

SHARING INFORMATION ON PROGRESS REPORT 2015 - 2017



PRME

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

TABLE OF CONTENTS

PREFACE by the ISM PRESIDENT PROF. DR. INGO BÖCKENHOLT	1
PREFACE by the ISM's PRME Representative Prof. Dr. Michael G. Schmitt	2
Principle 1: Purpose.....	3
ISM Vision.....	3
Principle 2: Values	5
ISM mission statement.....	5
Code of Conduct.....	7
Principle 3: Method	10
Bachelor's programs.....	10
Master's programs	11
Business certificates	18
Assessment on progress.....	19
Goals for the future	20
Principle 4: Research	21
Research cooperations.....	21
Research by ISM institutes	22
Individual research by ISM staff.....	24
Research by ISM students	26
Assessment on progress.....	28
Goals for the future	29
Principle 5: Partnerships	30
Managers as external lecturers.....	30
Advisory board (Kuratorium).....	30
Program advisory council (Beirat).....	32
Goals for the future	32
Principle 6: Dialogue.....	33
Campus Symposium	33
Assessment on progress.....	34
Goals for the future	35
Organisational Practices	36
CONTACT DETAILS	36

PREFACE by the ISM PRESIDENT

PROF. DR. INGO BÖCKENHOLT

ISM has been educating students for more than 25 years now. From the beginning, ISM committed itself to the principle not only to train students in a professional and practice-oriented way but also to promote ethical and social values. The commitment to the PRME Principles since the beginning of our membership in year 2015 therefore only reflects what has previously been practiced intensively at ISM.

We are convinced that dealing with the issues of responsibility and sustainability will become a basic requirement without which it is difficult to find your way in times of globalization. Without knowing the interactions of global sourcing, international production and global customer needs, we consider economic success to be difficult to achieve.

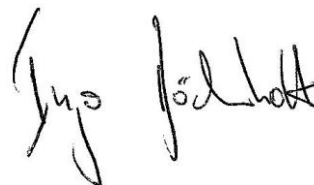
The ISM itself faces up to this challenge as an international university. Therefore, we have taken the path of expanding our accreditations. In addition to the existing accreditations by the German Science Council (Wissenschaftsrat) and the highly esteemed Foundation for International Business Administration Accreditation (FIBAA) in Europe, we have also decided to seek accreditation from the US-based esteemed Association to Advance Collegiate Schools of Business (AACSB). In doing so, we want to meet the global aspirations of our international stakeholders, students, researchers, and business partners. For all these interest groups, however, the reference to a globally valid system of values and its promotion among students is essential.

ISM is heavily involved in this. Lighthouse projects such as the Campus Symposium or the foundation of the Kienbaum Institute, which places issues of occupational health at the forefront, demonstrates just how much we value PRME related content.

This report can only be snapshot on all the activities and efforts undertaken at ISM to adhere to the six principles and push further to satisfy students and other stakeholders. On a daily basis, ISM is exposed to pressing questions of responsibility and sustainability. That is why we cannot circumvent PRME, but live them.

Therefore, it is both an honor and a matter of course for me to continue to support the PRME.

Best regards

A handwritten signature in black ink that reads "Ingo Böckenholt". The signature is written in a cursive, slightly stylized font.

Prof. Dr. Ingo Böckenholt, President of ISM

PREFACE by the ISM's PRME Representative

Prof. Dr. Michael G. Schmitt

Discussing PRME related topics is a frequent opportunity at ISM. From my experience, both ISM students and staff are really interested in topics such as responsibility and sustainability. Many students bring in their own ideas how to contribute to society. As a staff member, I sometimes challenge their views, but to see how dedicated they are is pretty rewarding. Participating in lively discussions is as exciting for students as for lecturers. Thereby we strive to push forward on the promotion of PRME.

The widespread imparting of PRME related content in all our Bachelor's and Master's degree programs are evidence of this. Through the positive feedback from our students, we are receiving much encouragement for our PRME-related actions that encourage us to continue and expand on this path.

Best regards



Prof. Dr. Michael G. Schmitt, PRME Representative

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.“

ISM Vision

ISM has articulated a clear vision about what we want to achieve in the future. In this vision we express our aim to become one of the leading business schools in Germany, especially in two respects: (i) internationalization and (ii) industry outreach.

In terms of internationalization we have already established a network of more than 170 partner universities. All our bachelor and master students study a semester abroad and can thereby gain international experiences and intercultural competences. We strive to extend our already broad network even further, although we limit ourselves to partner institutions which adhere to the same high academic standards as we do.

Having already gone through other national and international accreditation processes we aim to complete our accreditation portfolio by striving for an AACSB accreditation. We see accreditation processes as a source for continuous improvement in an ever-changing academic environment. To prepare our students for being respected academics under whatever international jurisdiction we opted to undergo the AACSB accreditation process.

By focusing on internationalization we rest on the internationally proclaimed human rights. Further, we are proud of a non-discriminating environment, as all our students have the same chances as well as responsibilities. This holds true also for students at different German campuses. Students enjoy the same curriculum and even write the same tests at the same date and time.

Also as an employer, we adhere to non-discrimination principles, e.g. regarding gender, race or religion.

With regard to industry outreach, we are proud of our six research institutes which have been founded – amongst others - to facilitate the exchange between the academia and practice. Our vision is based on the belief that a vital exchange between these two can result in unrivaled best-practice approaches which should be considered in lectures. That is why our institution is keen to expand the reach of institutes and to employ experienced practitioners as lecturers as much as possible. Our vision comprises our wish to be famous for our base of (external) lecturers who are able to transport latest business insights to students. As many current global challenges are related to sustainability issues we aim to improve our lecturer base also in this respect. Further, SDG 8 and 9 appreciate that innovation and growth rests on the awareness of current challenges in industries. By our comprehensive base of lecturers we strive to facilitate innovation and change in our curricula for the sake of quality education (SDG 4).

ISM Vision

**We become one of Germany's top business schools
in terms of internationalization and industry outreach.**

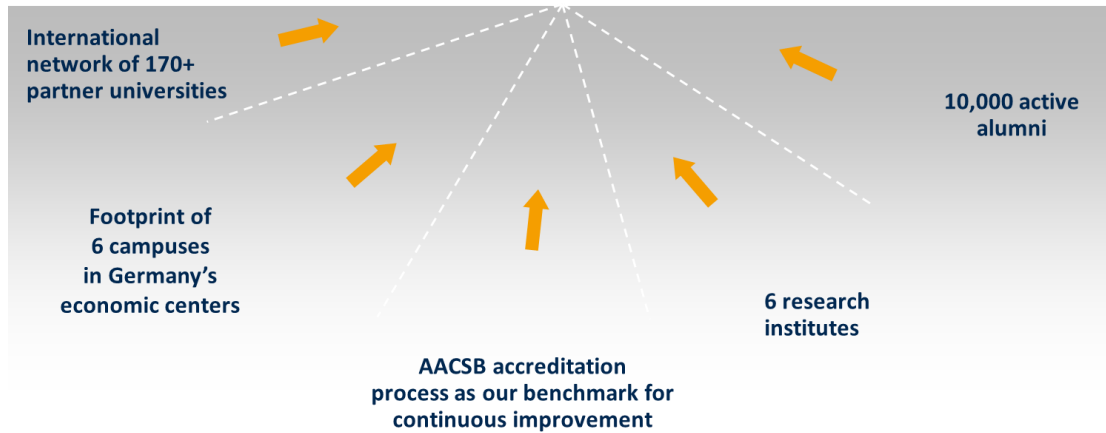


Figure 1: ISM vision

Institutionally, we have processes in action to review our achievement of our strategic goals and to potentially realign them, if necessary. In addition to the academic entities ISM holds an annual strategy meeting where future challenges are discussed. Thereby we are confident to be able to carefully review our strategy.

By our twofold focus on internationalization and industry outreach we are confident to equip students to become generators of sustainable value for business and society at large. As the true challenges in society are global we firmly believe that students benefit from an international focus. Moreover, in a world which becomes more complex ever and ever, a sound knowledge about industries is key to generate value for any business.

