

# Sharing Information on Progress (SIP)



## Principles of Responsible Management Education

by

Karlshochschule International University

## *Principle 1*

*Purpose: We will develop the capabilities of students to be future generators of sustainable value<sup>1</sup> for business and society at large and to work for an inclusive and sustainable global economy.*

### **Summary of existing practices**

Karlshochschule aspires to incorporate Sustainability<sup>2</sup> on all levels as an institution. Karlshochschule's mission statement from a stakeholder perspective formulates "I'm looking for a university that is pursuing an educational ideal in which people, along with their personal growth and social responsibility, are front and center. This university wants to amaze its students and help them grow into contemplative individuals who help shape our future as thinkers and doers".

It's updated guidelines state that

- We act on the assumption of the educational ideal of an educated young person with multifaceted interests, who is willing to assume responsibility, believes that leadership is an opportunity to serve others and society.
- We act on the assumption of the ideal of a university that - literally - considers itself a service provider for the students, the economy and society, that, through its competitive orientation, seismographically detects developments and trends and integrates them into its research and teaching.
- Our academic profile is characterized by our cognitive interest in economic and entrepreneurial activity. We assume that economic reality is constructed and staged by the actors through ascription, interpretation and negotiation of sense

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<sup>1</sup> Sustainable value, as we understand it, is economic value added based on increasing ecological and social value both within ecosystem boundaries and the moral fabric of society.

<sup>2</sup> We perceive Sustainability as a cultural process leading to prosperity for all while ensuring the well being of our natural and social environments. We follow Andrew Stirling and use capital-S to distinguish Sustainability as a key idea of human thought and not just a mere adjective.

and meaning and that economic interactions are culturally and socially "hyperformed".

- We qualify young people for management and leadership functions in business and society. This includes, in addition to cognitive-theoretical knowledge ("rules") and instrumental knowledge ("tools"), orientative knowledge. Orientative knowledge is one of ethically justified ends and goals.
- We believe that, in the performance of our tasks with regard to teaching, studying and researching, we have a special responsibility vis-à-vis our city, the region and the federal state of Baden-Württemberg. In addition, we see this responsibility in relation to animals and people living here and the regional businesses and networks. We seek a trustful cooperation with relevant stakeholders and partners, including specific groups of society, businesses and other universities and academic institutions. We want to contribute to the University's capability to establish and maintain ethical sensitive and good working-relationships to regional, national and international collaborators.
- As a 'business' owned by a charitable foundation, we compete and cooperate with other academic institutions and universities for getting the best talented students, developing timely ideas and meaningful projects. Our services and programs are aimed at both, those who have a demand for education and training on the one hand and businesses and institutions on the other hand.

### ***Programmatic Activities after the previous report***

Karlsruhochschule (Prof. Kupers) in collaboration with the Organization "Ethik und Verantwortung in der Arbeitswelt e.V." conducted a survey of all employees to find out about the identification with these guiding principles and about the perceived gap between aspiration and reality.

In the annual staff retreat the topic of Sustainability was debated and consequently integrated in the new strategic plan (STEP). The discussion is ongoing and the awareness was increased since the last report. Nevertheless, a lot of work has to be

done in order to make this topic one of the central focuses of the whole organization. One way in which the latter can happen is by setting new targets:

### ***New targets***

We want to further develop and explicate principles that are underpinning our goals of be(com)ing environmentally, socially, culturally, as well as economically sustainable in our operations, and the lifelong learning and research opportunities for all students and staff and stakeholders of Karls. Main topics are:

- enhancing understanding of Sustainability (and cultivating Sustainability literacy and capabilities, competencies and practices) through learning, teaching and research;
- consulting appropriately and encouraging debate on Sustainability-related issues;
- encouraging responsible use of resources within the university, especially in relation to our stakeholders and the wider community

Our long-term vision is to create a culture for Sustainability, a catalogue of Sustainability activities and a roadmap for implementing Sustainability (“Sustainable Karls 2020”). This in turn shall enable graduates and staff to flourish as Sustainability practitioners and create a sustainable future.

### ***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.*

### ***Summary of existing practices***

Karlsruhochschule approaches the goals of a responsible, ethical and sustainable education in two ways. On the one hand there are several programs that specialize on

Sustainability and citizenship and civic engagement. On the other hand, the topic of Sustainability is integrated into different courses and levels in all other programs.

