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UNIVERSITY OF COLOGNE
FACULTY OF MANAGEMENT,
ECONOMICS AND
SOCIAL SCIENCES

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University of Cologne
Faculty of Management, Economics and Social Sciences



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1. Introduction

Over the last years, the WiSo Faculty has systematically developed the integration of ethics, responsibility and sustainability (ERS) into its teaching and research and is convinced that its current ERS-related activities represent a very good base from which this can be further developed. In 2014, the Faculty appointed its first Vice-Dean, Dr. Schulz-Nieswandt, Professor of Social Policy, to become our ERS Commissioner. The Faculty is also a signatory to the Principles for Responsible Management Education (PRME). While our mission, vision and value statements do not make explicit reference to ERS, they strongly emphasize the need to foster a critical outlook among our students and faculty, to be honest and behave with integrity in professional life and, importantly, to consider and develop

alternatives when new societal challenges make it necessary to “think outside the box”. Our guidelines for good scientific practice, the code of conduct for scientific practice issued to our students and the statements of accuracy in academic works we require from our students are examples of how we raise awareness of and practise transparency and integrity at the Faculty.

The WiSo Faculty considers the following recent developments as indicative of its commitment to ERS:

- » Foundation of the Chair for Business Ethics in 2010
- » Start of the annual IWP lecture series on global challenges in the fall term of 2010/11

- » Endowment to recruit two professors in Business Ethics
- » Introduction of a mandatory course in “Business Ethics” for the Faculty’s biggest bachelor programme (the B.Sc. in Business Administration) from the fall term of 2015/16 onwards

Given the vast range of long-established and recent ERS-related activities at the WiSo Faculty and their compatibility with the PRME, we are convinced that we have defined a robust ERS policy that will go from strength to strength in the future.



2. Renewal of commitment to PRME

As an institution of higher education involved in the development of current and future managers, the **Faculty of Management, Economics and Social Sciences** is committed to ensuring progress in the implementation of the Principles for Responsible Management Education (starting with those that are more relevant to our capacities and mission), reporting on progress to all our stakeholders and sharing effective practices related to these principles with other academic institutions.

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

We encourage other academic institutions and associations to adopt and support these principles.

A handwritten signature in blue ink, consisting of several loops and curves, positioned above the name of the signatory.

(Univ.-Prof. Dr. Werner Mellis)



3. Mission statement

Innovation for society

Our Faculty has over a century of experience in the education of new generations of business professionals, economists, social analysts and political experts. During this time, we have developed a tradition of close dialogue with our stakeholders and a focus on research that is relevant to the corporate world, to economic policy and to society at large. Today, as in the past, our faculty is committed to further cultivating the unity of research and teaching that enables us both to deliver insights and to educate people, and in so doing to enrich business practice and broaden societal alternatives at home and internationally.

Vision

Within its fields of research, the WiSo Faculty will be an internationally renowned player with top rankings in the German-speaking community. It shall:

1. generate a rich and consistent flow of high-quality, relevant research contributions to top international journals having an impact on the research agenda of the international scientific community;
2. contribute visible innovations for the city, the region and international business on a consistent basis;
3. deliver study programmes that offer students a deep understanding of the theoretical underpinnings of the disciplines; that foster their individual

intellectual development by incorporating intensive interaction with faculty and confronting them with the most challenging current questions in science and practice; and that allow them to network with other top students and the most desirable employers; and

4. produce graduates who bring their employers advanced knowledge and well-developed problem-solving capabilities, and who are prepared for independent life-long learning.

Values

The WiSo Faculty's core values are integrity, respect for others, teamwork, a critical outlook, commitment to high quality, passion and a spirit of innovation.

4. Key achievements in relation to the implementation of the principles

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 goal economy.

Various activities bear testimony to the fact that implementing and developing programmes for PRME-related topics is more than merely a stated objective for us. Since 2010, students have had the option to participate in the **Service**

Learning course, in which they work on projects at local non-profit organisations for one term. This voluntary work is credited in the „Studium Integrale“ (the general skills component of our bachelor programmes) and begins

with an introductory briefing day, followed by workshops and courses addressing the tasks and topics in accordance with the particular needs of the different projects (market research, social marketing, project management, tutoring and coaching, event management, etc.). For master students, these projects are offered as an extra-curricular and cross-curricular activity and lead to an extra certificate.