In that way we are adhering to PRME principle #1

PRINCIPLE 2: VALUES

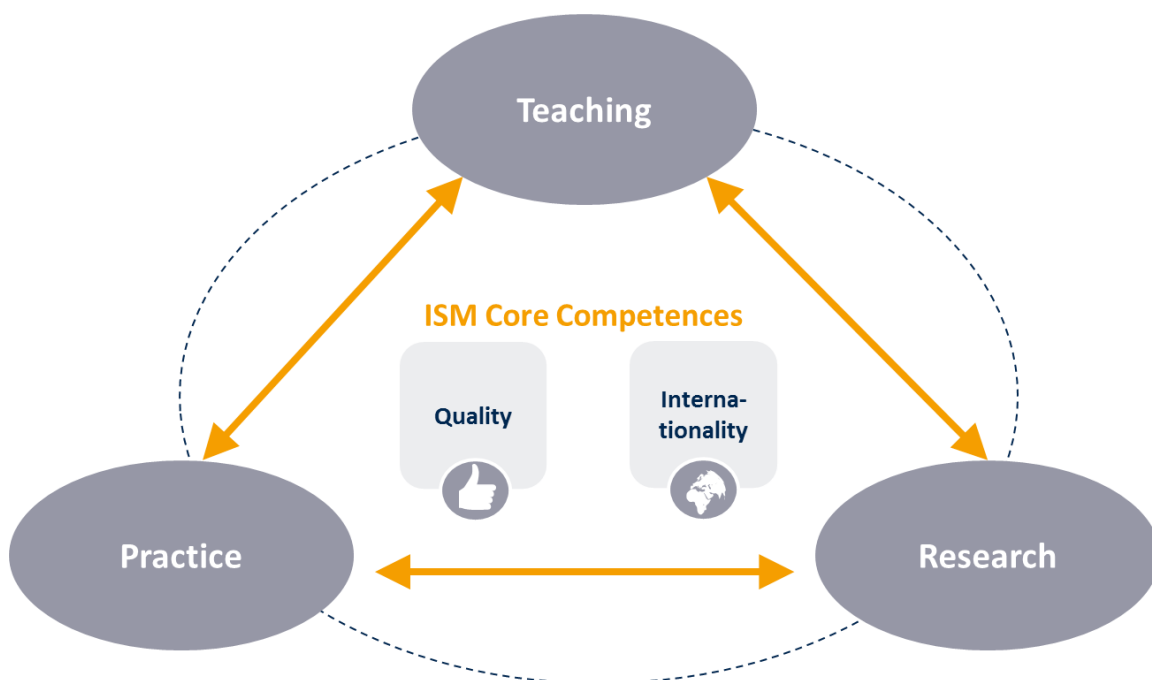
„We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”

ISM has a clear mission statement which sets forth what we are dedicated to. This mission statement has been an outcome of serious discussion of ISM management with employees of all levels to ensure its ISM –wide recognition.

ISM mission statement

“Applied ISM education inspires our students to assume management responsibility in a global business environment.”

We understand our mission to be based on a “relevance triad” of synergistic teaching, industry outreach, and applied research.



We believe that our mission needs to be pushed forward through high-quality education which means the following to us:

- Cultivation of outstanding young professionals
- Enhancement of applied research and promotion of young researchers
- Fostering of the regional integration and trans-regional reputation of ISM
- Continuous development of our teaching, research and administration capacities to ensure quality

- Fostering of the international reach of ISM as one of our core competencies

Cultivation of outstanding young professionals

Our interpretation of what cultivation means is reflected in our teaching approach. We strive to provide innovative, theoretically-grounded teaching that is relevant to the needs of the real world. We employ interactive teaching practices which enable our students to make the most out of it. Not only during their period of study but also as alumni we support them to improve their careers. Employing this approach we are confident to develop the personality of our students.

Enhancement of applied research and promotion of young researchers

We view our contribution to society at large in promoting ideas from research. ISM wants to increase its research output and impact in quality and quantity (cp. Principle 4). Furthermore, our students engage themselves in research during their Bachelor or Master thesis. By our ISM Working Paper series we provide platforms to make their research accessible to a wider audience.

Fostering of the regional integration and trans-regional reputation of ISM

ISM is a university of applied sciences and therefore views itself not just concerned with internationally important companies, but also as a player in regional economic centers. We want to be a competence center also for regional enterprises which face managerial challenges. By that we ensure that our students are able to choose a careers path which can be either an international one or a regional one. However, our globally oriented research enforces also an international reputation.

Continuous development of our teaching, research and administration capacities to ensure quality

We are dedicated to quality teaching. This means that we need to engage with the latest developments in our subjects as well as regularly review our teaching approaches and materials. Although we feel that the latter is one of the key duties of every lecturer we further employ a quality manager who is in charge for analyzing areas for improvement in this regard. Furthermore, our research department, headed by our research dean, is in charge for supporting staff in their research attempts.

Fostering of the international reach of ISM as one of our core competencies

Having a recognizable international footprint already, ISM strives to further develop and expand its international presence. On the basis of cooperations with our more than 170 partner universities globally ISM wants to intensify its ties to current and potential stakeholders from abroad. Sharing views with international partners is key to tackle the global challenges, especially in light of sustainability issues. For example, the 17 SDGs are common goals worldwide which we can only achieve together. Therefore, ISM tries both (i) to contribute to the global discussion and (ii) to listen to the view's of others.

We are confident that ISM's mission statement is realistic, with priorities to teaching and applied research. It is in line with one major ISM strength, its level of internationalization. Further, ISM's mission statement and goal system provide a perfect basis for fulfillment of the ISM vision.

We believe that our mission is fully appropriate to foster adherence to the PRME principles. Further, we ensure that all our students as well as employees are aware and adhere to the behavioral consequences necessary to contribute and comply to this mission. Therefore ISM has established a code of conduct every member of the university needs to accept.

Code of Conduct

Our code of conduct refers to the following topics:

Protecting integrity

We treat our students, staff and business partners fairly. We set high standards of honesty and ethical behavior in everything we do, and we accentuate the importance of individual responsibility.

Treating people with respect

We afford equal, fair and respectful treatment to all students, staff and business partners, irrespective of their nation origin, disability, sexual orientation, sex, gender identity or age.

Protecting privacy

We protect the confidentiality of personal data about students, staff, business partners and other individuals.

Protecting intellectual property

Academic honesty is essential for interacting among scholars. This includes respecting the intellectual property of others. That is why action will be taken against behavior in which

- Individuals misrepresent the work of a group or of others as their own, regardless of whether the work was rendered entirely or only in part by others,
- One and the same piece of work is submitted for more than one examination, or
- Individuals directly or indirectly cite sources without documenting the author and evaluating whether the source is a genuine one.

Preventing conflicts of interest

The personal interest of salaried and freelance ISM staff members must be clearly segregated from those of the university. A conflict of interest arises when personal interests clash, in one way or another, with those of the ISM. Work by students may not be used for purposes other than those for which such work was rendered as part of their study.

Preventing corruption

The ISM is firmly opposed to the bribery of business partners in the form of cash, valuables or other undue advantages. It is prohibited to solicit, demand, be promised, accept or grant cash, valuables or other undue advantages as consideration for sourcing products or other services.

Benefits such as token business gifts or business entertainment may only be accepted within the confines of customary business practices and as long as they are incapable of influencing any decisions made by the university or its owners. These types of benefits may only be granted within



STUDY AT ISM
CODE OF CONDUCT



the confines of normal customer relations as long as they cannot be regarded as an attempt to gain undue influence.

Our commitment towards

...students, alumni and business partners

We aim to enable our students and alumni to acquit themselves well in the business world by providing them with an outstanding education. We are a reliable partner for our students and business partners at all times. We always keep our promises.

...our staff

We value an entrepreneurial and results-driven mindset among our staff. An atmosphere which facilitates clear communication with employees, encourages staff engagement and the transfer of responsibility is of crucial importance. We offer our staff the opportunity to enhance their personal skills and encourage them to make the most of their talent.

The university management provides the management tools and equipment needed to help our staff do their work. Under no circumstances do we tolerate intimidation or threats, violent behavior, physical threats, sexual harassment or discrimination in interpersonal communication.

...university property

We are committed to using university funds in a prudent and effective manner. University property may only be used for business purposes that are permissible under law. We protect the interests of our owner and therefore regard the long-term continuity of our university as our overriding goal.

...public authorities

We strive to maintain a cooperative relationship with all the competent authorities. Any information provided to a supervisory authority must be truthful and free of errors, and it must effectively protect the justified interests of the ISM.

...the general public

All statements made by the ISM are complete, objective, substantively correct, clear and timely. The ISM respects the professional independence of journalists and the media. We are all viewed as representatives of the ISM in everything we do. This is something we need to internalize every single day. Conduct which damages our reputation will not be tolerated. As our work helps to present the ISM in a positive light, we also support the business success of the university.

...the environment

Our goal is to reduce any detrimental effects our activities might have on the environment.