### *International Sustainability Management*

The study program in International Sustainability Management is providing the knowledge, understanding and critical reflection necessary to successfully manage change in business and society towards more Sustainability. Sustainability is understood as a cultural process leading to prosperity for all while ensuring the well-being of our natural and social environments.

Sustainability in this program is not viewed as a Western concept, but constructed as a truly global approach with multiple perspectives from the global North and South. This is reflected in the study program with its links to cultural area studies and its connections with practical elements like corporate projects and internship, as well as in the selection of our partner universities for student's studies abroad. At the same time Karls is a place with a great sense of collegiality between staff and students, a diverse family of learners and teachers that are united by their curiosity to know more and get at the heart of current issues in business and society.

In this study program, students have the chance to critically reflect about Sustainability-related topics from different modules throughout their study at Karlshochschule (i.e. in the first year: Sustainable Development, Global Economy; in the second year: Sustainable Entrepreneurship & Social Innovation, Area Studies, International Finance & Sustainability, Circular Economy & Lifecycle Management; in the third year: Current Issues in Sustainability Management: Research Colloquium; Culture, Consumption & Sustainability: Field Studies; Ethics in International Management (Elective); Change & Innovation).

### *Citizenship and Civic Engagement*

This specialization provides students not only with the theoretical foundation for civic engagement but also with meaningful social activities:

Students in this program should learn to:

- distinguish historical, philosophical, social foundations, practices and models of service-learning and civic engagement
- describe different concepts and theoretical approaches to citizenship and civil engagement
- (re-)consider and reflect upon societal issues (e.g. poverty, unfair distribution, globalization, environment, diversity, discrimination, migration)
- define critical factors for effective engagement
- differentiate between different forms of involvement (e.g. participation, advocacy, activism, institutional politics etc.)
- evaluate the role of service learning and engage in community based projects for their studies
- create a personal action plan for the acquisition of qualifications and competences via community based service learning and theoretical reflection

They should furthermore be able to:

- differentiate and critically evaluate various theoretical approaches to action research
- apply research methods (data collection and interpretation) within the scope and framework of action research
- develop and implement an effective action research plan
- legitimize the chosen approach towards the community, experts and peers
- reflect about ethical issues of action research and the concrete action plan

The objective is to make sense of the society and to develop ideas for initiatives, groups or start-ups that help one's ideals to flourish and to make a difference in this world.

The program is designed for students who want to start right here and right now, even while they are studying, to put the knowledge and skills they have acquired into practice. They will be enabled to already in their studies and research bring about change in society.

Part of the study program is volunteer work for the chosen subject or issue. Students will go to the streets to protest against injustice or to promote their beliefs. They are involved in social networks where they start petitions, campaigns and debates. They mobilize people to join and support their ideas via crowdfunding. They aim to sustainably and constructively change the world in which we live. They want to live the changes and make a commitment to their future profession.

During their study at Karlshochschule, they deal with different related topics via modules like Sustainable Development; Political Philosophy; Cultural Studies; Introduction in Strategic Practice; International Collaboration; Contemporary Society; Anthropology; Conflict Resolution; Introductory Community Project; Service Internship; Civic Engagement: Action Research; Ethics: Globalization - Sustainability – Practice; Justice, Human and Constitutional Rights; Advanced Community Project.

#### *Master in Management, specialized on Sustainability*

On the master level, Karlshochschule provides one specialization called Sustainability. In addition, the university also articulates Corporate Social Responsibility (CSR) and Sustainability in many other modules like Culture, Markets and Consumption; Business Analysis; Strategic Practice; Business Transformation, Ethics and Aesthetics; Controlling; Edu Tour and so on.

In the specialization "Sustainability", students will investigate the paradoxes and transformative potentials of Sustainability in our "glocalized" world. Global tendencies of universalizing economic and social values are in sharp contrast with a new localism of identity politics and regaining regional autonomy. This specialization especially focuses on the rise of cities and metropolitan regions as experimental hotbeds for bottom-up sustainable transitions. The study will be cross-sectoral innovation processes between business, politics and civil society. Students have a chance to learn to approach, analyze, critically reflect, and experience the multiple facets of Sustainability at the crossroads of technological and social innovation. This will enable learners to manage

the opportunities of new forms of cross-sectoral organizations in metropolitan areas for the global-local economy with empathy.

