

# Sharing Information on Progress (SIP) – Report on the Implementation of the Principles of Responsible Management Education

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Ingolstadt School of Management, June 2013

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## I. Ingolstadt School of Management at a glance

Ingolstadt School of Management (WFI) is one out of eight faculties of the Catholic University Eichstätt-Ingolstadt (CU), the only catholic university in the German speaking area. As the youngest faculty of the CU, the WFI was founded in 1989 and has been in a constant process of development since then. Today there are about 1.000 students learning at the campus in Ingolstadt. Despite of its short history, Ingolstadt School of Management is one of the leading places for business management education in Germany. Numerous top placements in university rankings confirm this.

The Mission Statement „small, fine and demanding” subsumes the most important key aspects, making the WFI as special as it is. The Ingolstadt School of Management prepares its students for their future professional life by teaching them innovative business theories and the promotion of practical experience. The students are enabled to fulfill managerial and specialized tasks in a domestic and international context in a responsible, socially competent and professional manner. In doing so, the WFI follows established catholic educational traditions while keeping up with the times. To provide a high quality learning environment, the WFI demands the highest

performance standards from all its academic teaching and research staff.

In a few words, studying at the WFI means...

- Preparing students for the future challenges of professional life.
- Shaping cognitive skills.
- Studying scientifically grounded and practical oriented.
- Studying in the context of catholic educational traditions.
- Aiming high.

As a part of the Catholic University Eichstätt-Ingolstadt, the WFI is committed to academic as well as catholic tradition. Practically, this means that we are open for students of all confessions, that our degrees grant the same rights as those from state colleges and that the freedom of research and teaching is guaranteed. The catholic fundament stands for an education and research, questioning critically the theoretical results as well as being open minded and foster a dialogue between disciplines and religions. The CU quests to be an academic community, which mediates expert knowledge and social competence at the same time. Thus, it is one of our concerns to provide our students not only with theoretical concepts but also with the social skills and knowledge they need to take a responsible part in business and society.

## II. Letter of renewed commitment

As an Institution of higher learning involved in the education of current and future managers, Ingolstadt School of Management (WFI) is committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students. We encourage other academic institutions and associations to adopt and support these principles.

As we know that academic research, as well as education, is an ongoing process and so is the implementation of PRME, we are glad to present our current activities and future plans to all persons of interest. We would like to invite you to contact us about questions on further information about certain aspects, or to comment our current activities and future plans.



Prof. Dr. Max Ringlstetter  
(Dean | Ingolstadt School of Management)



### III. Principle 1

#### 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.

1. *Students initiatives*
2. *Practical Wisdom in Management from the Spiritual traditions*

1. Beyond the implementation of the values of global social responsibility in the academic activities and curricula, which will be described in chapter IV, the WFI supports the students own initiatives. For example the UNICEF student organization at the campus in Ingolstadt as well as an organization named „DenkNachhaltig!“ e.V., which organizes and coordinates the “Dialogue on Sustainability” – one of the biggest conferences in ethics and sustainability in the German speaking area, that is completely managed by students. By their engagement on campus the students can apply the theoretical concepts learned in class and experience to handle the responsibilities they have due to their position. This strengthens their personality and teaches them to work alone as well as in a team. The WFI supports the student organizations financially and in terms of their strategic planning.

Over the year the UNICEF campus group arranges several events to collect funds for

UNICEF projects. Last year, it organized a Christmas concert with local musicians. In 2013 the UNICEF campus group presented the fifth volume of „Beats for Charity“. The motto this year was „Profs on the Decks“ – nine professors from the WFI entertained the attendant crowd. Another special was the WFI band contest during our yearly „Sommerfest“. The given donations of this event will help to build schools and kindergartens in Legmoin, Burkina Faso. Together with the city of Ingolstadt, who has been UNICEF-children city in 2012/2013, the UNICEF campus group collected about 460.000 € for the children in Legmoin.