Every single stakeholder is challenged to compare his or her own conduct with the principles set forth in this Code of Conduct. Violations of the Code of Conduct may have disciplinary consequences and be sanctioned under labor law.

The university management is responsible, within the ISM, for ensuring that all university members have been informed in full about the Code of Conduct and that this Code is implemented and complied with. Every stakeholder's conduct should be exemplary within the meaning of the Code of Conduct. Should any questions arise regarding the contents of the Code of Conduct and its interpretation, or if the Code has been violated, university members should consult their superiors or contact the university management directly.

If a university member becomes aware of a situation which, in his or her opinion, is inconsistent with this Code of Conduct, he or she must notify the university management without delay.

The ISM will regularly review compliance with the Code of Conduct. Responsibility for punishing violations lies with the university management which can impose the following sanctions, depending on the severity of the violation. Those may comprise:

1. Written admonishment
2. Recorded reprimand/written warning
3. Expulsion from the university/dismissal
4. Criminal proceedings

Our code of conduct expresses our support for the principles of Global Compact.

Our statements on integrity, respectful behavior, privacy and intellectual property support principle #1 and #2.

We also deal carefully with the principles #3, 4, and 6, reflected by our statements on respectful behavior and intellectual property. In our statement on respectful behavior we fully support principle #6 on anti-discrimination. As we are an academic institution we are not directly prone to child labor, established in principle #5. However, ISM use diligence to avoid indirect support to child labor as we select our suppliers carefully.

Our support for principles #7,8, and 9 on environmental protection is expressed in a specific commitment in our code of conduct.

Also, principle #10 (Anti-corruption) is specifically addressed.

As shown above we are not only committed to those statements, but at our institution those commitments are enforceable by the sanction listed above. Thereby, we believe that ISM commitments are even more trustworthy.

PRINCIPLE 3: METHOD

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

Bachelor's programs

B.Sc. International Management

In addition to a comprehensive business management education, students are offered a number of elective courses that allow you to create an individually tailored curriculum based on your career goals. Students learn how to filter relevant data from the flood of information available through modern information and communications technology. Students also have the opportunity to participate in numerous practice-oriented projects in which they are challenged to solve real business problems and to demonstrate their ability to work in a team in a structured way.

B.A. Tourism & Event Management

Students gain a solid background in business management, supplemented by tourism-related knowledge and experience. Language and intercultural competences are just as important as the practical application of academic skills. In addition to English, you also study French or Spanish. Through numerous practice-oriented projects and case study seminars, students gain the ability to think analytically and strategically, to work in teams, and to make maximum use of new technologies.

B.A. Marketing & Communications Management

In the program Communications & Marketing students receive a broad knowledge of applied economics, as well as engaging in the study of journalism, public relations, media management and marketing. A large number of lecturers and guest speakers from the business world guarantee a practice-oriented education. In addition, ongoing co-operations with communication professionals open the door for internships during and full time jobs after the completion of the study program.

B.Sc. Finance & Management

In addition to a sound business management education, students gain financial knowledge based on the current developments in the market. In this way, the ISM is able to offer an international and practice-oriented education. This includes case study analysis and projects related to the daily work of a finance manager. In the context of these projects you solve real business problems and thereby demonstrate your ability for teamwork and structural organization.

B.Sc. Psychology & Management

As an employee, consumer, manager or consultant – business relationships are determined by people's thoughts and behavior. In addition to management know-how, those seeking to lead and motivate an international team or to fulfill the needs of customers worldwide require detailed knowledge of psychology and advisory skills. The B.Sc. Psychology & Management program addresses these needs and prepares students for careers in marketing, market research, human resources and consulting.

B.A. Global Brand & Fashion Management

As a fashion professional, it is crucial to position, market and sell fashion and luxury products in the global marketplace; this study program prepares students to face up to this challenge. They receive

a firm grounding in general business theory as well as industry-specific expertise ranging from production to customer-facing sales. Graduates will be qualified to take on managerial responsibilities in areas such as trend scouting, store management, brand management, sales and marketing.

LL.B. Business Law

The Business Law bachelors degree course combines business and management with the study of law. There are many areas of work where companies expect staff to have advanced knowledge of both legal and business aspects. Students will learn how to review and negotiate staff or customer contracts, manage commercial law issues and assess the commercial benefits of mergers. The course will also focus on cultural differences and practices

In this age of globalization, students require an international understanding of business in order to build a successful career: At least one semester abroad is mandatory with every ISM study program.

ISM thinks highly about one of the core courses which are specifically related to PRME: Corporate Social Responsibility (CSR). This course is mandatory for all students in every study program. Conceptually the course Corporate Social Responsibility is based on a theoretically grounded ethics with economic means, including game theory or new institutional theory, for example. The course addresses the question of social responsibility of enterprises in various respects. On a theoretical basis terms and ethical concepts like deontological, teleological or consensual ones are taught. They become familiar with modern economical ethics approaches, for example according to Carroll or Homann. Students are exposed to fundamental dilemma structures of profit vs. moral considerations. They review framework conditions as well as incomplete contracts frequently referred to in new institutional economics. We teach how to implement CSR approaches in enterprises as well as how to shape entrepreneurial framework conditions in the light of CSR. In a wider context, students learn about social responsibility issues of globalization and multinational enterprises.

Specific cases about child labor, corruption, pollution, and working conditions are discussed. Thereby we try to make students aware of PRME-related issues and challenges.

Master's programs

M.Sc. International Management

Building on the knowledge gained from their earlier degree, students will acquire comprehensive professional skills and social competencies. They will receive all the professional knowledge and soft skills necessary to managing intercultural teams. The curriculum includes courses in Controlling, Financial Management, International Taxation and Law, and Marketing Management. In addition to attending lectures held in English, students take languages classes in French or Spanish. With this know-how, they will be qualified to take on middle to upper level management positions in any business area, but particularly in fields with an international dimension.

M.Sc. Finance

The most recent developments in the global financial and real economy underline the importance of a sound financial education in laying the groundwork for successfully managing future career challenges. The Master of Science in Finance program was conceived to meet these changing

demands. The goal is to qualify financial experts capable of fulfilling the responsibility and performance levels of today's financial management positions.

M.Sc. International Logistics & Supply Chain Management

The main focus is on transport although core areas of logistics such as supply chain management are also integrated into the program. Students will be enabled to analyze strategic problems, to generate new solutions, and to successfully implement them in business practice. The program combines interdisciplinary management knowledge, interpersonal skills and a focus on industry-specific methods and concepts. This qualifies you for management positions in companies responsible for shipping, road, rail, and air transport; in infrastructure companies such as airports or harbors; and in planning and consulting companies.

M.Sc. Organizational Psychology & Human Resources Management

The Master of Science in Organizational Psychology & Human Resources Management has been designed to meet the needs of Psychology and Business Psychology graduates. Building on the knowledge of psychology and methodology gained in the respective bachelor courses, students develop the skills they require for operative and strategic tasks in business management, HR management and consultancy services. Innovative and practice-driven solutions for current and future entrepreneurial challenges are developed at Kienbaum Institut @ ISM (cp. Principle 4). Students benefit not only from the opportunities for practical and scientific work experience, but also from the fact that institute projects are used to consolidate and build upon the learning that takes place during lectures and seminars.

M.Sc. Psychology & Management

This program offers a unique educational experience within the core occupational fields of business psychology (marketing, consulting, and human resources): In the first semester of the program, students will receive a broad, general introduction to applied psychology in a business context. This includes the specific knowledge necessary for analyzing data as well as the ability to clearly communicate. The second semester allows you to further specialize your research focus in preparation for your future professional careers. In addition, your personal competencies will be strengthened through detailed performance and potential evaluations and the ongoing support of the program director.

M.A. Luxury, Fashion & Sales Management

This degree course combines business management know-how with the skills required for a successful career in marketing, trading, purchasing or selling of luxury and consumer goods. Learn about the complex value chains of such companies and various marketing concepts and trade strategies.

The Masters in Sales Management will focus both on E-Commerce and traditional retail structures. The program addresses a wide range of practice-based issues, including marketing and brand management of luxury and consumer goods. The lecturers work for various companies, such as Montblanc, Hugo Boss, Procter & Gamble and Beiersdorf, and share their practical business knowledge with students.

M.A. Strategic Marketing Management

Students learn to take dynamic key issues into account and to achieve an optimal market position through qualitative and quantitative market research. Learning how to work with statistics is just as important as the ability to interpret the data. As future marketing expert, you learn to develop strategies and operational measures based on this data. In numerous hands-on projects, they deal with and solve real problems within companies. As a result, students will be able to navigate their

way through a plethora of possible instruments for product, communication, price, and distribution, in order to successfully manage the challenges of new client acquisition and customer service.