Specifically, in the specialization of Sustainability, it is a process of building up knowledge along three semesters.

- In the first semester, the module 'Approaching Sustainability' provides an overall idea concerning various dimensions of economy, environment, society, culture and spirituality regarding Sustainability. Also, this module deals with different possibilities how to apply the concept of Sustainability to approach social, economic and business-related practices.
- In the second semester, the module 'Sustainable Urban Development: Conflicts and Acceptance' focuses on the political level. In this module various dimensions of urban development are shown as well as relevant actors and their roles and the ways to deal with conflict and get acceptance in a development process.
- In the third semester, the 'Smart Cities & Regions: Transition & Transformation' module concentrates on the conflicting global political and economic environment regarding the transition to smart and sustainable cities. This module takes into account different approaches and perspectives on the chosen area, but also applying them to different areas while putting the topic into the context of broader economic interests and globalization.

Besides these programs, which approach the goals of a responsible, ethical and sustainable education explicitly, Sustainability is integrated in other programs as follows:

On the bachelor level, Sustainability is integrated in various modules in all study programs. Two study programs, 'International Business' and 'International Event Management' have a specific focus on Sustainability.

In the 'International Business' study program, students are provided thorough knowledge about Sustainability, concerning doing business globally. Particularly, students can acquire comprehensive knowledge specializing on 'Managing Operations Globally' (operation management, resources and capabilities for sustainable operations



strategy and sustainable logistics and supply chain); 'Sustainable Development' (introduction to the concept of Sustainability, the Sustainability discourse, Limit to Growth, the Brundtland Report, Social and Cultural Dimension of Sustainability); International Finance and Sustainability (Working Capital Management; Financial Value Drivers and Sustainable Return on Investment; Environmental and Natural Resource Taxation).

In the 'International Event Management' study program, learners can enhance knowledge particularly in the module Sustainable Events Development and Design which includes event concepts in different cultural, social and political contexts among others.

Furthermore, there is a selective module namely 'Ethics in Management: Ethics in Management: Globalization - Sustainability - Practice' that is applied for all the study programs on the bachelor level. Specifically, this module presents various interconnected areas from different perspectives such as concepts of Business Ethics, Global Consumption Culture, Transnationalism.

In other modules Sustainability issues are included as learning objectives, e.g. in 'Business Environment' related to ecological impact on and of managerial activities; 'Markets, Culture, Communication' concerning understanding the interdependencies between markets, culture and communication and evaluating the meaning for entrepreneurial activity as well as taking into account ethical and normative aspects. Furthermore, the module 'Change and Innovation' that deals with socio-technical and socio-economic drivers of innovation and change, is related to Sustainability.

### ***Activities after the previous report***

We changed the study program "International Energy Management" to the new one "International Sustainability Management"

We developed four new study programs with a clear focus on responsible management education. Especially the “Citizenship and Civic Engagement” program focuses on the topic of social responsibilities, ethical and sustainable practices.

### ***Self assessment***

The curriculum at Karlshochschule developed more in the direction of ethical and responsible management education. However, the specialization of Sustainability in the master level only was conducted from March 2014 until February 2016 since afterwards we couldn't attract enough students. It is still offered as a specialization for the upcoming year.

### ***New targets***

Our target is to implement the study program “Citizenship and Civic Engagement” in the winter semester 2017. We want to improve our marketing for the specialization “Sustainability” in the master “Management”. Besides that, we aim to integrate Sustainability-related topics into more courses with the support of professors who are specialized in this field and also experts within our network.

The following Executive Master Programs are in preparation:

- Executive Master of Arts in International Management & Responsible Leadership
- Executive Master of Arts in Leadership & Responsibility
- Executive Master of Arts in Leadership & Sustainability
- Master of Arts in International Management, Diversity & Sustainability

### ***Principle 3***

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

### ***Summary of existing practices***

- Karlshochschule focuses on the personal development of its students. To achieve this goal the “Karls” leads their students to increasingly demanding experiences. At the same time it facilitates the personal development with an abundance of supporting seminars and trainings. This starts with the Orientation Week, which includes essential steps towards the development of an ethically responsible manager like guiding principles, spirit, team-building, feedback, commitment and self-reflection. The mentoring program and the weekly moderated reflection encourage students to constantly reflect their learning progress and their contribution to the group and to their own development. In the third and fourth semester the company and community projects provide an encounter with team work, conflicts, feedback and different perspectives which is followed by intercultural sensitivity training, the semester abroad and an intercultural reflection after the exchange. Next follows a preparation for the internship, the internship itself and a transfer week to reflect the experience. This week also prepares the students for the integration of their learning into their future live, which will be complemented by follow-up trainings during the course of their life.