Through these opportunities, the WiSo Faculty aims to give the students incentives to engage in volunteer work. It is hoped that participating students will maintain connections with these non-profit organisations after completing the „Service Learning“ course, or continue with volunteer work in their future careers. The „Service Learning“ projects are developed in cooperation with participating non-profit organisations and the **Professional Center**. Furthermore, an important objective is to offer projects that match the disciplinary background of different students and programmes. The organisers of the „Service Learning“ course also run a blog at <http://www.einemillionundich.de/>.

„**Power Your Life**“ is a practice-oriented teaching format that has been offered by the Professional Center since 2010, fulfilling a variety of objectives. It allows students to engage with interesting potential employers, familiarises them with project work, gives them practice in working in teams, develops their problem-solving skills and provides

| „Power Your Life“ business projects Summer term 2016 | |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company/Organisation | Title of the project |
| AXA Konzern AG | Project 1: Using robots for nursing Project 2: Islamic finance and Islamic insurance for Germany |
| Deutsche Apotheker- und Ärztebank eG - apoBank | Project 1: Strategy for integrated customer dialogue with specific customer communities Project 2: Schedule for and approach to digital banking/value-added services from the perspective of apoBank |
| Flowfact GmbH | Implementing different functional libraries for interacting with a REST service API and the provision on Github |
| Ford-Werke GmbH | Project 1: Urban mobility Project 2: Knowledge management in the IT environment Project 3: Lighting goes STAR WARS? Innovative light technology to expand lighting options for the marketing world Project 4: Futuring the lighting world of tomorrow - Creative development of new outdoor lighting features in the automotive sector |
| Früh - Kölner Hofbräu P. Josef Früh KG | Früh Sport Fassbrause 2.0 - Developing a content and social media strategy |
| Generali Deutschland AG | Creating an innovative sales and marketing strategy to reach a young target group |
| KPMG AG | From the curb to the skyline - The challenge of an IPO |
| RheinEnergie AG | Development of a performance indicator system as the basis for a new management information system |
| OSCAR GmbH | Evaluation and design to improve internal quality and knowledge management |
| Staufenbiel Institut | It's a match! Or "How do I find my dream job with my dream employer?" |



them with an opportunity to apply specific subject knowledge, e.g. in marketing or accounting. The University's Professional Center, in cooperation with companies and organisations, offers work projects, which are eligible for credits in the „Studium Integrale“ as part of the bachelor programmes. Over the term, small student teams work on specific

projects in different disciplines, such as marketing, accounting, corporate development, energy economics and information systems. These student teams are supervised by mentors from the respective companies. Each „Power Your Life“ term has a kickoff meeting and a closing event; the former is designed as a get-together between the students

and participating companies, the latter serves to present the results from the different project teams. Students from the WiSo Faculty are particularly active in the “Power Your Life” projects and overproportionally represented among the participants in these projects given that they are on offer to all students at the University of Cologne.

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.

The framework for the WiSo Faculty's initiatives to foster ethics, responsibility, sustainability and gender aspects is provided by the University. There are codices and statutes in place that direct the work of professional disabilities representatives, equal opportunity officers and labour protection officers, amongst others. Staff members are also involved in workers' councils, and student unions feature divisions for the promotion of disability, gender and sexual orientation issues. To sum up, the University provides a broad network of formal and informal institutions promoting such issues. The WiSo Faculty's staff and students are engaged in this framework and fully acknowledge the ways in which it benefits them.

In terms of day-to-day operations, the University and the WiSo Faculty encourage staff to take **public transportation** by providing a subsidised monthly „JobTicket“, which gives them unlimited train and bus travel within the Rhine-Sieg Transport Network (VRS). Moreover, holders of a JobTicket receive discounts on selected private car sharing or bike sharing services. Some units have bicycles that employees can borrow to get to meetings on another part of the campus. For meetings further afield, employees are encouraged to take the train. For international travel, the International Relations Center initiated a carbon offsetting policy for flights, which has been extended to all central administrative and support units. We would also like to stress that the mandatory „Semesterbeitrag“ social contribution payable by our students includes a free public transport ticket, covering Cologne and the entire federal state of North-Rhine Westphalia.