M.Sc. Real Estate Management

The Real Estate Management masters degree course provides students with intensive specialist training in aspects of real estate law, investment & financing, mergers & acquisitions as well as real estate management and markets. Upon completing the course, students have the abilities needed to work in the industry – from project development, marketing and evaluating skills to knowledge of undeveloped real estate and property management. The masters degree course comprises a twelve-week placement as well as regular workshops. The program has been tailored to the relevant work skills of the industry in cooperation with Ernst & Young and is, therefore, characterised by a high level of practical relevance and interaction throughout.

M.A. Entrepreneurship & Family Business

The Entrepreneurship degree course is predominantly aimed at students with an entrepreneurial spirit as well as future managing directors. Growth management, leadership skills, financial management and commercial law – we make sure that students are prepared for the wide ranging and challenging tasks ahead. Innovative business models are designed and developed during practical projects; from the initial business idea through to a successful business plan. An integrated semester abroad provides you with an opportunity to gain valuable international experience and to perfect your foreign language skills.

M.A. International Business

This degree program is suitable for recent graduates who do not necessarily have a management degree background i.e. graduates who wish to pursue a management related discipline and seeking a deeper understanding of the world of business and management. Hence, students intending to migrate their career into management but hold a technical degree or social sciences, linguistics, then this program provides them with the fundamental tools to make that quantum leap into today's competitive global labour marketplace. The Master of International Business (MIB) is a business degree with a global outlook. It focuses on the essential contemporary practical knowledge, skills set in core business disciplines and management techniques required to conduct business in an international setting. It provides graduates with a roadmap of understanding the complexity of international business as well as the capabilities to become effective global professionals. The program exposes students to key issues in international business management, provides insight into relevant cross cultural understanding, social, political, legal and macroeconomic conditions. With a select group of students with diverse backgrounds from around the globe, their learning will include an in-depth perspective on international business practices and opportunities in the world market place.

Part-Time MBA

Our part-time MBA program gives students the chance to specialize in the fields of (i) International Management; (ii) Marketing, CRM & Distribution; (iii) Finance; (iv) Psychology & Management, and (v) Supply Chain Management & Logistics. The curricula of these specializations are close to the respective full-time Master programs.

MBA General Management

During the MBA course special attention is also paid to the holistic development of knowledge for corporate management. Students are offered an intensive insight into corporate processes in the fields of strategy, general management, marketing; finance, accounting, law, production, supply and IT; as well as regional topics, human resources, organisation and leadership. In the latter field, in

particular, the focus is placed on the targeted development of personality through intensive feedback processes. This is supported by individual coaching. Each MBA student is accompanied by a professional coach who helps to enhance necessary leadership and management qualifications. The MBA course prepares successful graduates ideally for employment in a management role. The MBA General Management is geared towards preparing engineers, scientists and business economists for responsible management positions in international companies.

MBA Energy Management

Using case studies and an integrated live-project in Germany and abroad students of the master in Energy Management curriculum learn an interdisciplinary overview about relevant aspects of energy management. Practice –oriented learning in groups and from projects is a key characteristic of all courses, supplemented by lectures from experts from the practice. Students learn to know about energy markets worldwide. A special focus is led on regulation on energy markets as well as on the consequences of energy-political decisions on relevant management systems. During a one-week excursion at the end of the second semester innovative issues in energy management are discussed with energy providers, regulators and NGOs. Furthermore, climate change policies are analyzed and discussed.

The following table provides an overview about modules and Lectures with PRME-related content:

Degree Program	Module	Course	Hours of presence	Held in semester #
Master of International Management	Leadership skills	Corporate Governance & Business Ethics	18	2
Master in International Business	Leadership skills	Corporate Governance & Business Ethics	18	3
Master in Finance	Soft & Communication Skills	Business Ethics	18	2
Master in Organizational Psychology & Human Resource Management	Management	Business Ethics & Corporate Governance	18	2
Master in Psychology & Management	Leadership skills	Corporate Governance & Business Ethics	18	2
Master in Strategic Marketing Management	Managing skills	Business Ethics	18	2
Master in Real Estate	Management & Marketing	Sustainable Real Estate	18	2

Management				
Master in International Logistics & Supply Chain Management	Leadership skills	Corporate Governance & Business Ethics	18	1
Master in International Logistics & Supply Chain Management	International Business in Logistics & Supply Chain Management	Ecology & Sustainability	18	2
Master in Luxury, Fashion and Sales Management	Design Management	Sustainable design	18	2
Master in Entrepreneurship	Leadership skills	Corporate Governance & Business Ethics	18	2
MBA General Management	Legal Framework	Corporate Governance, Corporate Social Responsibility, and Ethics	15	4
Part Time MBA	Corporate Megatrends	Corporate Governance	15	5
Part Time MBA	Corporate Megatrends	Sustainable Corporate Development	15	5
MBA Energy Management	Business Management	Business Ethics	15	1
MBA Energy Management	Business Management	Economics of Sustainability	15	1

As depicted in the table above, all our Master students are exposed to a basic course about corporate governance and/or business ethics. In the following paragraph we describe what students are going to learn there.

**Description of basic courses with specifically PRME-related content:
Corporate Governance & Business Ethics**

This course deals with the conditions, standards and applications of ethical business behavior (Corporate Social Responsibility). Standards and principles for ethics-based business strategies will be derived. Analysis and implementation of ethical business decisions as well as the benefits and challenges of moral action in a national and international context are main focuses. On a theoretical economic base, a business ethics concept is developed, critically examined and its applications spectrum illustrated. Participants will learn by the concept to evaluate company's decisions and how to use the concept through case studies. A central element in the perception of CSR is a "good" management and control system (corporate governance). The framework is presented and

governance problems will be analyzed based on the theory of incomplete contracts and business networks as the stakeholder approach. Possible information, monitoring and decision rights for stakeholders will be considered in order to achieve a productive value and fair value distribution.

Business Ethics

The course Business Ethics covers in detail the conditions, standards and possible applications of ethical economic activity. The philosophy and value of concepts such as corporate governance, corporate citizenship and corporate social responsibility are identified and standards and principles for ethics-based business strategies are developed. The analysis and implementation of ethical business decisions as well as the benefits and challenges of moral action of concerns in a national and international context are main emphasis of the course.

ISM seeks to deepen students' thinking about PRME-related content in various of our Master courses. These courses are tailored to the curricula and the specific field the students study in. By linking the topics to specific problem areas in the field, we make students aware and train them on specificities of their proposed working environment.

Description of tailored courses with specifically PRME-related content:

Master in Real Estate Management: Sustainable Real Estate

This course describes how real estate must be structured in the long term, and why this is so. Besides communicating a theoretical foundation, the course also casts a critical light on the individual aspects of sustainability; moreover, sustainability indicators will be prepared for the valuation of exemplary properties, and their suitability for practical application will be assessed.

- Sustainability: Terms and concepts
- Environmental economics as a theoretical basis (stakeholders, CSR)
- Aspects and indicators of sustainable properties over their life cycle
- Aims and motives underlying the sustainable design of real estate
- National and international sustainability initiatives and reports within the real estate industry (DGNB, LEED or BREEAM, GRI, industry commitment)
- Selected economic/technical measures (e.g. reducing heating and water costs)
- Selected social measures (e.g. health protection and radon)
- Selected ecological measures (e.g. regenerative energy systems or rooftop gardening)
- Exercise: Modification/development of criteria catalogues for sustainable properties and their application to exemplary properties

Master in International Logistics & Supply Chain Management: Ecology & Sustainability

This lecture complements the basic lecture on ecology and Green Logistics. It points to specificities in the area of ecological logistics management, although it is not limited to it. Students get to know about sustainable supply chain management and apply instruments like the eco-balances and on sustainability. Selected dimensions of the concept of Green Logistics like emissions and energy consumption are taught, and are related to the concept of external effects. Students learn about, apply and evaluate measurement methods and ecologic compliance. Further new technologies are reviewed. Moreover, when learning about sub-supplier management, problem areas like child labor, fraud and corruption are discussed.