- In the timeframe of the report, one major activity was “Be A Change Agent”, a student-based project. Accordingly, students were given a key role in implementing different Sustainability-related activities with support from the Board of Management, professors and administrative staff. In this way, students could learn about Sustainability and the possibilities and challenges of its implementation, not only from theory but also from their own experiences and practice.

-Karls Café is also an initiative runs by students. This café is a place for different events and a meeting point for different project groups. It provides the possibility for students to sit together and sometimes with their coaches or professors for discussing different topics. It provides students the possibility to generate their own business in a sustainable way, buy fair traded, local and sustainable products and experience responsible management in a real-life situation.

### ***Activities after the previous report***

We reduced the scope of the EMAS (Eco-Management and Audit Scheme) and narrowed it down into the “Be A Change Agent” project. With this adjustment, it is affordable for us to act step by step in the direction of becoming a sustainable campus.

Students organized awareness activities, for example putting a reminder near the switch so that people are more conscious about energy. They also did greening the University by planting bamboo in the backyard.

In addition to that, students participated in the staff meeting to discuss about the topic of “Sustainability”.

Working together with the Be A Change Agent initiative, the Karls Café have exchanged some furniture into more eco-friendly. Beside that, foods and drinks also have shifted using more local or/and organic products.

### ***Self assessment***

The awareness about this topic has been increased, especially students are quite active in this respect.

### ***New targets***

Our target is to further activities of the “Be A Change Agent” project in different areas. Furthermore, we aim to even raise better awareness among our stakeholders about this topics and therefore we will act differently.

### ***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.*

### ***Summary of existing practices***

Our academic profile is characterized by pluralistic oriented research interests in economic and entrepreneurial acting and activities in organizational life-worlds and their socio-cultural, societal embedment. We act on the assumption that economic and organizational realities are constructed and staged (performed) by agents and agencies through attributions, interpretations and negotiations of senses and sense-making. For us these dimensions of meaning emerge co-creatively through the interacting agents as well as various stake-holders.

Thus Karlshochschule International University understands itself as a business and management school that is "coined" by the studies of culture while it aspires to supplement or overcome traditional economic and managerialistic approaches. Therefore we understand theories and concepts of management not as sub-discipline of economics, but as a culturally oriented inter- and transdisciplinary field inspired by sociology, philosophy, anthropology, linguistics, communication and media sciences as well as art. In its research (and teaching) Karlshochschule orientates itself towards "Critical Management Studies" and further new research develops in social research coherences, like "Cultural Economy" and "The Hybrid of Humans and Media".

With this focus it pursues the aim to embrace and "fructify" the cross-disciplinary marked "cultural turn" for economics and especially organization and management studies. Referring to Bachmann-Medick (2010), we take as a starting point that "cultural turns" today are to be conceived as a plurality. Following the general orientation of the humanities and social sciences towards culturally relevant issues, pluralistically understood "cultural turns" represent current moves and new orientations that cut across and go beyond the cultural sciences.

Based on the mentioned orientation towards cultural studies, and alongside quantitative approaches, great importance is attached to qualitative research methods. Methodologically, the Karlshochschule pursues in particular an interpretative-critical and integrative approach in relation to economics, and organization and management studies and practices. Such interpretative and qualitative approach allows also

considering critically and systematically ambiguous and emergent phenomena, processes and dimensions of meaning.

### ***Activities after the previous report***

Karlsruhochschule and its professors participated in a couple of interesting research projects:

The conference “Bridging the Divide. Academy of International Business MENA, Dubai, January 13-15, 2015, which was chaired by Prof. Dr. Melodena Stephens Balakrishnan (President & Founder of AIBMENA) dealt with the impact and implications of management research on managerial. The extent that management scholarship should and does inform managerial practice remains uncertain (i.e., Ireland, 2012; Bartunek, 2007). To respond to the widening chasm between research and practice, a “battle” between the ivory tower of theory, and the allure of pragmatism of everyday problems practitioners face in “real world”, How might we as international business scholars take action to begin bridging this gap? What steps can be taken to ensure that our research results have a positive and meaningful impact rather than evoking further confusion and impracticality?

