



Munich Business School
University of Applied Sciences

PRME – PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

SIP REPORT 2019





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0. OUR COMMITMENT TO PRME

Founded in 1991, Munich Business School (MBS) is looking back on more than 25 years of premium-quality business education. Being one of the top business schools in the German-speaking area, we perceive it as our mission to provide today's globally-minded entrepreneurial talents with a highly inspiring academic environment, and enable them to become the business leaders of tomorrow – filling management level positions in companies around the globe or founding their own business.

And as a modern business school, we understand that it is not just our role to impart expert business and management knowledge to our students and convey methods to them to successfully apply this knowledge in practice. It is at least equally important to support our students in their development into responsible (business) personalities and to already sensitize them during their education for subjects such as sustainability and social responsibility. Only in this way can they succeed in their future careers – whether as a manager or as a founder – and above all: contribute to the world becoming a better place. Logically, responsible entrepreneurship is one of the main pillars of the academic education at Munich Business School. It is a part of our vision and mission statements and values (see also chapter 1).

In accordance with our corporate identity outlined above, we are proud to be a member of the PRME initiative since 2013 and as such remain deeply committed to its Six Principles.

By sharing information on the progress that has been made in the past two years, we hope to make a valuable contribution to PRME's vision and mission and to continue promoting its impact globally. Highlights of this year's SIP report are, amongst others,

- Curricular additions and re-design of the Bachelor and MBA program (see chapter 3.2),
- Foundation of the European Center for Social Finance (see chapter 3.4),
- New publications and other research activities related to the topics of Happiness, Conscious Business, Social Entrepreneurship, Social Finance and many more (see chapter 3.4 and 3.5),
- Kick-off and development of the Women in Leadership Initiative (see chapter 3.1 and 3.5),
- Ongoing social engagement of students, staff and alumni (see chapter 3.5).

Yours,

Dr. Alfred Gossner
(President)

Prof. Dr. Stefan Baldi
(Dean)

Nathalie von Seyfried
(Chancellor)



1. MBS MISSION, VISION AND VALUES

Our Vision

Munich Business School wants to be the preferred business school in Germany for globally minded, responsible and entrepreneurial personalities from all over the world in their lifelong pursuit of knowledge and personal development.

Our Mission

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

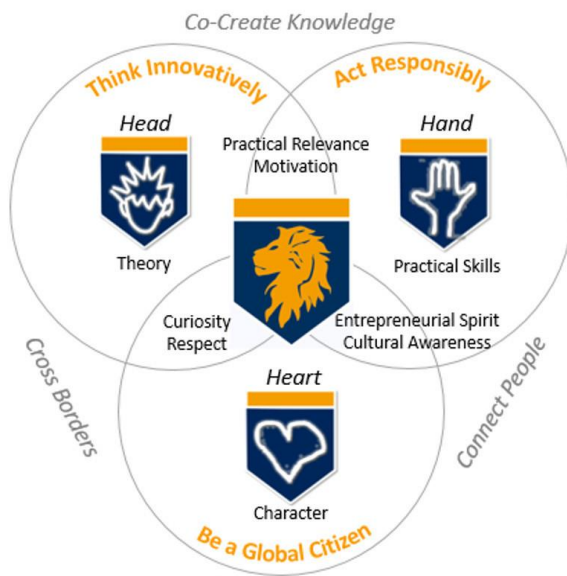
In a holistic approach, we encourage people to fully understand and appreciate their role in and impact on society as well as to competently apply and continuously advance their business knowledge. We provide students from all over the world with an academic and professional perspective in Germany and beyond. In collaboration with our international partner universities, we enable them to gain advanced insights into the global economy and diverse cultures.

Together with our company and academia partners, we create a platform for motivated and curious individuals with an entrepreneurial spirit to connect, exchange views and learn from each other.

In all of our activities, we pursue practical relevance and high quality.



Our Values



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



2. ASSESSMENT OF OUTCOMES

In our previous SIP report, we stated a number of key objectives for the upcoming 24 months. The following chapter assesses the outcomes of these goals.

AACSB Accreditation

As projected, MBS submitted the eligibility application for the AACSB accreditation in December 2017 and got approved in early 2018. As a next step, the school will hand in its initial Self-Evaluation Report (iSER) in spring 2020 in order to be accredited within the next three to five years. The Association to Advance Collegiate Schools of Business (AACSB) is an international accreditation agency with a strong focus on ethical behavior, corporate and social responsibility and sustainability and thus shares common values with MBS and the PRME initiative.

Podium on “Women in Leading Positions”

As projected, a podium on “Women in Leadership” took place on October 12, 2017, followed by a series of events focusing on diversity in management position and women’s career paths. For more information, see chapters 3.1 and 3.5.

Study on Responsible Management Education

In 2017, a study on the status quo of Responsible Management Education (RME) at German universities being a member of the PRME initiative has been conducted. The objective was to derive recommendations for the design of bachelor curricula based on the suggestions made by students, company representatives and education experts. The study was not published but the implementation of the Six Principles and the feedback of various stakeholders played a crucial role in the re-design of the Bachelor International Business program (see chapter 3.2).



3. OVERVIEW OF PRACTICAL ACTIONS

From 2017-2019, practical actions in relation to the implementation of the Six Principles comprised

- Continuous and new measures assuring a diverse, socially responsible and sustainable learning and working environment (see chapter 3.1),
- Continuous and new curriculum integration of the central topics corporate and social responsibility and sustainability (see chapter 3.2),
- Continuous and new extracurricular activities and offerings with a focus on responsibility and engagement (see chapter 3.3),
- Continuous and new research activities, e.g. in the field of Conscious Business, Business Ethics or Social Finance (see chapter 3.4),
- Continuous and new engagement, cooperation and dialogue within society and the business community (see chapter 3.5),
- A special initiative in the context of the European Parliament Election (see chapter 3.6).

3.1 Learning and Working Environment

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

Diversity and Equal Opportunity

Internationality and Cultural Diversity

One of the greatest strengths of Munich Business School is its high level of internationality giving all members the opportunity to change their perspective, to get a better understanding of other cultures, to exchange ideas, challenge each other and finally become more mindful and responsible individuals. Different aspects of internationality and related measures are:

- **International backgrounds:** Students, lecturers and administrative staff from more than 60 nations come together at Munich Business School. In the fall term of 2018/19, over 43% of the student body had an international background (excluding visiting students) which is 3% more than two years ago. In the next years, we expect this number to rise further. Daily



interaction among different cultures promotes openness and tolerance and enriches the classes with different perspectives.

- **International study language:** MBS also meets international business standards by offering study programs either in German and English (Bilingual Track) or completely in English (English Track). Furthermore, specific programs include foreign language courses such as Chinese, Arabic, Russian, Spanish or French.
- **International and intercultural curriculum:** International content is a central pillar of each study program at Munich Business School. Lecturers with international management experience depict complex topics and methods from the global business world. Others focus on markets and developments of a specific region (e.g. China or Latin America). Courses about intercultural skills complete the expertise (see also chapter 3.2).
- **Study Abroad:** Each program includes integrated studies abroad, because no other experience is as formative as living, studying and working in another country. MBS students can choose from currently more than 70 international partner universities and Master students even get the option of graduating with a Dual Degree at some of them.

Gender Diversity and Equal Opportunity

With regard to diversity and equality of genders at MBS, the proportion of female students and staff has been on a high and balanced level for years. In the fall term of 2018/19, 47% of all enrolled students, over 80% of the administrative staff and 46% of all professors and lecturers were female. Furthermore, two thirds of the leading and managing positions in the school's administration are held by women.

Practical actions assuring the gender diversity and equality at MBS include, amongst others

- Measures assuring the gender diversity and equal opportunities in all study programs at MBS, e. g. "MBS Women in Leadership Scholarship" attracting female MBA applicants (see next section)
- Measures assuring the gender diversity and equal opportunities of the academic staff, e. g. advertisement of all professorships in part-time and full-time
- Measures assuring the compatibility of family and career, e. g. flexible working time models for MBS employees or the opportunity to work from home
- Measures assuring the compatibility of family and studies, e. g. the opportunity for pregnant students and students with minor children or relatives in need of care to apply for leave of absence for education or care



- Measures assuring the career advancement of women, e. g. the **“Women in Leadership”** initiative (see chapter 3.5) including a new partnership with the prestigious **Wellesley College** (see chapter 3.3 and 3.5)

Responsible Recruitment and Human Resources Development

Whether it’s about recruiting new students, professors and staff members or supporting them in their personal and career development – MBS puts great emphasis on following a responsible and sustainable HR strategy.