Master in Luxury, Fashion and Sales Management: Sustainable design

Sustainability has become an important topic for the luxury goods and fashion industry. Consumers pay more and attention to the sustainability orientation of a company. For highly priced luxury

products as well for fashion consumers expect a highly priced luxury products as well as a sustainable supply chain. Sustainable design incorporates the principles of sustainability. The lecture conveys that products, systems, infrastructure and services have to be designed in terms of a sustainable development throughout the whole life-cycle of a product. Embedding a product in its environment is crucial for finding a superior creative solution. Consequently the consumer good has to be put in a social context. The designer thus serves as an agent between customer, environment and economy. The course focuses on the following topics:

- Sustainable development: evolution of the terminology, definition and concepts
- Social context of sustainable design (ethical and social problems)
- Principles of sustainable design
- Development targets and principles of sustainable design: integration of environmental aspects in product design and product development, i.e. efficient materials design; appropriate materials design; energy-efficient design; low-emission, waste-reducing design; persistent, easy-to-repair and timeless design; recyclable, easy-to-dispose and easy-to-ship design;
- Sustainable design process: integration of environmental aspects in the various planning processes and the product attributes; definition of alternative, eco-efficient solutions to satisfy customer needs
- Approaches to minimize environmental impacts during the product life-cycle (i.e. end-of-pipe-technologies; system innovations such as e.g. eco-efficiency, product improvement, product redesign, new design, eco-innovation or system innovation)
- Approaches to reduce social problems (i.e. health and safety, employee participation, adequate payment)
- Instruments of sustainability management: Life-cycle costing, eco-balances, checklists
- Sustainable brands, certified initiatives and sustainability communication
- Exercise: Development of assessment criteria of a sustainability certificate

Part Time MBA: Sustainable Corporate Development

In this course students are made familiar with various concepts and instruments of sustainable corporate development. The course focuses on the ecologic dimension of sustainability for didactical reasons. However, the insights are linked to the social dimension, too.

At first, the course sensitizes students for negative ecologic effects of several kinds of economic behavior. Students learn about reducing pollution and recycling management.

The course incorporates an introduction into the concepts of sustainability and discusses the contribution of management science to solutions to ecological problems and the practical use for companies. A specific focus is led on (international) ecology politics as politics defines the parameters of ecologic choices. Goals and motives of an orientation of companies towards ecology are discussed as well as the path to implement measures. Practical cases how to implement environmental management systems according to the recommendations of QuB, an association of ecosensitive companies, are discussed. Students learn to know about various instruments in eco-controlling, e.g. eco balance sheets, environmental impact assessments and eco-deficiency analysis. Moreover, the course discusses how to stand out from the crowd and to achieve competitive advantage by engaging in eco-marketing and an eco oriented 7P approach.

MBA Energy Management: Economics of Sustainability

This course starts out with the terminology of sustainability and how it is used. It focuses on the triple bottom line ecology, economy and the social dimension. These dimensions are discussed especially in the light of the resource-based view and linked to various energy sources and power systems. Best practice measurement and evaluation approaches are evaluated and prerequisites of

their usage are discussed. Especially the process of integration into an organizational structure of an enterprise is focused on.

Business certificates

Via our business certificates ISM offers to develop managers and employees according to the specific goals of the employer. This may result in an increased work satisfaction and a decreasing percentage of employee turnover. These business certificates are a perfect opportunity in personal development within pressing industry-specific or general management topics on a part-time basis. Each participant receives an academic certificate. ISM focuses on conveying current content in an easy-to-apply setting.

Given the modular design of courses, employers can choose whatever is best-fitting to their day-to-day business needs.

ISM's offering comprises management courses in the area of

- Executive development
- Finance & Controlling
- Marketing & Communications
- Human Resources
- Purchasing, Value chain & Distribution

Or can be aligned to industries like

- Retail
- Energy Management
- Tourism
- Real Estate Management.

In accordance with our industry-specific curricula, especially in our Master's programs we incorporate sustainability issues in our business certificates, too.

Executive development: Leadership Development certificate vs. Management Training certificate vs. Strategic Management certificate

Within our executive development field of certificates, companies can choose between three different options whichever fit best to their executives: Leadership development; Management Training, and Strategic Management.

The certificate of leadership development includes one module out of four on "Leading multi-cultural teams". In this module we focus on communication skills and the critical success factors in multi-cultural teams. We promote intercultural understanding on a non-discrimination basis.

Our management training certificate is more directed to managers who studied subjects other than management. Within this certificate they also deal a lot with intercultural differences and their managerial effects. The topic is spread over three of the five modules.

Having chosen the strategic management certificate the topic of sustainability is touched on in the module commercial analysis.

Finance & Controlling: Finance certificate vs. Controlling certificate

While the finance certificate does not offer any specific exposure to PRME related content, the controlling certificate includes both cultural aspects in controlling as well as corporate governance issues.

Marketing & Communications: E-commerce certificate vs Online-Marketing certificate vs. Communications certificate

As a current issue our e-commerce certificate includes the aspect of child protection in E-commerce which is a current debate in Germany. The communications certificate focusses on the issue of corporate social responsibility and its promotion in corporate communications.

Human Resources: Personnel and Change Management certificate vs. Diversity Management certificate vs. Mental Health certificate

The personnel and change management certificate covers the topics of corporate governance, business ethics and corporate health management in two of its five module. Thereby, it is a major consideration within this certificate.

In Diversity Management naturally all four modules deal with PRME related content of non-discrimination. In this certificate PRME issues are widely covered.

Mental illness is one of the three main diagnoses of sick leaves. Our certificate focusses on prevention, early detection and importance of corporate health issues. Thereby we focus on maintaining employee health which promotes UN Global Compact goals on labor and human rights.

Purchasing, Value chain & Distribution: Strategic Purchasing certificate vs. Supply Chain Management certificate vs. Sales Management certificate

The certificate on strategic purchasing is only a two-module one. In one of the modules, (cultural) diversity of purchasing internationally is discussed.

In contrast, the supply chain management certificate comprises eight modules. In three of them, issues such as sustainability, recycling, and current challenges are covered.

The sales management certificate has no direct exposure to PRME related content.

Industries: Retail certificate vs. Energy Management certificate vs. Tourism certificate vs. Real Estate Management certificate

Concerning our retail certificate some supply chain management topics with a linkage to PRME are covered.

In contrast, within the energy management certificate a variety of issues have a close relationship to PRME. As climate change continues to progress, the topic of energy management is a central point of corporate planning for almost every company. Efficient use of resources is taught as well as energy portfolio management, and a sustainability assessment of energy sources.

The tourism certificate points to sustainability issues of destinations as tourism is an industry which needs to be able to adapt very quickly to external factors such as political unrest, weather phenomena or epidemics. Therefore, the environmental dimension of UN Global Compact Principles is naturally touched.

Within the real estate certificate current trends such as an aging society or increased requirements in the field of renewable energies are identified to be able to have an enormous impact on real estate business. That is why PRME related content is frequently pointed to, sometimes under the term sustainable real estate.

Assessment on progress

When applying for becoming a PRME signatory ISM has stated to have incorporated the subject corporate governance in (then) all our undergraduate programs. Since then the number of our undergraduate programs has increased. We are happy to report, that the aforementioned statement is still true. Meanwhile, the number of our postgraduate programs has increased, too. Although we formulated not specific goal in this regard the above analysis of our Master programs shows that we incorporated a subject of either Corporate Governance or Business Ethics in all of them. Therefore, we conclude to have outperformed in this respect.

But when joining PRME we have proposed the following goal to be achieved:

- **“To integrate the topic in our executive education programs”**

Regarding the goal above we can state that PRME related topics have been adapted to our business certificates. This was driven by the implementation of PRME related issues such as corporate governance, business ethics, or sustainability into the curricula of our Bachelor and Master programs. This was successfully established. However, we have to notice that our executive education program is small in size. It is considered more a side issue in addition to our main business of student education. Therefore, it is questionable if it deserves an own goal for the future.

Goals for the future

Having implemented topics like CSR, corporate governance and/or business ethics in all our programs already we felt to have achieved a desirable level. That is why ISM sets itself the following goal for the next period

- **To maintain at least one course with PRME related content in every of our study programs**

For the reasons stated above no specific goal regarding our business certificate is formulated.

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.“

Besides its teaching activities, ISM conducts research and development projects in various academic areas.

It is not only science that benefits from the undertaken application-oriented research, as it also allows business experts to see how theoretical aspects can be applied in a practical environment. The direct link to areas of business activity additionally enables ISM partners to use the latest knowledge to optimize the researched fields. This provides both parties with the opportunity to make their mark and to continue to develop professionally.

Furthermore, high-quality, practically-relevant and comprehensive teaching is based on theoretical ideas complemented with knowledge gained from application-oriented research. Participation in research projects additionally teaches and encourages students to use their theoretical knowledge in a practical way. After graduating, they are faster at organizing tasks independently and efficiently than graduates from other universities. ISM academics, ISM students and ISM partners all profit from the scientific discourse.