The research project „DIVERSE“ (Diversity Improvement as a Viable Enrichment Resource for Society and Economy) focused on an improvement in the acknowledgement of competencies of immigrants, the exploration of less and not institutionalized forms of diversity management in corporations and an analysis of volunteering on the part of immigrants. In various ways this project is related to issues of social and cultural sustainability.

Prof. Küpers published a book “Phenomenology of the Embodied Organization” as a monography (2015). Drawing on contemporary debates and responding to an analytic lacuna in organization and management studies and calls from organizational practice, this book explores the fundamental and integral role of the body and embodiment in organizational life-worlds and leadership.

The book provides possibilities for re-assessing, re-thinking and further investigating the realities and deeper relevance of embodied processes of organising as living experience. For this ideas and contents are gathered and discussed that specifically focus on the current value of a critical and advanced phenomenological approach towards realities of organising and managing. In particular it demonstrates the explicit significance, which Merleau-Ponty's advanced phenomenology and how it contributes towards exploring in depth the role of the body and embodiment in organisational life-worlds. Besides diverse theoretical conceptualisations and contributions of scholarship and empirical research on embodied dimensions in organisational and managerial life-worlds and systems, a central quality of the book is that it not only provides ideas to students and scholars, but also remains accessible and inspiring to a broad band of interested readers and practitioners (e.g. body intensive industries and service providers).

Connected to this book project and a conference participations, further articles have been developed and published including one on "Embodied Responsive Ethical Practice: The Contribution of Merleau-Ponty for a Corporeal Ethics in Organisations", for a Journal of Business Ethics and Organization Studies. Following a phenomenological understanding of the body and embodiment, this publication explores corporeal ethics as a practice in organisations. With the phenomenology of Merleau-Ponty, bodily dimensions and enfolded intercorporeality are seen as media for ethically enacted and morally responsive, thus responsible forms of practicing and relationships. Accordingly, the article discusses specific forms of responsive and caring practices as well as the ethical relevance of bodies at work in organisations. Finally, practical, political, and theoretical implications are offered and perspectives for further investigating and incorporating practicing of ethics in organisations outlined.

### *Embodied Performance and Performativity in Organizations and Management*

Based on conference participation, and on-going research related to faculty research topic of faculty, research has been undertaken and a comprehensive publication



prepared for a special issue: 'Putting Critical Performativity to work', in journal: Management (forthcoming). The paper shows how phenomenology can help to render explicit the incorporated experiences and expressive dimensions and relations of performances in organizational life-worlds. Particularly, Merleau-Ponty's phenomenology allows to understand to the interlacing role of body-related, interrelations of performing processes in and through organising. These embodied dimensions of performance are demonstrated by examples of performative bodies at work. Furthermore, some reflections on critical performativity and the nexus of embodied materiality in relation to performing are presented. By concluding some perspectives on embodied performing in organisation are offered.

#### *Embodied artful and sustainable design in leadership*

Related to topic of Sustainability and building on participation of conference Prof. Küpers has worked on a comprehensive overview article on "Embodied artful design for a creative and sustainable inter-practicing of leadership" (published in Journal of Cleaner Production 2016). The research project showed that integral approaches are offering new ways to design, organise, manage and 'do business' in a more responsive, responsible and sustainable way conceptually as well as practically while reconsider the living body and embodiment as well as integrating aesthetic and artful processes into design(ing) practices phenomenologically. In particular a phenomenological understanding of embodied and artful design(ing) as well as the concept of a co-creative 'inter-practice' for more sustainable and artful design in, for and of organisation and leadership are discussed.

Another activity was a conference "What's NEXT? Economy beyond growth" which dealt – based on Andre Reichel's study - with another kind of economy beyond fundamental scarcity and the expansive flight into growth.

The project "CONNECT 2.0" aims for an intercultural learning network for Europe. Aim is to develop an innovative learning scenario for Erasmus+-participants to enhance their intercultural competence.

Research, publications and contributions by Karlshochschule professors include (but are not comprehensive) topics like:

Balakrishnan, M.S. (2015): A Global Perspective: Stepping Stones and Opportunities. Karlsgepraech (Seminal Lecture), Karlshochschule International University, 17.11.2015.