MBS Scholarship Program

Munich Business School offers a limited number of various partial scholarships to outstanding applicants in order to financially support them during their studies and thus help them achieve their personal and professional goals. Selection criteria comprise several achievements and character traits, depending on the respective scholarship. For example, MBS BEST Scholarships for Bachelor, Master and MBA students not only takes into account the applicants’ academic and professional achievement but also their social engagement. MBS BEST IMPACT Scholarship is addressed to MBA applicants who – as business founders, entrepreneurs, or managers – are involved in social entrepreneurship and/or social leadership or any comparable entrepreneurial activity. Furthermore, the MBS WOMEN IN LEADERSHIP Scholarship specifically addresses qualified female MBA applicants who aim to use their MBA studies to develop themselves into executives with distinguished leadership capabilities, and who require financial support to achieve this goal.

New Faculty Members

Just recently, Munich Business School completed the search and appointment process for six new professorships. Four of six of the candidates appointed by the MBS Senate are female. With regard to the Six Principles, it is also worth noting that **Prof. Dr. Ellen Schmid** will hold the newly created chair for Responsible Leadership starting from fall 2019. Dr. Schmid is an experienced teacher and researcher investigating effective and non-effective leadership in different contexts, often with a focus on female leadership and empowerment. Furthermore, she works as a trainer for research and science managers and academic leaders.

Employment Initiatives

Munich Business School supports the employment initiative **“JOBFIT fürs Office”** (approx. “JOBFIT for the office”) which is part of the municipal joint project **“Perspektive Arbeit”** (VPA) (approx. “Perspective Work”). The initiative currently assists and qualifies more than 2,500 permanently unemployed women with experience in the field of administrative work, helping them to reenter the employment market. From 2017 until today, four women have successfully completed an internship at MBS. Further information is available on the initiative’s [website](#) (in German only).



In addition, MBS works with the German registered association IG – “InitiativGruppe – Interkulturelle Begegnung und Bildung e. V.” (approx. “InitiativeGroup – Intercultural Encounter and Education”), supporting their employment project “**FiBS – Frauen in Beruf und Schule**” (approx. “Women at work and school”). It supports female immigrants in achieving their professional goals through consulting, orientation and qualification. The target group includes women trying to re-enter the job market after their maternal leave, women seeking their first job in Germany, women seeking further education as well as unemployed women. In this context, one woman has already completed her internship at MBS. Further information in English is available on their [website](#).

Internships for High School Students

Munich Business School offers internships to high school students on a regular basis. From 2017 to 2019, an overall number of eight interns at the age of 16-18 stayed for a duration of about six months. Alternating between their school and their internship every three weeks, students are supposed to experience work life at a company and learn how to take responsibility in a professional environment. At MBS, interns get familiar with the specifics of an international private university by supporting the service and administration team as well as the examination office.

Professional Training and Other Offerings

From 2017 to 2019, full-time employed professors and staff of MBS received in-house trainings on a regular basis. Besides individual offers, the training sessions covered topics such as Happiness, Complaint and Conflict Management, Intercultural Communication, Self-Management and Stress Prevention. Additionally, employees get the chance to take part in a weekly Yoga class as well as a “MBS Mindfulness Session” – a 15-minute timeout focusing on mindfulness exercises offered by the full-time employed Professor Dr. Christian Schmidkonz.

Institutional and Academic Quality Assurance

Accreditations

Munich Business School sets the highest standards for its educational offerings. Neutral institutions have confirmed the quality of the school and the study programs on a regular basis. MBS is the first private university in Bavaria that has received **unlimited state-accreditation**. In addition, the institutional accreditation by the **German Council of Science and Humanities** as well as the program accreditations by **FIBAA** (one of the most important international quality and accreditation agencies) confirm that MBS’s performance in education and research meets high scientific standards. The international accreditation by AACSB is still in progress

Evaluations

At the end of each semester, we ask our students to take part in the **MBS Course Evaluation** evaluating the content, timeliness, applicability and the teaching skills of the respective lecturers. The findings are used to identify and assess a potential demand for improvement of the lecture

contents, teaching methods and academic management in general and act on it appropriately. In addition, MBS conducts a yearly **Student Survey** focusing on the general satisfaction with the school, its study programs, staff and services offered. Finally, the **MBS Alumni Survey**, which is conducted every two years, also helps us to ensure the quality and sustainability of our study programs and services.

MBS Role Models

Each member of MBS contributes to the fulfillment of the school's Mission and Vision and thus also has his or her share in implementing the Six Principles. However, certain goals could not be reached without the extraordinary efforts of some individuals who not only make important contributions on different levels but also serve as a role model for others. Therefore, we would like to introduce four MBS Professors who have played an outstanding role in the past two years.

Professor Dr. Jose M. Alcaraz



Professor Dr. Jose M. Alcaraz is a Professor for Business and Society at MBS since 2017. He started his professional and academic career in Barcelona, followed by various teaching and research assignments in Shanghai, Dubai, Santo Domingo and Perth. His industry experience includes the roles of former HR Development Manager of a major Spanish IT company and former Organization Consultant, with clients in a wide range of sectors and industries. As a scholar, he is a researcher for the

PRME global project. Previously, he also collaborated with the IESE Business School and led the Endowed VICINI Chair in Sustainability.

With his constant engagement as a lecturer and researcher in the field of CSR and Sustainability as well as extraordinary his global-mindedness, Professor Dr. Alcaraz acts as a role model for all members of MBS. Recent activities related to the implementation of the Six Principles include, amongst others,

- Lecturer of the MBA courses “Business Ethics”, “Conscious Business” and “Business and Society in a Global Context”,
- Re-design of the MBA General Management program in accordance with the MBS Mission and Vision (see chapter 3.2),
- Publications and research activities with focus on Sustainable Development, Corporate Responsibility and Ethics (see chapter 3.4),
- Participation in various events related to CSR and Sustainability (see chapter 3.4 and 3.5),
- Participation in the MBS “EU Parliament Election” campaign (see chapter 3.6).

Professor Dr. Patricia Kraft

Professor Dr. Patricia Kraft has studied Business Administration focusing on marketing, strategic management and statistics, and did her PhD in the domain of international marketing at Regensburg University and the University of Colorado, USA. After many years of professional practice and management responsibility in the fields of marketing and strategic management, Professor Dr. Kraft became member of the MBS faculty in 2014 and Academic Director of the MBS Bachelor Program in 2016. Since 2019, she has been MBS's first Vice Dean for "Learning and Teaching".



Apart from her extensive engagement in all relevant areas (see list below) and the outstanding support she constantly gives to students and colleagues, Prof. Dr. Kraft serves as a role model to all women and men who take responsibility as an educator and a leader and raise a family at the same time.

Recent activities related to the implementation of the Six Principles include, amongst others,

- Lecturer of the Bachelor course "Basic Social Skills" and the future Bachelor course "Resilience Management",
- Re-design of the Bachelor International Business program in accordance with the MBS Vision and Mission (see chapter 3.2),
- Co-leader of the state funded research project "EXIST Potenziale – Existenzgründungen aus der Wissenschaft" (approx. EXIST Potentials – Business Startups from the Sciences) (see chapter 3.4),
- Co-organizer of the MBS "Women in Leadership" initiative (see chapter 3.5),
- Fellow of Lehreⁿ Dachprogramm 2019 (approx. Teaching Umbrella Program) realizing a project on "Stress Resilience of Students" (see chapter 3.5),
- Participant in the 5th Responsible Management Education Research Conference in Cologne.

Professor Dr. Barbara Scheck



Prof. Dr. Barbara Scheck joined MBS in early 2016 as a Professor for (Social) Entrepreneurship and became Academic Program Director of the MBA General Management in 2017. During her Ph.D., she has developed the Social Reporting Standard, guidelines for impact-oriented reporting. Other significant experiences include consulting for a social venture capital fund and projects for development cooperation agencies on social entrepreneurship. She furthermore supports the Social

Entrepreneurship Akademie (SEA) in Munich in developing novel education programs for societal change.

She is a member of the EU's GECES subgroup on impact measurement in social enterprise, the Impact Measurement Working Group of the Social Impact Investment Task Force established by the G8 and co-founder of Volunteer Vision, an online corporate volunteering platform. Her research focuses on the financing of social enterprises, impact and mission-related investing and impact assessment.

Like her colleague Professor Dr. Kraft, Professor Dr. Scheck raises two small children together with her partner while pursuing an outstanding academic and professional career and constantly promoting social engagement and social entrepreneurship. Therefore, she is an important inspiration to all members and stakeholders of MBS.