According to their focus on teaching and studying, the ISM research and development projects embrace various objectives and interdisciplinary approaches. More specifically, research focuses on the following themes:

- Internationalization of the economy
- Research in energy and environmental economics
- Research in tourism
- Research in logistics and information
- Research in finance and banking
- Research in marketing and communication
- Research in leadership and motivation
- Research in organization and human resources

Research cooperations

Since 2011, ISM has been actively involved in the concomitant research of Innovation City Ruhr as well as in the various resulting networks and research cooperations. Concomitant research supported the potentials of municipal climate protection measures and promoted various projects for the realisation of defined actions. These activities enabled ISM to attract universities, institutes and consultancy firms as new cooperation partners for further project proposals. Particularly in the area of electro-mobility, externally funded research projects are currently focussing on the charging infrastructure, local public transport and freight transport.

PhD cooperation with the Strathclyde Business School (SBS) at Strathclyde University in Glasgow and with the Newcastle Business School (NBS) at Northumbria University in Newcastle commenced in the spring of 2013. ISM has been collaborating with both universities in the field of teaching for a number of years. The cooperative supervision of PhD projects enables the joint definition of research topics which can be promoted on an international basis. This PhD cooperation additionally allows ISM to intensify its international cooperation and to meet the significantly increasing demand for doctoral research opportunities.

Research by ISM institutes

ISM has a considerable number of university-associated institutes which are actively contributing to research. Amongst other fields they are also effectively contributing to PRME related research.

Kienbaum Institute@ISM

In a world of changing needs, influenced by digital, technological transformation and shifting values, the focus is on finding effective solutions that meet the challenges of changing markets while promoting the development and marketing of business models.

Kienbaum Institute@ISM for Leadership & Transformation develops innovative and practice-driven solutions for current and future entrepreneurial challenges in the strategic areas of leadership/transformation/change/demographics/human resources. The institute's partners are Kienbaum Consultants International and ISM.

The institute pursues two long-term projects which are related to PRME goals.

The first project deals with the planning, implementation, and evaluation of employees' health with a German public utility company.

Second, the institute is working on a SeniorDesignLab, which researches a service model to support the innovation potential of enterprises in times of aging population.

Both projects are associated with the principles on labour in UN Global Compact. While the first one is designed to find measures to improve employees' health, the second one researches ways how to effectively unlock the potential of elder employees in terms of innovation power.

As within ISM the Kienbaum Institute@ISM supports the principles of non-discrimination of employees, the freedom of association, and the right of collective bargaining of employees.

Logistics Institute SCM@ISM

The university's own institute "SCM@ISM" focuses on all aspects of supply chain management as well as cluster and mobility management, both at research level and in terms of knowledge transfer. The facility delivers the organisational framework for ISM professors and lecturers specialising in logistics, operations and mobility to develop their research work and refine collaboration in practical activities or fieldwork. SCM@ISM therefore represents a research and cooperation platform that guarantees the basis for uncomplicated collaboration with external partners from the disciplines of science and practice.

At the core of the institute's work is the English language degree course International Logistics & Supply Chain Management and the part-time degree course Management Supply Chain Management & Logistics, which place particular emphasis on value chain management in international networks.

The institute is based in the HOLM (House of Logistics and Mobility) in Gateway Gardens at Frankfurt Airport. This location guarantees excellent contact to companies in the local region and is the ideal setting for further networking between science and practice.

Focus of the institute's research in the area of **supply chain management**

- Logistics and process strategies
- Optimisation and agreement of business-to-business transport and logistics chains
- Value chain management
- Supply chain analytics – potentials through big data analytics for supply chain management (Industry 4.0, Internet of things, etc.)
- Risk analysis of network processes (e.g. determination of cluster risks)
- Sustainability of logistics processes (e.g. ecological and social behaviour of the SCM members)
- Digitisation and its impacting action on logistics processes
- International logistics systems – logistics for developing countries
- Special logistics (e.g. disaster logistics)

Focus of the institute's research in the area of **cluster management**

- Identification of suitable factors of success and evaluation of logistics regions
- Determination of maturity models for clusters, benchmarking and the derivation of recommendations for businesses and political decision makers
- Cluster analyses for developing countries and emerging markets
- Validation of cluster indicators and investigation of their interrelationships and leverage effects
- Development of roadmaps for the further development of regions
- Risk and potential analyses for cluster members
- Infrastructure analyses
- Recommendations for establishing clusters, requirements and political specifications
- Studies of future development

Focus of the institute's research in the area of **mobility management**

- Smart mobility and cities
- Intelligent networking of traffic carriers
- Demands of users and customer groups – a paradigm shift in mobility due to new behaviour and services (Generation Y, share economy)
- Development of a mobility indicator
- Local public transport of the future
- Combined transport and logistics concepts for urban areas
- Universal design in transport and traffic
- Passenger profiling and CRM for local public transport

Many of the aforementioned focuses are linked to the labor and environmental principles of UN Global Compact.

The field of logistics is almost naturally linked to SDGs 11, 9 and 7 on smart cities, infrastructure and energy. Therefore, ISM is proud of its impact via the institute and aspires a leading position in the field in terms of teaching best-practice solutions to current challenges.

Institute for Real Estate research

The institute REL @ ISM is the organizational base of the ISM professors with a focus on real estate economics, site research and economics as well as trade and distribution, tourism and destinations as well as financing and assets for their research work or cooperation with practitioners.

Within ist defined research area, the institute has finalized a variety of projects linked to PRME relevant topics, such as

- Study on the possibilities of tourist use of the Emscher area after the renaturation of the river landscape, as part of the Master Plan Emscher, on behalf of the Emschergenossenschaft
- Sustainability effects of the Special Olympics in Munich 2012, in cooperation with the Special Olympics Deutschland e.V.
- Site evaluation of the city of Pöcking, on behalf of the trade association Pöcking

Brand & Retail Management Institute @ ISM

The Brand & Retail Management Institute @ ISM is a research and competence center for consumer goods manufacturers and retailers. It offers practicable solutions in all areas of brand management, from market research through classic marketing communication to digital marketing.

Individual research by ISM staff

ISM staff feels highly committed to PRME principles. Not only that ISM employees are subject to the code of conduct mentioned before but also to the extent that a considerable number of staff members have contributed to PRME related research.

In the biannual period in question ISM researchers have contributed as follows to PRME related to topics:

Surname	Year	Title	Proposed type of outcome	Status
Bertram		Business Evaluation Models of the US Fracking Companies: Tendency for Excessive Risk Taking in Times of Oil & Gas Price Boom	Dissertation	pending
Diestel	2016	Regulatory job stressors and their within-person relationships with ego depletion: The roles of state anxiety, self-control effort, and job autonomy	Journal article	finished
Diestel	2016	Which daily experiences can foster well-being at work? A diary study on the interplay between flow experiences, affective commitment, and self-control demands	Journal article	finished
Diestel	2016	Self-control demands at work and psychological strain: The moderating role of physical fitness	Journal article	finished
Diestel	2015	Sleep quality and self-control capacity as protective resources in the daily emotional labor process: Results from two diary studies	Journal article	finished
Diestel	2015	The protective role of selection, optimization and compensation in coping with self-	Journal article	finished

		control demands at work		
Diestel	2015	Affective commitment as a moderator of the adverse relationships between day-specific self-control demands and psychological well-being	Journal article	finished
Diestel	2016	Ethische Führung im digitalen Krisenzeitalter – Science Fiction oder Notlösung?	Conference paper	finished
Horam		Institutions and Emergence of Credible Governance Structure	Dissertation	pending
Lütke	2016	Wie langfristig und nachhaltig muss Unternehmertum heute sein?	Internal workshop	finished
Mull		Impacts of digitalization on the energy market: Business model innovation for the transforming energy and utility sector	Dissertation	pending
Pauen	2016	Sustainability & Real Estate Evaluation	Conference paper	finished
Rommel		FH Struktur: Innovative Konzepte für eine nachfrageorientierte Versorgung und Mobilität – Chancen und Herausforderungen für Konzepte und Strategien zur dezentralen Energieversorgung und nachhaltigen Mobilität	Funded project	pending
Siegfried	2015	Business ethics, sustainability and CSR. 1, AIDA, BASF, REWE, Nestlé, Lufthansa, TUI, Jack Wolfskin, Hapag-Lloyd, KIK.	Text Book	finished
Siegfried	2015	Business ethics, sustainability and CSR. 2, Marriott, Carnival, Animal Cru-elty, CSR, McDonalds, VW, Primark, viventura, Starwood, L'Oréal.	Text Book	finished
Siegfried	2016	Corporate Governance am Beispiel erfolgreicher Unternehmenskonzepte	Text book	finished
Ugur		MIND THE GAP: Reconceptualising inclusive development in support of inte-grated urban planning and tourism development.	Journal article	pending
Ugur		Agile management for innovations in integrated urban planning. A complexity sciences approach	Journal article	pending
Walter	2015	Hydropower states, sustainable development and national security	Conference paper	finished
Walter	2016	Energy Governance, Transnational Rules, and the Resource Curse: Exploring the Effectiveness of the Extractive Industries Transparency Initiative (EITI)	Journal article	finished
Weber	2016	Climate Change and Adaptation in Rural Areas, An Integrated Case Study of Winter Tourism and Mountain Agriculture in the Catalan Pyrenees	Journal article	finished

Research by ISM students

Apparently a considerable number of ISM students choose a PRME related topic for their thesis. Below we list the theses which were registered during our first reporting period in PRME related topics by study level.