Staff members are also encouraged to recycle, with special recycling bins placed throughout the University. The University's cafeterias also serve organic and vegan food and hold several events related to sustainability. Finally, the newly built and refurbished University and WiSo Faculty facilities comply fully with the current criteria for **environmental protection**.

In May 2016, the University of Cologne was honoured by the Landschaftsverband Rheinland (Rhineland Regional Association) for its **exemplary disability management**.

ceres, the Cologne Center for Ethics, Rights, Economics, and Social Sciences of Health, is an inter-faculty centre at the University of Cologne, founded in November 2013.

The principal objectives of **ceres** are

- a) interdisciplinary research
- b) education, advanced training and development of young researchers
- c) research-oriented teaching and education
- d) provision of information and advice to the public on all topics concerning health-related issues.

ceres stages a variety of events. On a regular basis, it invites international guest lecturers to the University of Cologne to share their expertise with the audience in a public evening lecture. Participants gain interesting insights into the speakers' work and are able to ask questions and take part in the discussion after the talk. **ceres** lectures are open to students, researchers and the interested public.

Another event is the interdisciplinary **ceres** lecture series, which takes place every fall term and is aimed at students, scientists and members of the general public. Experts from various branches of study report on their current findings and thoughts in the areas of medicine, ethics, law, social sciences, economics and psychology. Last fall term (2015/16), the topic was: „Prepared for the elderly? Shaping our longer-living society.“

Other events that incorporate the values of **global social responsibility** are the conferences and symposia that take a deeper look at relevant topics, such as the conference held in February 2016 on „Digital transformation - the future of our society“.



Principle 3 – Method

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

Since 2008, the **Cologne Graduate School** in Management, Economics and Social Sciences (CGS) has offered an average number of 10 to 12 scholarships to outstanding students from Germany and abroad. Originally co-sponsored by the State of North-Rhine-Westphalia, the CGS is now completely funded by the University of Cologne. During the eight years of its existence, CGS has had more than 60 fellows who have published more than 40 articles in peer-reviewed academic journals. CGS has also managed to place graduates in universities in Australia, the US, Turkey and Germany.

In 2013, CGS also started a Research Track Master Programme for excellent bachelor students who, once they have successfully graduated from this rigorous programme, directly enter the PhD phase without having to take further courses.

While there are different ways of funding and pursuing their individual research, all doctoral students have to complete a mandatory number of doctoral courses from the School's doctoral course programme. The

course programme is administered by the CGS, which now functions as the integrated umbrella graduate school of the School and is thus responsible for most matters concerning doctoral education. In 2016, the performance and services of the CGS will be evaluated, with a particular focus on the question of whether it contributed to higher research output and faster Ph.D. qualification of our doctoral students.

To ensure that the students gain experience in responsible leadership, it is an integral part of our CGS scholarship programme that doctoral students participating in the programme do voluntary work at secondary schools in Cologne. Here, CGS scholars organise workshops particularly aimed at pupils from non-academic backgrounds to inform them about the opportunities and challenges of pursuing an academic education. They visit various schools in Cologne and work together with the pupils in order to overcome any inhibitions they might have about continuing their educational career at university.

The University also has another institution that gives students first-hand experience of social responsibility – the „**Student Forum for Integration and Education**” (FIB). Through this forum, students engage in voluntary work at secondary schools, tutoring disadvantaged pupils and pupils from non-academic family backgrounds. Prof. Schulz-Nieswandt is a member of FIB's academic advisory board.

More teaching on sustainability and other PRME topics takes place at the **Institute of Sociology and Social Psychology** (ISS). The topic for this summer's ISS Research Seminar is “Demography & social inequality”. Past seminar topics have included: „The health and wellbeing of grandparents caring for their grandchildren”, with a lecturer from the King's College London; „Computational social science: Opportunities and challenges” and “Trends in social engagement among older adults: Results from LASA”, with a lecturer from VU Amsterdam.

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.

The questions of ethics, responsibility and sustainability (ERS) are often cross-sectionally integrated into research.

ERS is horizontally integrated into the programmes, complemented by vertical integration via academic chairs in Business Ethics, Energy Economics and Social Policy. Whether horizontal or vertical (or explicit and implicit) in their integration, we consider the following research areas to be at the forefront of contributing to ERS topics at the WiSo Faculty.

are taken. It is largely determined by intuitive and moral heuristics as well as psychological biases. This is true even if, in principle, actors are committed to moral objectives. Human behaviour can only be seen as ethically bounded behaviour.