Recent activities related to the implementation of the Six Principles include, amongst others,

- Lecturer of the MBA course “Social Entrepreneurship” and the future Master course “Understanding Social Startups”
- Re-design of the MBA General Management program in accordance with the MBS Mission and Vision (see chapter 3.2)
- Co-founder of the European Center for Social Finance (see chapter 3.4)
- Leader/Co-leader of three new third-party funded research projects in area of (Social) Entrepreneurship and Social Finance (see chapter 3.4)
- Co-organizer of the “Women in Leadership” initiative (see chapter 3.5)
- Organizer of the “Social Entrepreneurship – The Business of Doing Good” Panel Discussion (see chapter 3.5)

Professor Dr. Christian Schmidkonz

Professor Dr. Christian Schmidkonz studied Economics at the Ludwig-Maximilians-Universität (LMU) in Munich and also Chinese language at Fu Jen University in Taiwan. He is an alumnus of DAAD. From 1998 until 2001, he was employed at the German ifo Institute for Economic Research, where he worked in research and consultancy on Chinese issues, and subsequently acted as Senior Consultant with Capgemini in the telecommunications and internet industry. Since 2005, he has been a partner of THINK!DESK China Research & Consulting. In 2008, he won the start-up competition “Multimedia” of the Federal German Ministry of Economics and Technology.



In 2009, Professor Dr. Schmidkonz joined MBS a full-time employed professor and later became program director of the Master International Business and member of the MBS Senate. His current areas of research include “Conscious Business” and “Success Factor Happiness”. Since 2014, he also has been successfully running a corresponding course at Munich Business School (see chapter 3.2).

Professor Dr. Schmidkonz has always played a key role in the implementation of the Six Principles at MBS due to his longtime engagement for the school as well as his constant promotion of mindfulness and consciousness in business, society and private life while being a father himself.

Recent activities include, amongst others,

- Lecturer of the courses “Conscious Business” and “Success Factor Happiness” offered in the Master programs,
- Publications and research activities in the area of Conscious Business and Happiness (see chapter 3.4),
- Organizer of the MBS Happiness Evenings, “Perspective Change” talks and other guest lectures (see chapter 3.5) as well as the “MBS Mindfulness Sessions” (see above),
- Co-organizer of the Conscious Capitalism European Conference 2019 in Berlin (see chapter 3.5).



3.2 Curricular Activities and Offerings

As stated in our vision and mission, we want to become the preferred business school for globally minded, responsible and entrepreneurial individuals. So naturally, a central pillar in our education is teaching our students how to think and act responsibly and sustainably in a fast-moving and highly competitive business world. To achieve this goal, we have firmly anchored the topics corporate and social responsibility and sustainability in our curricula.

Bachelor International Business Program

Corporate Social Responsibility and Business Ethics (MGMT 501)

In this module, our undergraduate students learn about the necessity of ethical behavior as an important contribution to society and the individual as well as the importance of ethics in both macro- and microeconomics, including possible ethical clashes in a world of global trade. They become familiar with Corporate Social Responsibility and the ideal of the Honorable Merchant, also in a historical context. They are sensitized for potentially ethical aspects in (seemingly functional) decisions to be made and understand methods of how to come to well-founded decisions, how to detect and avoid excuses for responsibility-ducking, mechanisms and the harm of corruption. They are made familiar with value statements and ethics codes of companies and know how to implement and live them with the help of ethics management measures to obtain true compliance and the ethical behavior of all employees. They grasp the need for politics, business and society (as a whole) to be in balance and what can undermine this balance. They understand that the current trends of impact investment and conscious business as a chance to enhance sustainability and to combine value with virtue.

Basic Social Skills (SAS 100-1)

Social skills and the personal development play an important role within the study programs at Munich Business School – just as they do for the success of socially responsible and competent managers and committed professionals. This short introduction (comprising six academic hours) highlights the different aspects of personal development students will have to deal with during their studies, but it also gives information and practical advice.

Social Service Project (SAS 301)

For more than ten years already, this module is part of the Bachelor curriculum. It combines learning and civic involvement, so-called Service Learning. The project must be a social venture and should address at least one of the aspects of social integration, education and internationality. It requires cooperation with a project partner from the civil society and each project team must conclude it by a comprehensive project report and a presentation, including also the evaluation of



the methods applied by the project management. The project teams are on their own in finding project partners and, in coordination with them, outlining implementing and evaluating the project concept in a report and a presentation. Recent project partners include

- Münchner Tafel e. V. (approx. Munich Food Bank, an association collecting and distributing food donations for the needy),
- Munich Red Cross,
- UNICEF-Hochschulgruppe München (approx. UNICE on Campus Munich) organizing a Poetry4Peace, a poetry event in favor of children in need all over the world,
- Lichtblick Hasenberg (approx. Ray of Hope Hasenberg, a care facility for children, teenagers and young adults between the ages of 1 and 25 growing up in the north of Hasenberg, Munich),

and many more.

Intercultural Competencies (SAS 300-4)

The goal of the module is to gain an overview of key contemporary research and academic readings regarding the management of cultural differences, to develop an awareness of national cultures in business organizations and to become exposed to techniques for using cultural diversity as a competitive advantage. The course focuses on the necessity of becoming aware of the importance of coping with different cultures. This makes it possible to create innovative business practices and sustainable sources of competitive advantage, so as to avoid the high costs of misunderstandings. Far from simply offering a descriptive summary of beliefs, values, customs and patterns from different cultures, the course details strategies which globally-operating companies have used and currently use to manage differences. Emphasis is placed on the strategic role of intercultural competencies in managing diversity in a human resource context, and in international marketing and market entry strategies for products and services.

Prospective Curriculum Changes from fall 2020 onwards

Due to the upcoming program re-accreditation by FIBAA, the Bachelor program in International Business is currently undergoing a redesign that will presumably comprise the introduction of the following new modules in fall 2020:

- Civic Engagement (including the individual commitment of each student to a non-profit organization on a scale of minimum 80 hours)
- Resilience Management
- Business Ethics and Sustainable Business



With these significant program changes, we hope to further enhance the curricular elements related to the field of social and corporate responsibility and sustainability and thus live up the shared values of MBS and the PRME initiative.

Master Programs

Conscious Business Communication (EXEC 751-1)

In this course, students learn what makes good, conscious business communication, both in general as well as in an intercultural business environment. Furthermore, they will learn to understand and apply the requirements to effective communication in general and in an intercultural context, develop and apply their competencies in conscious, intercultural communication in a business context, understand different cultures and apply effective patterns of behavior in business and non-business situations. Finally, students will become aware of the characteristics of one's own communication style and culture and how it is perceived by others.

Business and Society (EXEC 751-2/770-3)

This course has been in integral part of the Master International Business program for many years and creates an important link between Business studies and Humanities. Among many other topics, students learn about the origin and development of different ethnical codes in the context of their cultural (historical) background and their (problematic of) legitimacy. Furthermore, they develop and understanding of the links between value systems on the one hand and cultural core beliefs and philosophical key issue on the other as well as the cohesion of historical development, (hence resulting) innovation (waves) and consequences for the society. Finally, the course focuses on significant economic and political developments, their common grounds and distinctive characteristics, as well as the origin, nature and mechanism of technological developments and their impact on social order, economic and political systems and world order.

The course has also been part of the full-time MBA International Management curriculum until 2019.

Responsible Leadership in a Global Context (EXEC 851/871)

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

The course has also been part of the full-time MBA International Management curriculum until 2019. In fall 2018, the MBA students of the course “Conscious Business” realized different projects



for “The Universal Sea – Pure or Plastic?”, a European initiative pushing forward solutions that fight the plastic epidemic in the waters. The projects of the MBS students were part of the work presented in multiple cities of the EU (Budapest, Amsterdam, Berlin etc.), all around collaborative models between art, science, technology, and business – building a strong network of innovators and change-leaders.

Success Factor Happiness (IB 850-11)

By participating in this elective course offered in the Master programs, students become familiar the different concepts of happiness and subjective wellbeing. They learn how to create customer happiness campaigns for brands, make use of simple but effective concepts in order to generate happiness in their (work) environment, make an impact by applying what they learned during their life after MBS and understand what governments can do to make their citizens happy.

Since 2015, a vital part of the course is the **“Happiness Evening”**, a guest lecture being open to all MBS students, faculty and staff. Additionally, the exclusive **“MBS Perspective Change”** took place for the first time in 2017. For more information, see chapter 3.5.