2. Following an international workshop on catholic social thought and business education at our university in 2009, the European Academy Business and Society (EABIS) together with the Yale University Centre for Faith and Culture started an international and interreligious project on „Practical



Wisdom in Management from the Religious and Spiritual traditions” (2009-2013). Co-ordinated by Prof. André Habisch and Cristian Loza Adai from our faculty and EABIS, seven international conferences around the globe were organized (on the Chinese tradition at Shanghai, on Judaism at Beer-Sheva, on Islam at Ifrane/ Morocco, on the Indian tradition at Koczicod/ India, on Buddhism at Bangkok, on Japanese traditions at Tokyo) always involving practitioners and academics. The wrap-up conference took place in July 2013 at the Yale University in New Haven. Four special issues of the Journal of Management Development were edited referring to the different conferences – two others are in preparation. Further conferences on the humanistic tradition as well as on indigenous traditions are planned for the years 2014 and 2015.

All the events were organized at business schools and focused on management concepts from academics as well as practitioners. The overall goal of conferences and publications is the integration of culturally rooted concepts of value-based business practice into management education. WFI became the first German member of the EABIS network as early as 2005 and served as one of the organizational drivers behind the EABIS-Yale initiative. Students from WFI also contributed to the publications resulting from this project.



#### IV. Principle 2

##### 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.

1. The overall concept of ethical education at WFI
2. Topics of lectures and seminars
3. Master in Tourism and Regional Planning

1. In order to integrate concepts of ethics and sustainable management in our teaching, the WFI established two chairs for ethics with different focuses in teaching and research. The particular objective consists in implementing the economic and managerial approaches into the concept of Catholic social ethics. Accordingly, the implications of distributive justice, human dignity, solidarity and subsidiarity, are to be analyzed and applied to social as well as entrepreneurial issues. The importance of an ethical education within business studies and its position in the field of economics can be underlined by the following formulation found on the homepage of the chair of economic and business ethics:



*„The concept of Business Ethics seems to be a contradiction in itself, which is due to the judgement that, in the domain of Economy, acting according to moral standards and following given norms are typically irrelevant, or rather: They are in opposition to the realization of personal and entrepreneurial aims.*



*In contrast to this, we hold the opinion that Ethics is no antithesis to Economics, they rather support each other, which does neither mean that Economics is subordinate to Politics, nor that Economics is defined as superior to Ethics. Actually the challenge of Business Ethics is the consistent integration of ethical norms in economic paradigms. Thus economic efficiency is a necessary, however not a sufficient requirement for a just economic and social order.*

An essential aspect of the curriculum in all programs provided by the WFI is the mandatory lecture in ethics, where the students get in touch with concepts of business, economic and social ethics often for the first time in their student life. In these mandatory courses the PRME are part of

the subjects taught. The students learn the theoretical concepts as well as which advantages occur from their appliance. Thus they develop a basic understanding on which further courses can build on by examining specific topics and by the practical appliance of the theoretical background.

2. During the last few years they have been lectures on diverse topics and fields of interest, such as:

- Case studies in business ethics
- CSR in an international context
- Management and Corporate Social Responsibility
- Social Innovation and Social Entrepreneurship
- Sustainability @ leading companies
- Sustainable Supply Chain Management
- Sustainability Project
- Theory and policy of economic order.



Due to the excellent lecturer-student ratio the classes are very small, so that students can experience a highly interactive and intensive learning atmosphere together

with a lot of freedom for learning by individual discussion.



POSITIVE ANREGUNGEN VON *Udo Christen*

3. Beside the study program in business administration, the WFI is engaged in the master program „Tourism and Regional Planning – Management & Geography“ which is provided by the faculty of mathematics and geography as well as by the WFI. The program combines an education in the fields of human geography, economics and tourism studies.



The international and practically oriented program shall enable the students to examine the theoretical, interdisciplinary and spatial context in the extremely dynamic field of tourism and to assess its global and regional dynamics, especially in terms of future and sustainable tourism. All parts of the program try to intercede both, a holistic-theoretical framework and practical insides. The concept implies that tourism can only be understood by taking different scientific approaches into account, such as economics and geography. During their studies, the students acquire the know-how to assume lasting management responsibility.