The central aim of this research area is to analyse the mediating factors that have an impact on ethically bounded behaviour and to develop strategies that facilitate ethical decisions in firms.

Research in Energy Economics

One of our oldest (affiliated) research institutes – the Institute of Energy Economics (EWI) – has a long tradition in the analysis of energy markets. The question of how to secure energy supply is of central importance for EWI researchers, headed by Prof. Bettzuege. Consequently, the incorporation of renewable energy resources into today's and tomorrow's energy mix and the implications of climate change policies for the design and functioning of energy markets have become pivotal questions for analysis. Not only has the EWI conducted numerous studies on behalf of ministries, agencies and companies, but its director, Prof. Bettzuege, also served on the German Parliament's inquiry committee on "Growth, Wellbeing and Quality of Life" until 2013.

Research in Social Policy

The Chair in Social Policy and Methods of Qualitative Social Research (Prof. Schulz-Nieswandt) conducts research in the fields of European Social Law, Social Services, Co-operative Economics, Ageing, Health and Geriatric Care, History and Cultural Comparison of Social Policy, as well as on the ontological, theological and anthropological concepts that underpin it. Prof. Schulz-Nieswandt maintains various connections with stakeholder organisations, including membership of the academic advisory board of the Federal Association for Public Services, the Kuratorium Deutsche Altershilfe (KDA), the Cologne Network of Community Care and the Society for Social Progress. He



Research in Business Ethics

This group is concerned with strategic corporate development topics. In particular, it is interested in analysing human behaviour observed in ethically relevant dilemma situations as they occur in business.

The starting point for this analysis is the observation that the inclination of decision makers within organisations to act unethically largely depends on the situation and the environment in which decisions

are taken. In order to give the latest research results to the students, they are directly infused into teaching. The courses offered are based on a behavioural, rationally bounded understanding of decision processes in firms. The students discuss incentives in organisations and strategies for successful corporate development, taking ethical dimensions into account. They apply game-theoretic concepts and recent economic and psychological findings from empirical, especially experimental, research in this work.

is engaged in consulting projects for the Federal Ministry of Health, ministries in the German state of the Rhineland Palatinate (planning of elderly care), the city of Zurich (Health Network 2015) and the Bruesseler Kreis (ageing and support for disabled persons).

Research in our “Design & Behavior”, “Demography” and “Economic Policy” research profile areas

A major focus of „Design & Behavior” concerns designing real-world institutions and mechanisms that align individual incentives and behaviour with the underlying goals. Here, mechanisms matter because they affect incentives, and decision makers respond to incentives. Consequently, this research approach is (or could be) applied to various ERS-related settings and questions. For instance, “Which market design moderates electronic trade algorithms?”, “How can we remunerate managers so as to avoid excessive behaviour?”, „How can we develop mechanisms that make international climate change negotiations more effective?” or “How should web players interact with each other so that regulators can effectively regulate internet companies?” This research area addresses issues of trust, collaboration and conflict management, all of which are of utmost importance to ERS problems. The collaborative research network (CRN) on Demography is organised

into the three subfields of a) fertility and family, b) ageing and health, and c) migration and integration. All these subfields have gained particular importance in western societies, to which the CRN contributes through its analysis of related policies and sustainable solutions. In the Economic Policy profile area, the CRN on Macroeconomics and Public Policy strongly characterised by its research interest in the challenges to macroeconomic research and policy, including those that have become apparent following the economic and financial crisis. One goal is to identify and analyse policies that help reduce the risk of future crises as well as to cope with the problems inherited from the current crisis. Specific issues are the taxation and regulation of financial and real activity, the sustainability of public debt and social insurance systems, sovereign default, unconventional monetary policy and the interaction of monetary and fiscal policy with financial markets. The CRN on Network Industries and Infrastructure focuses on industries such as telecommunications, energy or transportation, which have traditionally been owned, operated or regulated by the state.

Liberalisation has fundamentally changed the state’s role, mainly to allow for competition based on regulated network access.