Master level

Program	Title
Master of Arts Psychology & Management	Contribution of sustainable long-term management development to Employer Branding improvement - Myth and Reality.
Master of Arts Strategic Marketing Management	Is sustainability a major influencing factor within consumer's decision making process for premium brands? - An empirical study on the impact and necessity of sustainability within brand management.
Master of Arts International Management	Strategic Management: a strategic approach to enhance the profitability of existing operations and establish sustainable profitable growth: a case study of the ROLAND Group`s business operations in Austria.
Master of Arts International Management	Creating competitive advantages by implementing a Corporate Social Responsibility Strategy - An Analysis of selected best practice examples
Master of Arts International Management	The impact of Credit Rating Agencies` announcements and the introduction of uniform Collective Action Clause on European government bonds as a regulatory result of the European sovereign debt crisis
Master of Arts International Management	Synergies between Economic Governance and Corporate Social Responsibility: the Case of Latin America
Master of Arts International Management	Corporate Social Responsibility on a way to uniform specifications and targets
Master of Science International Management	The relevance of Corporate Social Responsibility and its managerial impact: the case of a project by CSI Ltd. On behalf of the leather goods manufacturer Picard in Bangladesh
Master of Arts Management	Sustainability marketing in the luxury industry
Master of Arts Luxury, Fashion & Sales Management	The relevance of eco-seals in cosmetics from a customer`s point of view
Master of Science Finance	Influence of corporate governance mechanisms on the value of companies: Theory and Evidence for German DAX30 companies
Master of Science Finance	Analysis of the effect of Chinese government regulation on hedging the Renminbi and strategic positioning of German SMEs in the Chinese market.
Master of Arts International Management	Conceptualising a holistic business model by integrating the Shared Value Approach and the Service-Dominant Perspective to enhance organisational and societal Sustainability

Bachelor level

Program	Title
Bachelor of Arts International Management	The impact of Corporate Social Responsibility on business success: the case of Van Laack
Bachelor of Arts Tourism & Event Management	Stakeholder analysis of a destination for sustainable tourism: the case of the region Berchtesgadener Land
Bachelor of Arts International Management	Electric mobility as a sustainable system for the future
Bachelor of Arts International Management	Olympic Games in Hamburg: sustainable impact for the city or just an expensive illusion?
Bachelor of Arts Tourism & Event Management	Bus trips in Germany and LOHAS as a target group: What to look for in terms of sustainability for attracting LOHAS?
Bachelor of Arts Tourism & Event Management	Responsible consumption - an investigation of barriers and reasons for purchasing eco cosmetics
Bachelor of Arts Tourism & Event Management	Ecological sustainability as a competitive advantage for the hotel industry in Germany - A critical analysis based on the consumer group LOHAS
Bachelor of Arts International Management	The Importance of Sustainability Criteria in Management Board Remuneration - An Empirical Analysis of the DAX 30 Companies
Bachelor of Arts International Management	The importance of Corporate-Governance structures in M&A transactions
Bachelor of Arts Business Administration	The analysis of the requirements for sustainability reporting as part of the implementation at Heraeus Holding GmbH
Bachelor of Arts Communications & Marketing	The Economics of Sharing - Car Sharing as a Sustainable Customer Loyalty Instrument of Generation Y using the Example of German Automobile Manufacturers
Bachelor of Arts Global Brand & Fashion Management	The Impact of Corporate Social Responsibility on the Business Success of Strong Brands Using BP as an Example
Bachelor of Arts International Management	Value benefit analysis of sustainable and conventional investment funds - comparison on the basis of economic and economic criteria
Bachelor of Arts International Management	Recycling as an approach to sustainability - an analysis with special emphasis on electronics recycling
Bachelor of Arts International Management	Sustainability Marketing - a critical analysis of goals, strategies and actions
Bachelor of Arts International Management	The consumer behavior of young Germans in the field of tension between consumerism and sustainability trend using the example of the cosmetics industry
Bachelor of Arts Tourism	Tourism economic sustainability effects of mega events: a comparative

& Event Management	study using the example of the FIFA World Cup in Germany 2006, South Africa 2010 and Brazil 2014
Bachelor of Arts Tourism & Event Management	The potential of ecological sustainability for improving the competitive position of German hotels: matching supply and demand.
Bachelor of Arts International Management	Validation of methodical approaches for sustainable implementation of the management principle of the Balanced Scorecard
Bachelor of Arts International Management	Conceptualization of a holistic strategy model and a sustainable organizational structure based on Beer's VSM and SDL using the Peter Lacke Group as an example
Bachelor of Arts Corporate Finance	The Impact of Sustainable Corporate Governance on Business Success - An Exploratory Case Study Analysis
Bachelor of Arts International Management	Ethics-based investment funds. Basics and performance comparison
Bachelor of Arts International Management	The sustainability trend as an influencing factor in the cosmetics industry using the example of natural cosmetics
Bachelor of Arts International Management (English Trail)	A survey of consumers in terms of buying behavior
Bachelor of Arts International Management	Rethinking Value Creation – Social Responsibility and Challenges to Corporate Governance
Bachelor of Arts International Management	Corporate Social Responsibility as part of the marketing strategy exemplified by "Fashion and Compassion"
Bachelor of Arts Business Administration	Perspectives and Limits of Change Management as the Management Philosophy of Sustainable Entrepreneurship in a Digitized Economy

Assessment on progress

When applying for becoming a PRME signatory ISM has raised the following goals to be achieved:

- **“To further publish on issues relevant to the field”**
- **“To encourage students to take issues from this field into consideration for their own research”**

Concerning the first of the above mentioned goals, ISM is confident to have achieved this goal in full. We measure our progress by a number of indicators. Firstly, the record of publications by ISM staff from above shows that ISM staff is still interested in the field. Second, during the period from 2015-2016 three new institute were founded dealing with PRME- related content. While for the Kienbaum institute labor aspects are pressing, both the Real Estate as well as the Logistics & SCM institute deal with environmental issues. For the latter one, the fourth area of UN global Compact, anti-corruption, is even a highlighted field of study.

Assessing the second goal from above was undoubtedly another success. The considerable length of the list of students who write about PRME related topics - and even more their quality – shows that students have been encouraged to think about PRME related topics , and have finally chosen to engage with these topics in a deeper way.

Goals for the future

Having achieved the goals from the past is felt as a stimulus for ISM to go beyond the current level. That is why ISM sets itself the following goal for the next biannual period

- **To have more PRME related publications by staff members than in the previous period**
- **To have more PRME related publications by students than in the previous period**

PRINCIPLE 5: PARTNERSHIPS

„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.“

ISM's vision & mission points to industry outreach specifically. We want to be a leading player cultivating and expanding our contacts to the practice, by and large. To achieve this goal our approach is threefold.

Managers as external lecturers

Our students appreciate very much to be not only taught by full-time academics, but also by practitioners. This appreciation is fed back through various channels, for example study rankings where ISM receives a lot of praise for our outstanding lecturers. Being a university of applied sciences most of our professors have had a considerable professional career outside universities before joining ISM. But employing current managers as external lecturers completes our offer to students. Active managers are able to deliver latest insights to current challenges. Especially in terms of social and environmental responsibilities practitioners can report about current developments in networks, partnerships and other formal and informal affiliations which are probably under the academic radar. Sharing insights from those discussions with students is valued highly as a real asset and distinguishing factor at ISM.