## V. Principle 3

### Principle 3 | Method

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

1. *Course program in ethics*
2. *Social Learning Project in the Philippines*

1. The foundation of our educational framework in the field of responsible leadership is a mandatory lecture in ethics, where the students gain knowledge about relevant basics. As described, the excellent teacher-student ratio in the advanced courses, allows for ethical deliberation and discussion. Our aim is that the students do not only learn the relevant facts and concepts but rather internalize their background and implications. The chairs at WFI constantly try to develop their course offer in regard to the topics discussed in the academic world. Responsible leadership and sustainability are two of those subjects. For this reason, the WFI plans to establish a new master program "Entrepreneurship and Social Innovation". The outlines of this program will be presented in the chapter on future perspectives. For those students choosing the new program, there will be mandatory courses concerning questions such as sustainable entrepreneurship, social innovation and models of entrepreneurial responsibility.



2. In cooperation with the AFOS foundation and local partners at the Philippines students from our school assisted the creation of an information platform to link suppliers and producers of the lumber and furniture industry. The general objective of this project was to develop a mechanism to establish sustainability of materials supply.

The following aspects were related to the students activities:

- Introduction to the creative sectors, the sourcing scenario of local raw materials, and active participation at the 2011 furniture exhibition on March 2011.
- Strategy workshop with the partners to prepare fieldwork to research the sourcing structure of pre-defined raw materials in the Visayas. Furthermore tools, mapping methodologies and logistics are provided and explained.
- 10 weeks field studies in the Visayas area to analyze the location, the planters, the suppliers, the middlemen, and possible logistic platforms in the Visayas in closed collaboration with regional

centers of the Philippines' Department of Science and Technology and BMOs.

- Evaluation workshop with all stakeholders involved and provision with final report.
- Introduction of the final report to the new sustainability resource center of University San Carlos.
- Various lectures to local universities.

## VI. Principle 4

### 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.

1. *Cooperation with ABIS and Technical University of Munich as well as 15 other European universities in the EU funded project „Sustainable Lifestyles“.*
2. *Doctoral theses in the context of sustainability and the role of business.*
3. *Post graduate fellowships in the context of CU research focus „Sustainability“*

1. The WFI/CU forms part of an emerging EU funded interdisciplinary research cluster „User driven sustainability Innovation“, which covers 17 European business schools coordinated by Technical university of Munich. The WFI research team headed by Prof. Habisch is leading work package 1 „Status Quo of (un-)sustainable Lifestyles in Europe“, which covers the production of different working papers as well as the organization of five international Workshops in Milan, Copenhagen, London, Warsaw and Ingolstadt. „User driven Sustainability innovation“ is funded with 4.7 Mio. € by the 7<sup>th</sup> EU Framework program.

2. There are several doctoral theses in progress, all considering diverse topics placed in the field of sustainability and corporate social responsibility:

- Corporate social responsibility and corporate citizenship of energy firms in Germany
- Corporate Social responsibility of Media companies in Germany
- A dynamic micro simulation model for the evaluation of the sustainability of social security systems
- Social Innovation and Corporate Responsibility
- Internal CSR reporting and employee motivation
- Practical Wisdom in Management Education
- CSR in the media reporting
- Corruption
- CSR accounting systems
- Corporate social responsibility and corporate citizenship: Self-perception and awareness of others in public communication
- Corporate responsibility for small and medium-sized enterprises

2. In the context of post graduate education, the WFI is part of the post graduate program „Nachhaltigkeit“ which is a consortium of young researchers working at the Catholic University Eichstätt-Ingolstadt.



Postgraduates from different fields work on topics concerning sustainability, so that there are multiple perspectives and aspects which can be shared and discussed. The multidisciplinary of this post graduate program aims to brace the field of sustainability in all faculties. At the end the young researchers will publish an anthology presenting all research projects, highlighting the different perspectives and the commonalities on sustainability.

An overview on the regular research taking place at the ethic chairs of the WFI will be given by a selection of literature in the appendix.