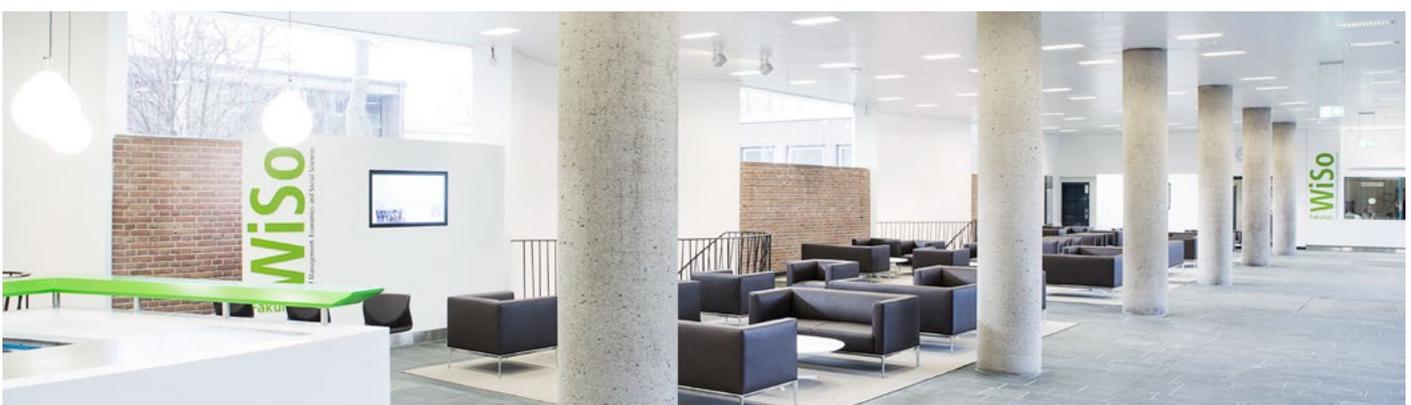
However, these industries are subject to specific policy aims, e.g. high

broadband coverage or a large share of renewable energies. The CRN analyses the complex interaction in network industries between regulations supporting market liberalisation and sector policies aimed at specific market outcomes.

UoC Forum on „Advancing Common Pool Resource Management in Heterogeneous Groups”

This CRN is an interdisciplinary research collaboration between economists and social anthropologists at the University of Cologne (UoC) studying community-based natural resource management. The long-term goal is to provide advanced policy advice, grounded in theory and pre-tested in the field, on how to manage the commons in the Global South.

An important determinant for successful cooperation in common pool resource management seems to be that the (heterogeneous) group members share social norms and adhere to the normative expectations associated with their role. Members of Namibian communities, for instance, are often unhappy with their leaders and yet tend to be very hesitant to reproach or report on bad leaders. It is suggested that this may be due to economic dependency and cultural codes of conduct. From a normative perspective, this research project examines whether manipulations of normative expectations can turn “bad leaders” into “good leaders”.





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.

WiSo Advisory Board

High-ranking corporate members are crucial to the Advisory Board. In order to maintain motivation and commitment, our aim is to form a group that is not only of value to the Faculty but also offers an additional benefit for the board members themselves. It is therefore intended that the board should grow slowly.

A second prerequisite is to have members who represent the various disciplines of the WiSo Faculty. Currently, the corporate representatives mainly represent the management discipline. Four members are from corporations with their headquarters abroad (GM/Opel, Ford, McKinsey and GenRe); two are from international corporations headquartered in Germany (Bayer and Lanxess); and three are from

major German corporations (RheinEnergie, DZ-Bank and Gothaer). The Gothaer representative is also the President of the IHK, the Cologne Chamber of Commerce.

In 2015, we therefore strove to add high-ranking members representing politics and economics. Newly appointed members are the President of the European Investment Bank and the Director-General for Economic Affairs and Competitiveness of the General Secretariat of the Council of the European Union.