Understanding Social Startups (IE 853)

This elective offered in the new Master program in Innovation and Entrepreneurship starting in fall 2019, focuses on social entrepreneurship and value creation as well as the scaling and measurement of social impact. On successful completion of this module, students will be introduced to the history, theory and emerging activities of social entrepreneurship around the world, develop knowledge about the phenomenon of social entrepreneurship and understand the role of social entrepreneurs as drivers of change. Furthermore, they will deepen their understanding of social business models, scaling of social impact as well as social performance measurement. Finally, they should be inspired to apply this knowledge in their current business environment.

Business Projects (IB 751)

This module gives the students of the Master International Business program the opportunity to implement a practical project in cooperation with a company. In the past two years, some projects had once again a clear focus on CSR and/or sustainability related topics. For example, one group worked with Wisdom Together, an agile platform organizing events on conscious business, conscious leadership and collective wisdom. In this context, the project team joined the #FridaysForFuture protests in Munich to contribute their share to the movement, and to conduct interviews with participants in order to find out more about their backgrounds and motivation. Another project team cooperated with the long-standing project partner Haus Wartenberg, a German nursing home in Geisingen.



Exclusive Guest Lectures

As usual, many courses of the MBS Master programs featured guest speakers. For example, on Friday, March 29, 2019, Florian Henle, Co-Founder and CEO of the green energy supplier Polarstern, was a guest at Munich Business School. In the framework of the course “Integrated Corporate Communication and Relationship Marketing” (MKT 850) he talked about Polarstern as a social business and about “Relationship Marketing in the company and with customers”.

MBA General Management Program

Business & Society in a Global Context (IB 780)

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

Social Entrepreneurship (ENTR 880)

Social entrepreneurship is experiencing increasing momentum recently, motivated amongst others by the desire of dedicated social entrepreneurs to create a better and more just society. The elective course examines the topic of solving social problems with entrepreneurial concepts and learn about the various specific challenges of such business models, as for example financing, growth and impact assessment.

Exclusive MBA Guest Lectures and Dine & Discuss/“A Chat With...” Events

- Within the framework of the MBA course “Modern Leadership and Corporate Development” (MGMT 880), MBS offered two exclusive guest lecturers in spring 2019, one presented by Sandra Hörmann speaking about **Leadership principles at Amazon** and the other presented by Leadership Coach and Trainer Wiebke Schulz on “The role of humor in leadership”.
- “**A Chat with...**” is a special networking and dinner event for MBA students and alumni only, taking place at the beginning of each semester. In November 2018, it focused on the topic of Strategy Deployment. The event featured a presentation by Evelyn Wurster, freelance consultant for organizational development, and former Head of Business Development at LEGO. In March 2019, it featured guest speaker Arjan Schaper, CRM Manager Consumer Goods Europe at Essity, a world-leading global hygiene and health company headquartered in Stockholm, Sweden. During the event, Arjan shared his experiences of working for a hidden champion also touching on topics such as “What does working in a truly international and culturally diverse environment mean?”.



Curriculum Changes from Fall 2019 Onwards

Similar to the Bachelor Program, the MBA has been redesigned in the past year and will be relaunched with a new curriculum in fall 2019. While modules such as “Business and Society in a Global Context” and “Social Entrepreneurship” are still taught in the ongoing part-time and full-time MBA programs, they will be offered in a different format in the future and complemented by the following new modules:

- **Responsible Leadership (MGMT 780):** In this course, students learn about the key tenets around leadership, performance and value creation, the relationship between leadership and the responsible organization as well as how to lead a sustainable organization. After successful completion of the course, they will be able to understand key development around leadership, value creation and effectiveness. Furthermore, participants will be able to assess their own capabilities and align those with the leadership needed within dynamically changing firms. Finally, they will apply key tenets to foster shared value and sustainability leadership priorities.
- **Personal Development (EXEC 780):** With this course, MBS aims to support MBA students in developing their personal leadership style, prepare a personal development plan, which they will work on during their studies, and finally become a successful and responsible future leader. Topics include amongst others: What is leadership for me? Who are my leadership role models? What is my leadership style and what are my needs as a leader?

MBS Engagement

The MBS Engagement module (formerly known as MBS Community Service) is an integral part of the Bachelor and Master curriculum at Munich Business School. It engages students to become an active and responsible member of the MBS Community. In return, students receive so-called Social Credit Points (SCPs) for their commitment that are subsequently converted into actual ECTS.

The extracurricular social and faculty-related activities initiated not only help fulfilling the school's mission and vision. They also support the students in developing their personality, their entrepreneurial skills as well as their sense of responsibility and ethical behavior. In this context, students have free choice of activities and dedication to the different activity fields, e. g.

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



3.3 Extracurricular Activities and Offerings

Wellesley Summer Program

In March 2019, Munich Business School announced its new partnership with Wellesley College. The private liberal arts university located in Wellesley, Massachusetts, USA, is an all-female school committed “to provide an excellent liberal arts education for women who will make a difference in the world.”

Part of the cooperation includes the opportunity for female MBS students to participate in the summer program of the Contemporary Women’s Leadership (CWL) Institute at Wellesley College in addition to their regular study abroad. The five-week program has been designed to support undergraduates in their transition from the classroom to the working world. Participating students choose two courses, and then apply their learnings through a hands-on experiential week with professionals in fields ranging from tech to politics to business.

MBS Student Coaching

During their first semester at MBS, Bachelor students benefit from a voluntary individual Student Coaching. With the help of a trained Student Coach (MBS professors, lecturers, staff members, and alumni), coachees will analyze their strengths, weaknesses and areas for potential improvement, develop a package of measures and assess the progress that has been made. Throughout the coaching, Students thus get the chance to improve their study experience, to develop their personal skills, to strengthen their employability and to become a successful, yet socially responsible individual.

MBS Mentoring Program

The MBS Mentoring Program launched in 2017 formally matches MBS alumni with at least two years of professional work experience with MBS students who are in their final year of their respective study program. While mentees benefit from meeting representatives from a diverse range of careers helping them to identify and achieve their career goals and develop in confidence, mentors get the chance to enhance their coaching and leadership skills, to expand their professional network and to help shaping the future of their profession and community.

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



MBS International Buddy Program

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

The main goals of the Buddy Program are:

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

MBS Student Initiatives with a Focus on Social Engagement

MBS helps

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

Thanks to MBS helps, students become aware of the positive influence they can have on their environment during their studies as well as their future professional life. Recent activities include the organization of a raffle for the Munich AIDS concert 2018 and 2019 (see chapter 3.5).

MBS get2together

The registered association MBS get2gether is a student initiative being operated solely by MBS students organizing social networking events and parties. It consists of freshmen and senior students who work in multidisciplinary ways and are engaged in volunteer work, simultaneously promoting the social responsibility of each individual.

MBS International

This student initiative aims to get hold of all students who come from abroad, or from another German city to Munich for their studies. The goal is to support all students in finding their way into the MBS Community, and to settle in well. The members of the initiative organize events about twice a month, e.g., excursions, parties, dinners, pub crawls, karaoke events, or Oktoberfest visits.



3.4 Research Activities

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

Conscious Business

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

Recent Publications:

- Schmidkonz, Ch., Kraft, P., & Reitmeier, Ph. (2018). Wie Technologien zur inneren Ruhe führen sollen. *KMU-Magazin* 11/12, November/December 2018, 42 - 45.
- Schmidkonz, Ch. (2018, May 29). *Transformative Technologien (Transtech) und ihr Potenzial zur Steigerung des Wohlbefindens am Arbeitsplatz (Teil 1)* [Transformative Technologies (Transtech) and Their Potential for Increasing Workplace Well-Being (Pt. 1)]. MBS Business Blog. Retrieved from <https://www.munich-businessschool.de/insights/2018/transformative-technologie>
- Schmidkonz, Ch. (2018). Geld alleine macht auch in China nicht glücklich. *ChinaContact*, 3/4 2018, 54 - 56.
- Stahlhofer, N., Schmidkonz, Ch., & Kraft, P. (2018). *Conscious Business in Germany: Assessing the Current State and Creating an Outlook for a New Paradigm*. Heidelberg, Germany: Springer International Publishing.
- Schmidkonz, Ch. (2018, March 20). *5 Learnings aus 5 Jahren "Success Factor Happiness" an einer Business School* [5 Learnings from 5 Years "Success Factor Happiness" at a Business



School]. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2018/learnings-happiness/>

- Kuhn, E., & Schmidkonz, Ch. (2017). *Material vs. Experiential Purchases: Individual Difference Moderators of the Experiential Advantage and Their Influence on Consumer Happiness*. Munich Business School Working Paper Series (ISSN 2367-3839), 2018-02.
- Steiner, A. D., Hefele, C., & Schmidkonz, Ch. (2018). *Happiness im Business: Zufriedene Mitarbeiter – glückliche Manager - erfolgreiche Unternehmen*. Weinheim, Germany: Wiley-VCH Verlag.
- Schmidkonz, Ch., & Behringer, F. (2017, August 16). *Das Glückspotenzial chinesischer Arbeitnehmer in deutschen Unternehmen in China* [The Happiness Potential of Chinese Workers in German Companies in China]. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2017/chinesische-arbeitnehmer-in-deutschenunternehmen/>
- Schmidkonz, Ch. (2017, April 7). *Das Individuum und die Digitalisierung oder: Die Suche nach dem Glück in der Digitalisierung* [The Individual and the Digitization or: The Pursuit of Happiness in Digitization]. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2017/digitalisierung-glueck/>
- Behringer, F., & Schmidkonz, Ch. (2017). *Gemeinsamkeiten und Unterschiede glückstheoretischer Konzepte in Europa und China und ihre Bedeutung für die Wirtschaft*. Munich Business School Working Paper Series (ISSN 2367-3869), 2017-01.