Balakrishnan, M.S. and Lindsay, V. (2015): Workshop on Understanding Growth & Scalability. Bridging the Divide, 5th Annual AIBMENA Conference, Dubai, 13.01.2015. <http://aib.uowdubai.ac.ae/details.php?sec=5,5,6>

Balakrishnan, M.S., Sinha, S., Al Marar, K.S. and Tavassoli, M. (2015): Plenary Session: Social Entrepreneurs: A Brave New breed of Managers. Bridging the Divide, 5th AIBMENA Conference, Dubai, 13-15.01.2015.

Küpers, W., W.(2015): “Embodied Responsive Ethical Practice, The Contribution of Merleau-Ponty for a Corporeal Ethics in Organisations, paper for presentation at EBEN (European Business Ethics Network), Conference, Istanbul 26- 28. 06. 2015.

Küpers, W. (2015): “Inter-Play(ing) –Embodied and relational possibilities of serious play at work”, presentation at 10th Organization Studies Summer Workshop and Special Issue Organizational Creativity, Play and Entrepreneurship 21-23 May 2015, Chania, Crete, Greece-

Küpers, W. (2015): “Embodied performative wise Inter-Practice as medium for enacting competencies and capabilities in organizations”, presentation for 7th International Symposium on Process Organization Studies Theme: Skillful Performance: Enacting Expertise, Competence, and Capabilities in Organizations’24-27 June 2015, Kos, Greece.

Küpers, W. (2015): “Embodied & artful design for a creative and sustainable practice in organisations and leadership, paper for presentation at ARTEMOCC, 1st ARTEM Organizational Creativity international Conference, “Rethinking Paths on Creativity and Sustainability”, ICN Business School Nancy, 26-27 March, 2015

Küpers, W. (2016) "Phenomenology of embodied and artful design for creative and sustainable inter-practicing in organisations; Journal of Cleaner Production 135(1): 1436-1445.

Montiel Alafont, Francisco Javier (2015): Competencia intercultural en la clase de español. Objetivos didácticos y desarrollo de materiales, Staatliches Schulamt Weilburg, 23.11.2015.

Montiel Alafont, Francisco Javier (2015): Das DIVERSE-Projekt – Anerkennung, Partizipation und Diversity Management. AFS, Fachbeirat, Karlsruhe, 21.11.2015.

Montiel Alafont, Francisco Javier (2015): Die Anerkennung non-formaler und informeller Kompetenzen – ein Vorschlag zur Verbesserung der Anerkennungspraxis. IHK-Ulm, 12.11.2015

Montiel Alafont, Francisco Javier (2015): Intercultural Training: Design & Facilitation. Summer Academy on intercultural experience, Karlshochschule / InterCultur, Karlsruhe, 27.-31-07.2015.

Montiel Alafont, Francisco Javier (2015): Participation, Recognition and DM Practices in Germany. DIVERSE – Final International Conference, Università Cattolica del Sacro Cuore, Mailand, 11.06.2015.

Montiel Alafont, Francisco Javier (2015): Aspectos interculturales en gestión de proyectos internacionales. Groupe ESC Troyes – European Week, 27.-30.04.2015.

Müller, A.P. (2015): Diversity Management Practices. EU research project on improving the integration of Third Country Nationals (TCN) in the European Union, Fachtagung und wissenschaftliches Vernetzungstreffen der Diversity-Forschenden aus Deutschland, Österreich und der Schweiz, Helmut Schmidt Universität, Hamburg, 25.-26.06.2015

Müller, A.P. (2015): Podiumsdiskussion (Teilnehmer) im Bundesinnenministerium (BMI) zum Thema „Fachkräftezuwanderung und Flüchtlinge – Geht das zusammen?“, veranstaltet vom BMI und dem Sachverständigenrat der deutschen Stiftungen für Flüchtlinge und Migration, BMI, Berlin, 05.11.2015

Müller, A.P. (2015): Podiumsdiskussion (Moderator) zum Thema „Interkulturelle Kompetenz als wichtiger Baustein im Auslandsgeschäft“, veranstaltet von der IHK

Karlsruhe anlässlich der Preisverleihung des „GLOBAL 2015 - Interkulturelle Kompetenz als Erfolgsfaktor im internationalen Geschäft“, IHK, Karlsruhe, 30.11.2015

Reichel, A. Pfister, T.; & Schweighofer, M. (2016) Sustainability. Key Ideas. London: Routledge

Reichel, A., et al. (2016): Transformative Wirtschaftswissenschaft im Kontext nachhaltiger Entwicklung: für einen neuen Vertrag zwischen Wirtschaftswissenschaft und Gesellschaft. In: Ökologisches Wirtschaften, 31(2), 30-34.