## VII. Principle 5

### 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 meet these challenges.

1. Partnership with the Catholic Entrepreneur's Union (BKU)
2. Corporate presentations concerning Social and Environmental topics

1. Starting in 2009 our faculty teamed up with the Catholic Entrepreneur's Union (BKU) to launch the „Eichstaett Colloquia Economy – Church – Academia“ (Eichstätter Gespräche Wirtschaft – Kirche – Wissenschaft). The annual conference – organized by Prof. Althammer from our faculty until 2012 – assembled high-level practitioners from business (Commerzbank Chairman Müller and AUDI CEO Stadler), Church



(Archbishop of Munich cardinal Marx) and academia to discuss relevant ethical issues of leadership and business practice (value-

based management, work-life balance, sustainable business). Moreover, in the context of this partnership a regular participation of BKU entrepreneurs in the teaching of our faculty was organized. For example, courses on Ethical management in crises situations were organized in cooperation of Prof. Habisch with Dr. Michael Keppel, a leading German crisis manager. In 2013 we started an initiative to even deepen the cooperation with BKU, involving common research projects and developing the Eichstätt Colloquia into a research platform. A first step will be an empirical study with BKU entrepreneurs scientifically promoted by Prof.s Hogreve, Pechlaner and Habisch.

2. In the context of partnerships with local and national enterprises, several guest lecturers from corporate practice enriched the instruction of students concerning various topics of social and environmental responsibility of companies.



These included topics like non-financial reporting (Hendrik Fink, PWC in Summer 2012), Value creation linked to corporate



responsibility (Holger Hendrichs, McKinsey in Winter 2011), sustainability reporting and assurance (Christian Hell, KPMG in Summer 2013), corporate culture at Bauer AG (Christian Jaekel from Bauer in Winter 2012), sustainability reporting in international companies (Kirstin Vorbohle from akzente in Winter 2012), international online marketing (Maik Preßler from affilinet in Summer 2011) etc.



Many of these presentations took place in the interdisciplinary seminar „Sustainability @ leading companies”, which is a joint initiative of the chairs of ethics and accounting and resulted in a series of international journal publications.

## VIII. Principle 6

### Principle 6 | Dialogue

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

1. *Dialogue on Sustainability*
2. *Study commission of the German Parliament*
3. *Obligatory Ethic courses for French exchange students*

1. A highlight we would like to present in our SIP report is the „WFI Dialogue on Sustainability“ (DoS), which is the biggest collegiate conference on sustainability in the German-speaking area. At the second dialogue in 2012, the students, academics, company representatives and public figures discussed the topics cities, finance and water.



There have been reputable referees such as Prof. Dr. Claus Hipp (entrepreneur), Prof. Dr. Peter Schallenberg (moral theolo-

gian), Gerald Hörhan (author of the book „Investmentpunk“), Dr. Peter Tropschuh (director CSR, AUDI AG), Dr. Astrid Zwick (director CSR, Munich Re) and Alexander Neubacher (reporter for SPIEGEL and author). In 2013 the DoS will take place for the third time. From November 22.-24., about 150 students and post graduates from different fields will meet with highly recognized personalities from business, academia, politics and religion.



During case studies, workshops, lectures and panel discussions they will debate about innovative and sustainable business concepts. The aim is to sharpen the understanding and further to find solutions for global challenges referring to the given topic „Innovative and Sustainable Business Concepts – Nachhaltigkeit als Erfolgsfaktor zur Erschließung neuer Märkte?“ For the first time, the DoS will be bilingual, in English and German. Further information about the dialogue of sustainability, especially about the application process, is available on [www.denknachhaltig.de](http://www.denknachhaltig.de).

The students commitment has been awarded by the European monetary forum „Sinn & Invest“ 2013. The „European Sense Investing Award“ is presented in five categories – banking, investing, asset manager, personality and educational institution – honoring organizations and personalities who are involved with themes on sustainable banking, finance and investment. In the category „educational institution“, DenkNachhaltig! e.V. won the „European Sense Investing Award“.