Our external lecturers are also evaluated by students. This channel is carefully judged on as it provides feedback on how important students rate the insights delivered by practitioners. However, ISM takes responsibility for students' education in that students are neither allowed to choose lecturers nor topics relevant to their curriculum. Thereby, ISM makes sure that students are exposed to important social or environmental problems even if they don't have opted to deal with them.

Advisory board (Kuratorium)

To intensify the dialogue between the university and industry, ISM has been able to recruit high-ranking representatives from international companies, associations and institutions as advisory board members. The cooperation network between the member companies and the ISM enables the realization of manifold practical projects.

In close cooperation with the advisory board members, ISM consistently works on the modernization and practical orientation of study content. Experienced practitioners from member companies advise the university management on the implementation of innovative study programs and carry out practical case studies together with the ISM students. The members of the advisory board also actively support the ISM in organizing joint discussion forums and symposia. For the development of postgraduate programs and certificates, the board members are available as contact persons for strategic questions.

In addition to active support in teaching, ISM is also strategically advised and financially supported in the IT area by member companies (such as Siemens Business Services and Fujitsu Siemens). Highly performing students are supported by the members of the board individually by being awarded

company-related scholarships. Further, the advisory board recognizes outstanding bachelor's and master's theses.

In terms of sponsorship, ISM receives support from member companies, who see it as a worthwhile investment in the future - especially in light of the very positive evaluation of the ISM in current university rankings.

The following tables list ISM's advisory board members

Name	Role	Company
Michael Johnigk	Member of the Executive Board	Signal Iduna Group
Joachim Aisenbrey	CEO	Breuninger
Ernst-Peter Brasse	Managing Director	Association of the metal industry for Dortmund and surroundings
Prof. Dr. Stephan Brock	Managing Director	Lehner Beteiligungs GmbH
Martin Eul	Chairman of the Executive Board	Dortmunder Volksbank eG
Lutz Feldmann	Chairman of the Supervisory Board	EnBW Energie-Baden-Württemberg AG
Dr. Heiner Flassbeck	Director Division on Globalization and Development Strategies emeritus	UNCTAD
Dr. Michael Frenzel	President	Federal Association of the German Tourism Industry
Heinrich Frommknecht	CEO emeritus	SIGNAL IDUNA Group
Hartmut Fründ	Managing Partner emeritus, Transaction Advisory Services	Ernst & Young Real Estate GmbH
Norbert Janzen	Managing Director Human Ressources	IBM Deutschland GmbH
Dr. Siegfried Jaschinski	Chairman of the Supervisory Board	Heidelberger Druckmaschinen AG
Prof. Dr. Walter Jochmann	Managing Director, Partner	Kienbaum Consultants International GmbH
Arndt Günter Kirchhoff	Owner-Manager	KIRCHHOFF Gruppe
Prof. Dr. Dirk Kleine	Partner	cp consultingpartner AG
Sabine Loos	Managing Director	Westfalenhallen Dortmund GmbH
Michael Meier	Managing Director emeritus	Borussia Dortmund GmbH & Co. KGaA
Prof. Dr. Hanns-Ferdinand Müller	Member of the Executive Board in charge of Distribution/Business Development	FORIS AG
Dr. Lutz R. Raettig	Chairman of the Supervisory Board	Morgan Stanley Bank AG
Prof. Dr. Dr. h.c. Bert Rürup	President emeritus	German Council of Economic Experts
Georg Schachner	Member of the Executive Board	National-Bank
Thomas Schäfer	Managing Director	Trade association NRW Westfalen-Münster
Reinhold Schulte	Chairman of the Supervisory Board	SIGNAL IDUNA Group
Stefan Schreiber	Managing Director	Chamber of Commerce Dortmund

Rolf Sigmund	Managing Director	L'Oréal Deutschland GmbH
Hans-Dieter Wysuwa	Senior Vice President and Head of Global Product Business and Service Platform Business	Fujitsu Technology Solutions GmbH
Fritz Zügel	Former CEO	HUMMEL AG

Program advisory council (Beirat)

Further to the above mentioned advisory board, ISM has started to establish program advisory councils. These councils are dedicated to one study program specifically. Members of the program advisory council should consult ISM on program development needs. Therefore, expertise in relevant target industries for the graduates of the program is indispensable. Those programs advisory councils are deemed to meet at least once per semester.

At the end of the reporting period the councils have not been fully staffed. Therefore, we follow up reporting on them in our next report.

Goals for the future

In following ISM's mission we highly appreciate the input from practitioners to benchmark our curricula to the needs in industries which are first destinations to our students. That is why we want to expand our exposure to external reviews by program advisory councils. For the coming reporting period we explicitly express our goal

- **To establish program advisory councils for all study programs**

Thereby, we hope to improve our curricula and incorporate also latest discussions about responsibility and sustainability issues.

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.“

ISM has taken a big step forward to discuss values in the light of the SDGs with students, managers and politicians. The most important event has been the Campus Symposium which ISM hosted as its academic partner institution.

Campus Symposium

At the Campus Symposium in Iserlohn, top-class speakers from business and politics met for two days to discuss "Values – The system of social market economy in transition?". ISM supported the international business conference for the first time as a university partner.



The special setting makes the fascination of Campus Symposium for many guests: The 4,000-square-meter tent city and the 800 tons of materials moved for the construction alone created an impressive atmosphere. And so the Campus Symposium attracted just under 1,000 guests for the ninth year.



former NATO General Staff Officer Jörg Helmut Traub both discussed alliances in the fight for democracy and human rights. Equally interesting the Deputy Federal Chairman of the German liberal party FDP, Wolfgang Kubicki, held a presentation about current evolutions in politics and their linkage to liberal positions.

They eagerly awaited the performance of Hamid Karzai. Former Afghan President Hamid Karzai discussed alliances in the fight for democracy and human rights with former head of the left party "Die Linke" in Germany, Gregor Gysi. Further, Armin Laschet, Head of the German CDU party in Northrhine- Westfalia, contributed as a speaker.





Furthermore, the president of the German Soccer Association, Dr. Reinhard Grindel, shared his views on values. ISM President Prof. Dr. Ingo Böckenholt pointed to the discussion of values in the society by and large: "The speakers have impressively and clearly demonstrated the importance of discussing values. This is essential if we don't want the population to lose confidence in politics and the economy."

With a standing ovation, the audience rewarded Vatican expert Andreas Englisch on the second day. With his anecdotes about the pope he impressed the audience deeply. The conclusion of the event was a big presidential round. Scenarios for the future of Europe were addressed by former President of Poland, Bronisław Maria Komorowski, Jean-Claude Trichet, former President of the European

Central Bank and former Serbian President Boris Tadić.

Some ISM students from the Campus Dortmund led through the event while others supported proactively behind the scenes.

Many students claimed to have participated in a life-time event. Sharing their views and values with prominent politicians was an almost unique opportunity. The huge number of guests from the practice also shows that not only students were interested in the topic, but also executives from business life.



Assessment on progress

When applying for becoming a PRME signatory ISM has raised the following goal to be achieved:

- **“To sensitize executives about the importance of the field (of corporate responsibility and sustainability)”**

Concerning the above mentioned goal, ISM is proud of its level of achievement. With over 1,000 participants the symposium can only be considered a success. Clearly, not all of the participants have been executives, but the lion's share has been.

Further, not only participants have benefitted from the discussions, but also executives who came through the Campus Symposium in the news. Via countless press releases the symposium has been covered in the news which has multiplied its impact.

Moreover, students have had the opportunity to physically participate also. Mainly students from our Dortmund campus have volunteered to help and have been able to participate. In respect to sensitizing people the goal may even have been overachieved. However, ISM regrets that not for all ISM students it was easy to participate. Given the multi-campus concept of ISM most campuses except Dortmund have been very far from the location. Therefore, not many students from other campuses chose a long journey to participate. This raises the question whether decentralized offerings would be more feasible to students and other stakeholders.

Goals for the future

Given the analysis above we summarize that landmark events such as the Campus Symposium has advantages as well as disadvantages. For the next period ISM tries to pursue a two-fold strategy mixing central with decentralized events.

That is why ISM sets itself the following goal for the next biannual period

- **To hold another Campus Symposium to facilitate a dialogue with executives**
- **To have more decentralized PRME related dialogue offerings at our campuses**

ORGANISATIONAL PRACTICES

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

Taking the above mentioned analysis of the our activities regarding the six principles into consideration ISM is confident to serve as an example to our students. Specifically, we care about energy efficiency at all our campuses. We have considered availability by public transport when having established new campuses in the past and will do so in the future. We also make our students aware about saving water and reducing waste. However, none of our campuses carries a third-party green certificate by now.

CONTACT DETAILS

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