Reichel, A. (2015): Shape of Things to Come: From the “Laws of Form” to Management in the Next Economy, Paper presentation, Academy of Management Annual Meeting, Vancouver, Canada, 11 August 2015.

Reichel, A. (2015): Reimagining Governance as the Operating System for a Sustainable Planet, Professional Development Workshop, Academy of Management Annual Meeting, Vancouver, Canada, 9 August 2015.

Reichel, A. (2015): Putting Degrowth to Practice: Re-Imagining Management Education as Disruption and Renewal, Professional Development Workshop, Academy of Management Annual Meeting, Vancouver, Canada, 7 August 2015.

Reichel, A. (2015): Vorsicht Theorie – Die Form der Wirtschaft der nächsten Gesellschaft (Beware theory – The form of the economy in the next society), Seminar at Leibniz Universität Hannover (IAW), Germany, 17-18 July 2015.

Reichel, A. (2015): Wandel unternehmen: Aufbruch in eine faire und ökologische Wirtschaft von morgen!, Podium discussion, Jersusalemkirche, Berlin, Germany, 4 July 2015.

Reichel, A. (2015): Beschäftigungsstrategien bei geringem Wachstum (Employment strategies under low growth), Workshop of Denkwerk Zukunft, Bonn, Germany, 10 June 2015.

Reichel, A. (2015): Vorsicht, Postwachstum! Talk at the Sustainability of the Graduate Center for Environmental Research, Universität Kassel, Germany, 2 June 2015.

Reichel, A. (2015): Sharing Economy: Ist Teilen das neue Haben – Kommerzialisierung des Privaten oder ein Schritt zum effizienten Ressourceneinsatz?, Podium discussion, Universität Mannheim, Germany, 25 April 2015.

Wagner, D.N. (2015): „Meaningful collaboration between Education and Economy to persist the Challenges of the 21st Century, Examples from India and Germany – Panel Discussion”, EDUCON Annual Education Summit, Karlsruhe.

Wee, D. (2015) Walking out of class: Tourism and experiential learning, in panel: The sense of place and the multi-sensory tourist experience, IMIC Experiential Tourism Conference, Universidade de Aveiro in Aveiro, Santorini, Greece

Zierold, M. (2015): The Creative Imperative. Master Class im Rahmen der V Lisbon Summer School for the Study of Culture, Lissabon, 25.6.2015

In addition to this there is an abundance of Bachelor and Master thesis on topics related to ethics and Sustainability.

### ***Self assessment***

Karlshochschule made some headway in concentrating its research on conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, cultural, environmental and economic value.

### ***New targets***

Karlshochschule will further strengthen its focus on how to re-think management as a cultural, responsive and sustainable practice.

#### *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.*

### ***Summary of existing practices***

Company and community projects are designed for students in the third and fourth semester. A company project is a fixed-duration proposal to create an innovative product, idea or result at the design, strategic or development stage. Currently, students have work with our partner companies including Karlshochschule alumni start-up, sustainable-oriented companies in the field of energy, food and so on. A community project is a fixed-duration proposal to support the community or civil society or to create a social innovation.

Karlshochschule organizes various Summer Academies in Karlsruhe and abroad (e.g. Malaysia, Turkey, China etc.). The Summer Academy is organized by Karlshochschule International University and InterCultur gemeinnützige GmbH in cooperation with Stiftung Mercator and approaches relevant topics in the field of intercultural management, communication and training and is intended to foster the intercultural perspective within the field of management studies as well as to develop applied solutions for the problems in business and society.

### ***Activities after the previous report***

Summer Academy on the 18<sup>th</sup> - 29<sup>th</sup> July, 2016 at Karlshochschule has one track on the topic of “Cultural Perspectives on Sustainability” which consists of two main topics: Sustainable Development from a Post-colonial Perspective and Cultural Practices of Sustainability.