2. Since 2011, Prof. André Habisch, member of our faculty, has served as a scientific participant of the study commission on „Growth, Wellbeing and Quality of Life – Paths to Sustainable Economic Activity and Social Progress in the Social Market Economy“, which prepares decisions for the German Bundestag. According to the official motion of the German Bundestag, the study commission is assigned to examine the following key issues:

- Importance attached to growth in the economy and society
- Development of a holistic indicator of wellbeing and progress

- Growth, resource use and technological progress – possibilities and limits with respect to decoupling
- Economic governance shaped by sustainability
- The world of work, patterns of consumption and lifestyles

Prof. Habisch dedicated his engagement to the inquiry of the role of responsible consumption for the achievement of national sustainability goals. The commission's recommendations to the new Bundestag to be elected in autumn 2013 included the introduction of an obligatory corporate reporting on social and sustainable performance for DAX 30 listed companies on the basis of GRI standards. This is supposed to push product and service related sustainability reporting as well. The commission presented its final report to the German Bundestag in summer 2013.

3. Dialogue does include people who are not yet familiar with topics such as social responsibility, sustainability etc. Therefore, the WFI maintains the mandatory course in ethics not only for our own students, but also for the students from France, who pass their stay abroad in Ingolstadt to join our double degree master program. Thus, we aim to spread knowledge about sustainable business practices also among our network of university partners.

## IX. Future Perspectives

1. *A new and innovative MA Program „Entrepreneurship and Social Innovation“*
2. *Cooperation with Catholic Schools*
3. *Dialogue with the Arab World on sustainable business practices including their spiritual roots: „Practical Wisdom and Sustainable Business“*

1. The WFI has decided to implement a new master program “Entrepreneurship and Social Innovation”. The concept aims to integrate essential social ambitions and the tackling of ethical questions into a solid managerial and economic education.



Besides the broad supply of courses from the existing majors, the students will obtain courses in fields of entrepreneurship, innovation and service management, ethics and economics of innovation. After com-

pleting their studies, the students will understand ethical and entrepreneurial theories as well as being able to implement them practically. Additionally they will be aware of the necessity of responsible and sustainable management. The new program should contribute to a renewed focus on „training entrepreneurs“ despite of just „training managers“ and should contribute to the profile of an „entrepreneurial faculty“ („Unternehmerfakultät“). For that purpose, we are currently planning to implement a mentoring model for the students of the new MA program employing our partnership with the Catholic Entrepreneur’s union (BKU).

2. We are looking forward to start a regular cooperation with catholic schools regarding the education in economic ethics. The cooperation will comprise courses hold at the school by our faculty staff as well as the approval of courses, the students are able to import when starting a bachelor program at our university. With this project we try to support an early learning and understanding of ethical concepts, their importance and use in economic and business fields.



3. In close partnership with the Al-Akhawayn Business school at Ifrane (Morocco) and embedded into the DAAD sponsored „University Dialogue with the Arab World“ we will deepen our quest for a spiritual and ethical renewal of management development. The project is inspired and motivated by the EABIS-Yale Practical Wisdom initiative (see principle 1) and aims at increasing the knowledge of students about the role of practical wisdom in management. Therefore, MA students are encouraged to dedicate their thesis to topics of practical wisdom in management and present their empirical results in an international spring-school organized by the

network partners for academic as well as practitioners. The consortium of business schools headed by our faculty but also including the Global Ethics Institute of the University of Tübingen and the Business and Information Technology School at Iserlohn, is still looking for partners from other Arab countries. It aims to cross cultural borders between the Western and the Arab world as well as between academic theory and business practice. A discourse about value-based business decisions (grounded on empirical research of MA students) is supposed to involve business students, teachers and entrepreneurs from Germany and different Arab countries. Knowledge about applied ethical concepts should be deepened. Results should help to culturally enrich models of corporate governance, managerial decision-making, HR instruments, faith-at-Work practices etc. Economic models of decision-making as well as management education may be refined based on relevant empirical results. Next steps include guest lectures and seminars in Ingolstadt as well as Ifrane; moreover, excursions should enable students from the participating schools to learn more about the relevant cultural environment of business decisions. Therefore, the research consortium is looking for students who want to write their MA or doctoral thesis in this specific field. In order to support the program, a PhD student from Morocco has been selected and will start her studies at our faculty in September 2013.



## Appendix

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