The current composition of the WiSo Faculty's Advisory Board is as follows:

1. Mr. Werner Baumann, Bayer AG (Leverkusen)
2. Mr. Achim Bosch, GenRe (Stamford [Connecticut], Cologne)

3. Prof. Werner Görg, Gothaer and IHK Köln (Cologne)
4. Dr. Werner Hoyer, European Investment Bank (Luxemburg)
5. Mr. Wolfgang Kirsch, DZ Bank AG (Frankfurt am Main)
6. Mr. Bernhard Mattes, Ford Motor Company (Dearborn, Cologne)
7. Ms. Tina Müller, General Motors, Opel AG (Detroit, Rüsselsheim)
8. Dr. Frank Sängler, McKinsey & Company, Inc. (New York City, Cologne)
9. Dr. Dieter Steinkamp, RheinEnergie AG (Cologne)
10. Dr. Carsten Pillath, Director-General for Economic Affairs and Competitiveness of the General Secretariat of the Council of the European Union (Brussels)
11. Dr. Rainier van Roessel, Lanxess AG (Cologne)

October 2010 saw a new beginning in German-Turkish academic



cooperation, when Turkey's President Abdullah Gül and Germany's Federal President Christian Wulff laid the foundation stone for the **Turkish-German University (TDU)** in Istanbul. The TDU had an inaugural class of 5,000 students - a symbol of the role it is set to play as a leading research university. It focuses on the engineering sciences and cooperates intensively with the corporate world, while also providing a platform for intercultural exchange. According to the President of the German University Consortium, Dr. Rita Süßmuth, „An important aspect for us is mutual cultural understanding in a European and international context.“ The German University Consortium consists of 26 member universities and contributes to the academic administration and German teaching and conversation

classes at the TDU. Germany's involvement will be financed by the Federal Ministry for Education and Research (BMBF).

The WiSo Faculty's Dr. Wolfgang Wessel, Professor of European Politics, was appointed as one of TDU's vice presidents. He is in charge of the design of the programmes in Economics and Social Sciences at its School of Economic and Administrative Sciences. Also under consideration are joint degrees between the TDU and our School. Wessels' approach is based on a vision that combines research with teaching excellence and interdisciplinary integration and embeds all activities into a European and international context. The programme leading to the M.Sc. in EU Studies began in September 2012

and the first bachelor programme started the following year.

ENACTUS Cologne is a student consultancy for social and ecological projects at local companies. Dr. Mark Ebers, Professor of Corporate Development and Organisation, is the academic advisor of ENACTUS.

ENACTUS plans business projects that contribute to solving social and ecological challenges faced by companies in the Cologne region. ENACTUS Cologne has made it its mission to sustainably improve the standard of living and quality of life of people in need. The team are confident that the same spirit that makes a company successful can also bring about sustainable progress in social issues.

Principle 6 – Dialogue

We will facilitate and support dialogue 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

Several of the WiSo Faculty's professors are members of ministerial and other public advisory boards. Particularly active colleagues include Dr. Detlef Buschfeld, who sits on the Board of Trustees of the „Pro dual education“ (Stiftung Pro Duale Ausbildung) foundation, run by the Cologne Chamber of Commerce. He is also a member of the advisory board of the Bonn Protestant Institute for Business-Oriented Religious Studies („bibor“) and a member of the steering group (currently the competence team) of the „Climate Protection Education Concept Cologne“ (Klimaschutz Bildungsportal Köln) within the Network for Social Services and Ecological Education. Our colleague Dr. Frank Schulz-Nieswandt is a member of the advisory board of the Cologne Network of Community Care (Kölner Netzwerk der kommunalen Daseinsvorsorge) and a member of the scientific circle of the Josefs Society Cologne, which runs several self-help facilities for persons with disabilities, elderly persons and those in need of physical rehabilitation. Another colleague, Dr. Peter Funk, is a member of the advisory board of the Psychosoziales Forum e.V. Cologne, and Axel Ockenfels is a member of the academic advisory board of the Federal Ministry for Economic Affairs and Energy.

Besides the various professors' collaborations described above, the Faculty additionally supports and cultivates the development of corporate links through other bodies and organisations. One example we would like to highlight is the student organisation known as the **Economic Congress Organisational**

Forum (Organisationsforum Wirtschaftskongress, or OfW), which organises the annual "World Business Dialogue".

The World Business Dialogue

Every year since 2009 (and every second year between 1987 and 2009), the OfW has been inviting students, business people and speakers from all over the world to come to an international conference entitled "World Business Dialogue" at the University of Cologne. The objective of this event is to foster exchange between students, scientists and corporate practitioners on a central

economic issue of our times. The "hall of fame" of prominent keynote speakers from the past includes Bill Gates, Roland Berger, Michael Bloomberg, Kenichi Ohmae, Josef Ackermann, Hans-Werner Sinn and Joseph Stiglitz.