Corporate Volunteering

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

Recent Publications:

- Dreesbach, S., & Scheck, B. (n.d.). In-house versus outsourced corporate volunteering programs: Does the choice of provider impact employees' organizational commitment? *Nonprofit And Voluntary Sector Quarterly* (submitted).
- Dreesbach-Bundy, S., & Scheck, B. (Eds.). (2018). *CSR und Corporate Volunteering: Mitarbeiterengagement für gesellschaftliche Belange*. Berlin, Heidelberg: Springer Gabler. <https://doi.org/10.1007/978-3-662-54092-3>



- Dreesbach-Bundy, S., & Scheck, B. (2017). Corporate volunteering: A bibliometric analysis from 1990 to 2015. *Business Ethics: A European Review*, 1-18. doi: 10.1111/beer.12148

Global Sustainability and Corporate Responsibility

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

Recent Publications:

- Shandler, K. & Alcaraz, J. M. (2019). Storytelling for Social Innovation. *The Universal Sea: The Art and Innovation Guide Against The Plastic Epidemic*. Berlin: Foundation For Entrepreneurship.
- Alcaraz, J. M., & Fotaki, M. (2018). Teaching Sustainability and Management Critically: 'Expectation Failures' as a Powerful Pedagogical Tool. In M. Brueckner, R. Spencer, & M. Paull (Eds.), *Disciplining the Undisciplined? Perspectives from Business, Society and Politics on Responsible Citizenship, Corporate Social Responsibility and Sustainability* (225 – 242). Cham, Switzerland: Springer. https://doi.org/10.1007/978-3-319-71449-3_14
- Edwards, M., Alcaraz, J., & Cornell, S. (2018). Management Education and Earth System Science: Transformation as if Planetary Boundaries Mattered. *Business and Society*. <https://doi.org/10.1177/0007650318816513>
- Nicolopoulou, K., & Alcaraz, J. M. (2017, May 18-20). *Agri-Food and Global Sustainability: Towards a Cosmopolitan Global Framework to Address The Planetary Boundaries*. 12th Organization Studies Workshop Food Organizing Matters: Paradoxes, Problems and Potentialities, Chania, Crete, Greece.
- Edwards, M., & Alcaraz, J. M. (2017, August 30). *Transforming Business Schools and Management Education to Address Global Sustainability*. Transformations 2017: Transformations in Practice, Centre for Environmental Change and Human Resilience, University of Dundee, Scotland, UK.
- Alcaraz, J. M., Shandler, K., & Edwards, M. (2017, August 20-23). *Connectivity and Cross-Scale Dynamics: MBA Learning Experiences Across Three Regions*. Resilience 2017 – Resilience Frontiers for Global Sustainability, Stockholm, Sweden.



- Pérez-Pineda, F., Alcaraz, J. M., & Colón, C. (2017). Creating sustainable value in the hospitality industry: a (critical) multi-stakeholder study in the Dominican Republic. *Journal of Sustainable Tourism*. <http://dx.doi.org/10.1080/09669582.2017.1297451>

Human Resources, Sustainability and Ethics

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

Recent Publications:

- Alcaraz, J. M., Hollander, R., & Navarra A. (2019). The Business Initiative for Technical Education (BITE): Creating Shared Value, Boosting a Country. *Competitiveness Review*, 29 (1), 8-25. <https://doi.org/10.1108/CR-06-2016-0033>
- Gálvez, A., & Tirado, F., & Alcaraz, J. M. (2018). Micro-Resistance in Teleworking. Tactics and Subjectivity in Female Teleworkers. In G. Atinc (Ed.), *Proceedings 78th Annual Meeting of The Academy of Management* (August 10 - 14, 2018), Chicago, USA.
- Gálvez, A., Tirado, F., & Alcaraz, J. M. (2018). Resisting Long Working Hours: The Case of Spanish Female Teleworkers. *German Journal of Human Resource Management* (Zeitschrift für Personalforschung), 195-216. <https://doi.org/10.1177/2397002218782174>
- Alcaraz J. M., Susaeta L., Suarez E., Colón C., Gutiérrez-Martínez I., Cunha R., Leguizamón F., Idrovo S., Weisz N., Correia M.F., Pin J.R. (2017). The Human Resources Management Contribution to Social Responsibility and Environmental Sustainability: Explorations from Ibero-America". *International Journal of Human Resource Management*, Published online: 24 Jul 2017.

Business Ethics Wiki

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



Recent Publications:

- Schäffner, G. J. (2018, Juni 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 6b)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2018/wirtschaftsethik-moderne-sklaverei-ii/>
- Schäffner, G. J. (2018, Juni 12). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 6a)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2018/wirtschaftsethik-moderne-sklaverei/>
- Schäffner, G. J. (2017, November 28). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 5)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/wirtschaftsethik-korruption/>
- Schäffner, G. J. (2017, September 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 4)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/wirtschaftsethik-steuer/>
- Schäffner, G. J. (2017, April 28). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 3: Wirtschaftsethisch diskussionswürdige Sachverhalte)*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2017/wirtschaftsethik-fallbeispiele/>
- Schäffner, G. J. (2016, September 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 2: Die aktuelle Situation)*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2016/09/wirtschaftsethik-aktuell/>
- Schäffner, G. J. (2016, September 19). *Wirtschaftsethik – Anspruch und Wirklichkeit (Teil 1: Die Wertedebatte in der BWL)*. MBS Business Blog. Retrieved from <http://www.munich-business-school.de/insights/2016/09/wirtschaftsethik-wertedebatte/>

European Center for Social Finance

Founded at MBS in 2018, the “European Center for Social Finance” (ECSF) works at the interface between theory, practice, and policy, and views social finance as a process that encompasses, among other selection criteria, financing structures and impact assessment. As social entrepreneurship in general and the social finance field in particular is consistently gaining importance on an academic, theoretical level as well as regarding its practical application. Therefore, the Center, run under the direction of Prof. Dr. Barbara Scheck and Dr. Wolfgang Spiess-Knafl, a distinguished social entrepreneurship expert, aims to identify best practices in social finance and disseminate knowledge on financing social innovation. Collaborating with a network of partner organizations across Europe, the Center is currently working on a number of projects (see below).



European Economic Area Grant Research Project

MBS is Lead Partner of the European Economic Area Grant Research Project “Scaling trust-based partnership models to recharge youth entrepreneurship: Supporting underserved communities with innovative entrepreneurship support instruments”. Despite significant investment, young people in many regions within the EU face systemic challenges to start, grow and sustain a business.

This EEA Grants funded research project aims to address the lack of documented evidence and insights on what kind of support for entrepreneurship is most effective in different contexts and on tested and scalable models. The main objective and expected results are: to pilot the TPB Model and provide direct services to the target group in Greece, Italy, Spain and Poland; gather evidence and improve results and social impact of the model; to mobilize stakeholders and advocate for additional support for model scaling.

Brown Bag Seminar on the topic of Social Finance and the EEA Grant Research Project

Since April 2017, Munich Business School invites its faculty and staff to the Brown Bag Seminar event series, a platform for researchers to present and discuss their research in a stage of “work in progress” in a casual meeting during the lunch period. Early in 2019, MBS faculty and staff were invited to join the session held by Prof. Dr. Barbara Scheck, Academic Director of the MBA General Management study program, and Giulia Parola, Research Assistant to Dr. Scheck. They took the stage to present their current research on “Social Finance at MBS: Engaging in Impact-Focused Projects” and discuss the topic with the participants while having lunch together.