Sustainability Camp on the 9<sup>th</sup> Apr., 2016 at Karlshochschule focused on discussing on the ecological and economic alternatives and perspectives of our economy, politics, culture and society. With around 270 participants people of different generations, backgrounds and professions and 30 sessions, the Sustainability camp was a great opportunity to discuss, develop new ideas , exchange information, to share their own knowledge and deepen overcome inhibitions to create transparency, to develop common solutions and to form networks. The camp was sponsored and supported by Wirsol, Stadtwerke Ettlingen, Buhlsche Mühle, GLS-Bank, SMI-Socialmedia Institut,

Medialogik, AfB, CyberForum, ShareBW, Kipepeo Clothing, Soulbottle, Synyx, Einhorn, Füllhorn, 7Sieben, Marks Foodservice and many others.

Karlshochschule organized an open space conference for a regional energy and urban services company. In this open space, all the students and professors of Karlshochschule contributed their knowledge and ideas to think ahead together with employees of this company and to generate scenarios for a sustainable and responsive future. Afterwards the company donated a significant amount to foster this kind of transformative education.

Furthermore, Karlshochschule supported the initiative FAIRHANDELBAR AG of our cooperation partner, Goethe-Gymnasium.

### ***Self assessment***

Karlshochschule did interact business corporations and other partners to convey our message and to educate about the challenges in meeting social and environmental responsibilities. We developed approaches to jointly address these challenges.

### ***New targets***

We aim to develop further community projects and cooperate with businesses and non-profit-organizations to further responsible management and management education.

We plan to build a service learning center to enhance the possibilities of service learning and make further meaningful contributions to society.

We will conduct another Summer Academy in 2017 related to the topics of intercultural understanding, responsibility and Sustainability. Also we will conduct another Summer Academy in XiAn (China) that will incorporate these topics.

We will enhance our networking and support by providing facilities for partners especially ones who work in related topics related to ethicality and Sustainability.

### *Principle 6*

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

### **Summary of existing practices**

We communicated the PRME and our commitment on our official website (<http://karlshochschule.de/en/university/university/responsible-management-education/>)

We provide support, resources, and incorporate with others to facilitate discussions in the topics of social responsibility and Sustainability (see Sustainability Camp, Summer Academy).

Our weblog is another platform that is used for an ongoing debate about civil society and current issues related to societal and economic transformation. Topics include: Sustainability as a key idea for change; Chemistry for a sustainable future; Contemporary relevance of a critical cosmopolitanism; Re-thinking Integration: Europe after the Brexit referendum and so on.

Additionally, we organize the Karlsruhggespräche on a regular basis. They are free, public talk and discussion events hosted by Karlshochschule International University with the intention of creating a platform to promote dialogue on socio-political issues of current interest. Each semester the University invites high-level speakers from academia, politics, culture, religion and business to a public talk with ensuing discussion. The focus is on topics like Sustainability, societal transformation, responsibility, ethics etc.

Karlsruhggespräche on the topics:

March 3, 2015: Prof. Frank Widmayer (former CEO of CAS) („New Work – Welche Führung brauchen die Unternehmen der Zukunft“)



June 23, 2015: Prof. Dr. h.c. Erwin Teufel (former Governor of Baden-Wuerttemberg)  
("Ethik in der Wirtschaft")

November 17, 2015: Prof. Dr. Melodena Balakrishnan ("A Global Perspective: Stepping  
Stones and Opportunities")

April 5, 2016: Evelyn Lemke (Deputy Governor of Rhine-Palatine): ("Nachhaltiges  
Wirtschaften – Nachhaltigkeitsstrategie Rheinland-Pfalz")

Oktober 2016 Prof. Götz Werner, dm Drogerie Märkte „Unternehmensführung und  
Wertbildungsrechnung bei dm"

### ***Self assessment***

Karlshochschule made some steps towards more visibility in PR and communication  
about the relevant commitments, but still has room for further improvement.

### ***New targets***

Karlshochschule will communicate this SIP on the website and integrate the  
communication about its commitment in their various materials. Karlshochschule aims  
for becoming recognized as one of the change agents towards a more sustainable  
future and will use the different formats to create awareness and inspiration.

## Renewal of Commitment to the PRME

Karlsruhochschule International University expressed its commitment to the Principles for Responsible Management Education in 2015. Karlsruhochschule International University is still very firmly committed to those principles. Although there has been quite some progress, there is still a lot of work to be done in order to make the PRME principles an integral and deep-rooted part of our everyday life.

Karlsruhe, December 2016



Angie Habermann

CEO

Activate V  
Go to Setting