The 18th World Business Dialogue took place in March 2015 and addressed the issue of the power structures of new technologies and their impact on different fields and actors in society, such as work relations and producer-consumer interaction and influence. It featured prominent speakers from new media companies (Google, Facebook, etc.), high-level politicians from the

World Business Dialogues, 1987-2016

| | |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| 1 st World Business Dialogue (1987): Der Weltraum als Markt (Outer Space as a Market) | 11 th World Business Dialogue (2007): Population Dynamics |
| 2 nd World Business Dialogue (1989): Künstliche Intelligenz (Artificial Intelligence) | 12 th World Business Dialogue (2009): The Integrated Challenge |
| 3 rd World Business Dialogue (1991): Umweltmanagement (Environmental Management) | 13 th World Business Dialogue (2010): Crisis Demands |
| 4 th World Business Dialogue (1993): Resource Mensch (Humans as a Resource) | 14 th World Business Dialogue (2011): Managing Complexity – The Art of Collective Consequence |
| 5 th World Business Dialogue (1995): Mehrwert Information (The Added Value of Information) | 15 th World Business Dialogue (2012): Checkpoint Consumption – Needs, Duties and the Search of Balance |
| 6 th World Business Dialogue (1997): Return on Globalization | 16 th World Business Dialogue (2013): Next Generation Business Strategies – Finding New Ways to Succeed |
| 7 th World Business Dialogue (1999): Rethinking Knowledge | 17 th World Business Dialogue (2014): Disruptive Innovation |
| 8 th World Business Dialogue (2001): Net Planet | 18 th World Business Dialogue (2015): Power To The People- Redefining Interdependencies In A Trembling World |
| 9 th World Business Dialogue (2003): Mastering Volatility | 19 th World Business Dialogue (2016): Globalisation: Disrupted? |
| 10 th World Business Dialogue (2005): Transforming the Company | |

European Commission and European Parliament and representatives of the non-profit sector and academia. The OFW organisers consulted with professors from the WiSo Faculty on the topics and panels to choose. Professors also supported them by helping with access to their business and academic contacts as potential guest speakers.

In its 19th year, this year's World Business Dialogue was an even bigger success than in previous years. It allowed 300 international students from over 70 different countries to get in touch with companies such as Bayer, Henkel, Accenture and many more. In addition, the students were also able to discuss at length with

renowned speakers like Liam Condon and Thomas Sattelberger. All in all, the atmosphere during the World Business Dialogue was unique and it was an extraordinary congress.

For further information on this event, see <http://www.world-business-dialogue.com/>.

5. Future key objectives

We are convinced that the ERS-related topics are an ongoing process and we are working hard to improve. The goal is to find a balance between ERS-related topics and the specific characteristics of our Faculty so that both areas gain an additional benefit through the interaction between them. Our key objectives for the future combine and optimise key objectives from the past.

We will be appointing an additional two professors each in the "Design & Behaviour" and "Economic Policy" research areas as part of our efforts to focus more on our core business research and teaching. Furthermore, the Faculty is committed to supporting the management of the University in the development of a plan for the core area of Energy Economics and

in generating external funding and establishing alliances. The Faculty submits applications for funding through the internal "UoC Forum Energy" funding line.

It should be noted that the Faculty has committed to reach a female quota of 29% for new appointments and 50% for doctoral graduates. Taking the view that gender diversity should be more than a recruitment criterion, the Faculty supports the integration of gender and diversity studies into its curricula. This commitment is exemplified by the financial and consulting support for an interdisciplinary master programme in "Gender Studies" offered by the University (starting in 2017) and the leading institute for "Gender Studies in Köln (GeStiK)".

In order to reach a wider public, especially with regard to the above-mentioned research profile areas, a programme will be established to communicate the research results. This could include expert interviews, notification of events and conferences, presentation of research results for a non-specialist audience and optimised description of the research profiles on the WiSo website.

Another objective is to expand the Dean's Advisory Board by incorporating valuable representatives from the corporate world in order to strengthen the ties between the university and business. Our aim is for students, companies and the WiSo Faculty to be able to work hand in hand.