Recent Publication:

- Parola, G., & Scheck, B. (2018). *Scaling trust-based partnership models to recharge youth entrepreneurship: supporting underserved communities with innovative entrepreneurship support instruments*. 2nd Social Impact Investments International Conference, December 12 - 13, 2018, Sapienza Università Roma. Conference Proceedings. Rome, Italy.

EXIST-Potenziale heben

As part of the new EXIST-Potenziale program by the German Federal Ministry for Economic Affairs and Energy (BMWi), MBS is developing a concept that takes a more holistic approach to the university's existing successful entrepreneurship activities, which will thereby be further professionalized in the areas of teaching, startup support, and networking, and systematically be integrated into the university's operations. It aims to establish Munich Business School as a hub for social entrepreneurs by focusing on topics such as social entrepreneurship and diversity. Collaborating partner is the European Center for Social Finance.



Female and Diversity Entrepreneurship

MBS is currently expanding its research focus on the topic of "Diversity Entrepreneurship". Statistics show that although women account for more than half of all high school graduates in Germany and around 50% of university graduates are female, in 2017 only 29% of all full-time entrepreneurship were founded by women and start-up teams currently do not, on average, reflect the social spectrum in terms of gender and ethnicity.

University Alliance for Positive Finance

In December 2018, Munich Business School, represented by Giulia Parola, Research Assistant to Professor Dr. Barbara Scheck, signed in to the University Alliance for Positive Finance. This Alliance, promoted by the Department of Management of the University of Rome "La Sapienza", brings together research centers (such as MBS's "European Center for Social Finance"), professors, and scholars oriented to approach traditional finance according to sustainable and inclusive business models. It promotes the sharing of expertise and the creation of added value for each member, believing in the network's ability to spread a positive perspective of traditional finance.

Social Franchising

This research project was carried out in cooperation with the Chair of Business Administration and especially Entrepreneurship and Financing of Heinrich-Heine-University Düsseldorf, and examines Social Franchising using an explorative case study design, conducting 14 semi-structured interviews with representatives of four German social franchises (both franchisors and franchisees). The corresponding paper was accepted by the Journal for Entrepreneurial Venturing:

Recent Publication:

- Bergfeld, A., Lutz, E., & Scheck, B. (n.d.). Social Franchising: A Transitional Solution for Scaling Up Entrepreneurial Organizations? *International Journal of Entrepreneurial Venturing*. (accepted).

Other Publications

Recent Publications by MBS Professors:

- Mayer, J., & Scheck, B. (2018). Social Investing – What Matters from the Perspective of Social Enterprises? *Nonprofit and Voluntary Sector Quarterly*, 47(3), 493-513. <https://doi.org/10.1177/0899764017749889>
- Alcaraz, J., & Shandler, K. (2017, September 12). *Wirtschaft und „Planetare Grenzen“: Interagierende Grenzen, interagierende Risiken (Teil 5)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/planetare-grenzen-v/>



- Alcaraz, J., & Shandler, K. (2017, September 5): *Wirtschaft und "Planetare Grenzen": Überlegungen zum Thema Wirtschaftsethik (Teil 3)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/planetare-grenzen-iv/>
- Alcaraz, J., & Shandler, K. (2017, August 30): *Wirtschaft und "Planetare Grenzen": Über die Notwendigkeit mehrstufiger organisatorischer Ansätze (Teil 3)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/planetare-grenzen-iii/>
- Alcaraz, J., & Shandler, K. (2017, July 25): *Wirtschaft und "Planetare Grenzen": Zentrale Konzepte globaler Nachhaltigkeit (Teil 2)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/planetare-grenzen-ii/>
- Alcaraz, J., & Shandler, K. (2017, July 25). *Wirtschaft und „Planetare Grenzen“: Zentrale Konzepte globaler Nachhaltigkeit (Teil 1)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/planetare-grenzen-i/>
- Baldi, S. (2017, August, 1). *Verantwortungsvolle Managementausbildung in der Praxis (Teil 28)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/unternehmerische-verantwortung-ii/>
- Baldi, S. (2017, August, 1). *Verantwortungsvolle Managementausbildung in der Praxis (Teil 1)*. MBS Business Blog. Retrieved from <https://www.munich-business-school.de/insights/2017/unternehmerische-verantwortung-i/>
- Spiess-Knafl, W., & Scheck, B. (2017) *Impact Investing - Instruments, Mechanisms and Actors*. London, New York, Shanghai: Palgrave MacMillan.

Doctoral Projects

- Bergfeld, A. (n.d.). *Franchising im sozialen Sektor*. Dissertation, Heinrich-Heine-Universität Düsseldorf. (Supervisors: E. Lutz, Heinrich-Heine-Universität Düsseldorf; B. Scheck, Munich Business School).
- Lütjens-Schilling, L. (n.d.). *Policy Interventions in Support of Inclusive Business Strategies and Impact Investing*. Dissertation, Universität Hamburg. (Supervisors: A. Bassen, Universität Hamburg; B. Scheck, Munich Business School).



- Vidovic, N. (n.d.). *Analysing the Impact of Organizational Business Behaviour on Burnout in German Enterprises*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: Ch. Schmidkonz, Munich Business School; J. McAuley, Sheffield Hallam University).
- Winkelvoss, G. (n.d.). *Digitalisierung und Conscious Business*. Dissertation, Universität Regensburg (Supervisor: Prof. Dr. Michael Dowling, Universität Regensburg, Lehrstuhl für Innovations- und Technologiemanagement).

MBS Bachelor and Master Theses

- Bah, A. (2018): *Intersectionality of Race and Gender in Technology: An Analysis of Intersectionality Theory, Statistical Data and Experienced Reality for Black Women in Tech*. Master Thesis, Munich Business School.
- Bergo, E. (2019). *Renewable Energies: An Analysis of the Realization of Specific United Nations Sustainable Development Goals in the Belt and Road Initiative - A Qualitative Research Approach*. Bachelor Thesis, Munich Business School.
- Bimböse, H. (2019). *Unternehmerische Verantwortung im 21. Jahrhundert – Die Etablierung nachhaltiger Geschäftsmodelle unter dem Einfluss der Social-Media-Kommunikation in der Sport- und Outdoorartikel-Industrie: Eine kritische empirische Analyse am Beispiel der ‚Adidas Group‘ und ‚Vaude‘*. Master Thesis, Munich Business School.
- Blasche, N. E. (2017). *Corporate Social Responsibility und sein Einfluss auf die Unternehmensreputation - untersucht am Beispiel der BMW Group*. Bachelor Thesis, Munich Business School.
- Bonetti, G. (2018): *Income Levels and Inequality - A Comparative Analysis of the United States and Germany*. Bachelor Thesis, Munich Business School.
- Brosig, L. (2019). *The Impact of Top Management Team Diversity on Firm Performance: A Qualitative Study of Top Executives' Perceptions*. Bachelor Thesis, Munich Business School.
- Delafosse, A. (2018). *Das Zusammenspiel von Digitalisierung und Nachhaltigkeit: Eine Analyse des kollaborativen Konsumverhaltens der Generation Y innerhalb Deutschlands anhand einer quantitativen Untersuchung am Beispiel von Foodsharing*. Bachelor Thesis, Munich Business School.
- Kober, St. R. (2018). *Chancen und Grenzen des nachhaltigen Konsums von Lebensmitteln. Welche Treiber fördern ein nachhaltiges Konsumverhalten und welche Barrieren stehen dem privaten Verbraucher gegenüber?* Bachelor Thesis, Munich Business School.



- Krukenberg, J. (2017). *Sport for Development: die gesellschaftliche Wirkung der Münchener Non-Profit-Organisation „buntkicktgut“*. Master Thesis, Munich Business School.
- Maier, M. J. (2017). *Nicht-finanzielle Präferenzen von Investoren für nachhaltige Investitionen – Eine Meta-Analyse von Studien weltweit*. Master Thesis, Munich Business School.
- Martin, F. (2018). *Optimization of Economic Welfare and Business Model Proposition in the Car-Sharing Peer-to-Peer Ecosystem within a New Macroeconomic Trend: The Performance Economy*. Master Thesis, Munich Business School.
- Murali, S. (2018). *The Future of Microfinance in India*. Master Thesis, Munich Business School.
- Oliveira, I. C. de (2017). *The Relevance of Intermediaries in a Social Impact Bond Targeting Recidivism in São Paulo*. Bachelor Thesis, Munich Business School.
- Osmani, A. (2019). *Generation Y - Ursachen und Präventionsmöglichkeiten von Burnout im Unternehmen*. Bachelor Thesis, Munich Business School.
- Ottervanger, B. (2019). *The Influence of the Sustainability Trend on Today's Marketing Communication Strategies and the Purchase Decisions of Millennials in the Apparel Industry: A Qualitative Study*. Bachelor Thesis, Munich Business School.
- Profanter, M. (2018). *Fairness along the Coffee Value Chain. An Analysis of the Model of the Fairtrade Label*. Bachelor Thesis, Munich Business School.
- Raffi, D. (2018). *Female Intrapreneurship and its Potential Impact on Increasing Gender Diversity in Leadership Positions in Corporate Germany*. Master Thesis, Munich Business School.
- Renner, A. (2019). *Corporate Social Responsibility und Lobbyismus - unvereinbarer Gegensatz oder natürliche Verbündete? Erstellung eines Modells für Responsible Lobbying*. Bachelor Thesis, Munich Business School.
- Savio, S. (2018). *Resilienz – Erfolgsfaktoren zur Optimierung der Resilienzentwicklung im Studium und Beruf*. Bachelor Thesis, Munich Business School.
- Sensale, M. (2018). *Conscious Business in Italian Fashion Luxury Companies [New Line] The case of Tod's, Salvatore Ferragamo, Brunello Cucinell*. Master Thesis, Munich Business School.



