and social responsibility.

MBS Diversity Report

In 2017, MBS will conduct a study in order to launch its first yearly Diversity Report for external stakeholders focusing on the following aspects:

- A personalized statement acknowledging the mission and the vision of MBS
- Demographic data on MBS administration and faculty
- Information on the different backgrounds and teaching methodologies of the MBS faculty
- Recent MBS events encouraging the inclusion and innovation culture
- Information on the school's culture towards female employees

Podium on "Women in Leading Positions"

In the framework of the before-mentioned "Women in Leadership" study conducted by Dima Raffi, MBS will hold a podium on "Women in Leading Positions" on October 19, 2017. On this occasion, the school will invite female leading figures and managers, talent development experts (male or female), executive board members, and female entrepreneurs to discuss skills that women in German organizations need to acquire for them to move up the ladder and enrich the corporate culture.

Study on Responsible Management Education

In 2017, MBS Master student Sophia Eisenhut will conduct a study on the status quo of Responsible Management Education (RME) at German universities being a member of the PRME initiative. The objective is to derive recommendations for the design of bachelor curricula based on the suggestions made by students, company representatives and education experts. Depending on the quality of the results, Ms. Eisenhut will publish a working paper together with her supervisor and MBS professor Patricia Kraft.



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