- Schollmayer, A. (2018). *Erfolgsfaktoren von Gründerinnen in der deutschen Startup Szene*. Bachelor Thesis, Munich Business School.
- Tafesh, T. (2017). *Measuring the Impact in Impact Investing in Germany. Analyzing Impact Measurement Methodologies in the Education Sector*. Master Thesis, Munich Business School.
- Weilbach, A. (2019). *Analysis of Efficiency in the Humanitarian Supply Chain – the Case of the World Food Programme*. Bachelor Thesis, Munich Business School.
- Zhang, X. (2019). *Conscious Business in China – Insights into the Contemporary Socialist Economy with Chinese Characteristics from a Conscious Business Perspective*. Master Thesis, Munich Business School.



3.5 Engagement, Cooperations and Dialogue

Events

From 2017-2019, MBS continued to host a great number of events such as open guest lectures, panel discussions or professional networking events often featuring guest speakers from the business world or social sector and being related to the field of corporate and social responsibility, sustainability or similar topics. Furthermore, representatives of the school participated in prestigious external events such as the Responsible Management Education Research Conference in order to prove its commitment to the Six Principles and the MBS values.

Open Guest Lectures

Apart from the exclusive guest lectures within the framework of the study programs, MBS also offers a number of guest lectures that are open to all students and staff members as well as external stakeholders. The following had a focus on topics related to PRME:

- On February 19, 2019, MBS Professor Dr. Christian Schmidkonz welcomed **Professor Dr. Claus Hipp**, Managing Partner of the renowned (baby) food manufacturer HiPP. Hipp, whose name stands like no other for sustainable and ethical entrepreneurship, addressed various aspects of corporate ethics during his lecture **“Der ehrbare Kaufmann”** (approx. “The Honorable Businessman”). In addition, Professor Dr. Hipp shared one or two anecdotes from his eventful career as a committed entrepreneur and passionate artist.
- In April 2019, at the invitation of MBS Professor Dr. Arnd Albrecht, MBA General Management **alumna Martina Essler**, Head of Controlling Products Car Body at AUDI, visited Munich Business School to hold a guest lecture on **“Sustainable Product Controlling @ AUDI”** in front of MBS Bachelor, Master, and MBA students.

Happiness Events

For its fifth edition on April 18, 2018, the **Happiness Evening** focused on the topic of “Great(est) Place(s) to Work” and featured guest speakers from companies being multiple “Great Place to Work” award winners: Sanna Pohjalainen-Krall, Director Human Resources at Pentland Firth, and Ute Maria Zankl, Senior Director People Strategy at Sapient.

On November 21, 2017, Rüdiger Linhof, bass player of the German alternative band Sportfreunde Stiller, visited MBS to engage in an inspiring **“Perspective Change”** talk with the Master students of the first semester. In a relaxed atmosphere, Rüdiger shared his experiences as a musician with the students, touched the topic of why artists have to be entrepreneurs as well (and vice versa), and also provided his personal insights on aspects such as happiness. In February 2019, MBS invited Ramesh Thiyagarajah for its second edition of “MBS Perspective Change”. Thiyagarajah is a refereee



and member of the elite cadre at the Handball-Bundesliga (HBL), the top German professional handball league.

Women in Leadership Events

Initiated in 2017 by former MBA student and MBS employee Dima Raffi, the project “Women in Leadership” plays an increasingly important role in empowering (future) female leaders and raising awareness for the importance of equal opportunities in the business community. So far, it comprised the following events

- **“Women in Leadership” Podium:** On October 12, 2017, MBS hosted the “Women in Leadership” podium with panelists from the business and the academic world. The discussions focused on diversity in management positions, assuming that corporate leadership is still a male dominated activity, but that gender diversity is key to leverage full development potential in organizations as well as society, and thereby living up to UN Sustainable Development Goals. Beyond the connecting and learning from each other as a purpose of its own, the outcome of the podium will be maintained and used as input to develop the MBS educational programs further; for the degree programs in general and the executive development programs in particular.
- **#IamRemarkable Workshop:** The #IamRemarkable workshop on February 17, 2019, was presented by Katarzyna Seidl, Strategic Partner Manager, Global Partnership Team, and Diversity Ambassador at Google. After short introduction by MBS Professor Dr. Patricia Kraft as well as a quick introduction round, Mrs. Seidl presented the concept of the workshop, which is to “(empower) women and underrepresented groups to celebrate their achievements in the workplace and beyond.” This is done by “(highlighting) to participants the importance of self-promotion in their careers and provide them with the tools to start developing this skill.” She then continued by illustrating some insightful research findings regarding the perception of women at the workplace, in society etc.
- **Female Leadership Training:** There could not be a better date for a Female Leadership event than Equal Pay Day, the day of action dedicated to raising awareness of the gender pay gap. That is why MBS took the chance to continue its Women in Leadership event series on March 18, 2019 with a workshop on “Emotional Leadership With HEART Goals, Not Only SMART Goals”, conducted by Sandra Hörmann, MBS alumna and founder of FEMALE LEADERSHIP TRAINING.
- **Girls’ Day 2019:** On March 28, 2019, MBS participated in the Girls’ Day giving girls and young women the opportunity to experience occupational area that are usually not considered by women. On invitation of MBS Professor Dr. Patricia Kraft and MBS lecturer Johannes Hofinger two pupils from the Michaeli grammar school in Munich visited the



school and learnt more about typically male-dominated subjects (e.g. Finance) and women in leadership at a Business School.

- **Business Breakfast:** On April 3, 2019, the first-ever Business Breakfast at MBS took place. The event featured a talk between MBS Professor Dr. Patricia Kraft and Alumna Nina Albert. Nina graduated from MBS in 2003 and held various leadership positions in finance before joining the private equity firm PINOVA Capital as a Partner in 2016. The audience took part in the discussion very actively and could take home a number of learnings, such as why is it important to stand tall, why sometimes status symbols can matter, and why diverse teams really make a difference and get you the deal you want.

“Social Entrepreneurship – The Business of Doing Good” Panel Discussion

On Thursday, October 18, 2018, Munich Business School was the venue for the MBS “Social Entrepreneurship – The Business of Good” Panel Discussion. The event was hosted by Dr. Barbara Scheck, Professor for Entrepreneurship at MBS and a designated social entrepreneurship expert, and MBS Alumni Relations Manager, Martina Dengler.

MBS Bachelor, Master, and MBA students as well as faculty members and external guests gathered to enjoy an inspiring panel discussion with external experts who all have devoted themselves to being social entrepreneurs, combining „doing business“ with „doing good“.

The panel discussion with alumnus Bernd Wendeln, Chairman of Bonventure, alumnus Thomas Huth, CEO and Founder of VillagePower, and Jasper Schlump, Program Director of ROCK YOUR COMPANY! discussed topics such as “How do you keep score in the not-for-profit world?”, “How can you attract talent when there aren’t high salaries and options?”, “What role should businesses play in addressing the world’s societal and environmental problems?”, “How can business schools prepare you for a career in social entrepreneurship?”, and many more.

MBS LaunchIt Pitching Competition Event

In 2017 and 2018, Munich Business School hosted “MBS LaunchIt”, a start-up pitching competition event for MBS students, organized by the Master Sports Business and Communication Event Management class. The 2017 winning group convinced the judges with a sustainable business idea: Their innovative solar-powered headgear for cyclists called “Helmight” features a lighting system that is attached to the helmet in an ergonomically intelligent way, braking lights that indicate the driving path, an acoustic alert system to inform nearby people in case of an accident, an SOS System that automatically drops an emergency call in case of an accident and many more features. In fall 2017, the group got the opportunity to represent MBS at the University Startup World Cup (USWC) in Copenhagen, Denmark, competing against 70+ teams from universities from more than 40 countries.



External Events

During the past two years, Professors and staff members also took part in events outside MBS (e. g. conferences and networking events) in order to meet with and exchange ideas with external stakeholders on the topics of corporate social responsibility and sustainability. Here are a few examples:

- In August 2017, at the **Resilience Frontiers for Global Sustainability Conference 2017 in Stockholm**, Sweden, MBS Professor Dr. Jose Alcaraz held a presentation on “Business and the ‘Planetary Boundaries’” – a topic he has been intensively focusing on for several years. A main focus of the conference was on global sustainability challenges and opportunities, which today are heavily influenced by the speed, scale and connectivity of the Anthropocene.
- In February 2018, MBS Professor Dr. Jose Alcaraz took part in the **3rd German Future Earth Summit**. The German Chapter of the most prestigious network of networks around sustainability – Future Earth – gathered in Berlin to share cutting-edge knowledge on the most recent trends around sustainable consumption and production, and other issues regarding global sustainability.
- In November 2018, MBS Professor and Vice Dean for “Learning and Teaching” Dr. Patricia Kraft took part in the **5th Responsible Management Education Research Conference** in Cologne, discussing the importance and development of responsible management education with fellow experts from academia, business, and the non-governmental sector.
- In February 2019, MBS Professor Dr. Patricia Kraft and MBS Chancellor Nathalie von Seyfried visited the latest edition of the **Female Speak Up Night**. The event showcases female entrepreneurs, business founders, and inspiring women in general who each share their success strategies, challenges, and insights into their everyday professional life with the audience. The MBS representatives used the opportunity to gain some in-depth insights into the Women in Leadership topic, and to get in touch with, well, women in leadership.
- On March 11, 2019 MBS Professor Dr. Barbara Scheck gave a keynote speech on the topic of social innovations at the 29th Baden-Württemberg regional meeting of the business initiative **Baden-Badener Unternehmergespräche e. V.** (Baden-Baden Entrepreneurs’ Talks, BBUG). The event was hosted by Martina Merz, Chairwoman of the Supervisory Board of thyssenkrupp AG.

Charity and Giving

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



MBS Graduation Gala

MBS has been supporting a local Munich welfare service every year in the framework of its Graduation Gala. In 2018, the Ronald McDonald House at the German Cardiac Center Munich received a donation of € 5,000. The institution, with which the Bachelor students of MBS have been working for several years as part of their Social Project, offers relatives of children with severe illness a “temporary home”, in which they can reside during their children’s treatment.

This year, MBS gladly donated a € 2,300 check to NO LIMITS, an education project organized by the charitable organization DEIN MÜNCHEN, which is supporting underprivileged kids and young people by enabling them to take part in educational, cultural, and sports events. During the evening, the donation total was raised to almost double the amount – thanks to the generous donations of the graduates and their friends and families.

MBS Social Day

For their Social Day 2018, ten members of the MBS staff made their way to the day nursery Die Klötzchen e. V., which is located close to the school. The mission: to refurbish the outdoor area that serves as the children’s playground. The task was to repaint a playhouse, to polish and paint tables and benches, to put flower boxes in a better-looking condition, and to replace floor slabs with new ones.

In July 2019, the MBS staff is going to take part in two Social Days for the first time. The first event will take place on July 10 at the university in cooperation with the local initiative “Frauen und Bildung” (“Women and Education”). On invitation of Munich Business School, 32 currently unemployed women with migration background will take part in various workshops focusing on personal and professional development. Furthermore, they will receive the opportunity to network with MBS staff and get to know the school as a potential employer. The goal is to give the participants a professional perspective and support them in starting their career in Germany.

The second MBS Social Day will take place on July 30. On the occasion of two open-air supermarkets close to Munich, ten employees of MBS will help the non-profit organization Münchner Tafel e. V. (approx. Munich Food Bank) distributing food donations for the needy.

Rotary Project “End Polio Now”

Since 2014, the non-profit association “Deckel drauf”, founded by German Rotary members, has been collecting bottle caps, selling them to a recycling company, and using the proceeds to support the “End Polio Now” initiative. The goal of “End Polio Now” is to eradicate polio worldwide. For every 500 caps collected, one child in Afghanistan, Pakistan, or Nigeria receives a Polio vaccination. Only in these three countries is the disease still present.



On the initiative of MBS Professor Dr. Arnd Albrecht, MBS faculty and staff collected thousands of bottle caps during the spring semester 2019 alone, and handed them over to the Wörthsee Rotary Club in May 2019.

Munich AIDS Concert

The Munich Aids Concert, organized annually by the Münchener Kammerorchester (Munich Chamber Orchestra, MKO), has become established as one of Munich's prime charity events. In April 2019, for the sixth consecutive year, the members of the student association MBS helps supported the Munich Aids Concert by organizing the raffle of the event. Over the course of several months, students collected around 900 prizes. During the event, 23 MBS students sold lots, and raised an impressive amount of € 10,400 – a new record for the raffle. The proceeds were donated to the Münchner Aids-Hilfe (Munich Aids Help Service), a local voluntary service committed to supporting Aids victims.

MBS Advisory Board

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

Alumni Network

MBS Connect

Since starting operations in higher education in 1991, more than 2,000 alumni have completed their studies at Munich Business School. The steadily growing international alumni network is young and dynamic and reflects the values MBS lives up to. Since 2015, graduates can become a member of the alumni portal MBS Connect and reconnect online with the MBS community.

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

Alumni Living Social Responsibility

Just like our students, professors and staff members, many of our alumni show great social responsibility in their private and their business life (see also below). A great example is MBS



Alumna Nica Gema who was even featured in *Süddeutsche Zeitung* (one of the biggest and most influential newspapers in Germany) in April 2019 (click [here](#) to read the full article).

Born in Maputo, the capital of Mozambique, and now living and working in Munich, she supports orphans and underprivileged kids in her home country. A former basketball international herself, she has contributed to setting up a basketball camp on the outskirts of Maputo that enables kids to train in a professional environment, to become great players, and to eventually go to university via sports scholarships. In addition, Nica has been promoting social projects at BMW, her current employer, such as the Care4Water initiative.

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

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

- **FLSK:** In 2015, former MBS Master student Patrick Bohrer founded FLSK, a Munich-based start-up selling an innovative thermos that is 100% leak- and carbonation-proof, taste-neutral, sustainably produced and designed in a classy style. Besides focusing on the sustainable and environmentally friendly character of the product itself, the team of FLSK also supports the following charity projects: Waves for Water (NGO providing access to clean water in developing countries), Brustkrebs Deutschland e.V. (German Breast Cancer Association), "Weihnachten im Schuhkarton" (approx. "Christmas in a Shoebox") and the Munich Aids Concert.
- **Loverope:** After completing his Bachelor degree at MBS, Christian Mauerer travelled the world asking 1,000 people about happiness. He found out that the happiest people invested a lot of their time in spirituality, family and friends as well as playtime and hobbies. After studying happiness for two to three years, reading 25 books about happiness and even writing a thesis on it, Christian decided that there had to be more to life than simply "being happy". He discovered the concept of Love and compassion and finally founded his own socially minded business Loverope, producing customizable bracelets out of 100% vegan leather. The bracelets are supposed to remind the customers of their loved ones, their favorite quotes, a lesson they have learned in life or whatever else it is they love.
- **mymary:** Former part-time MBA student Dr. Franz Pfister first studied medicine at Ludwig-Maximilians-University in Munich as well as at Harvard Medical School in Boston; he is a medical doctor and works in the neurology department of the Schön Clinic in Munich. In 2015, he established his own start-up: With mymary, he successfully acts as a broker for babysitters and childcare workers. mymary finds the perfect child care from the family's personal environment. Once parents start their search for the perfect sitter, mymary's



complex algorithm integrates their social network of existing online and offline connections and gives them the chance to read reviews from parents they know.

- **Village Power:** Since his graduation from MBS in 1999, alumni Thomas Huth has been involved in various start-ups. In 2013, he founded Village Power, a company providing sub-Saharan families and small businesses with off-grid power solutions. Their Solar Home Systems provide environmentally friendly, reliable and cost-effective access to electricity. Customers are provided with a range of solar kits (system and accessories) supported by financing options. Each of the solar kits is professionally installed by one of Village Power's technicians and backed by warranty.
- **PENSATO+PARTNERS:** PENSATO+PARTNERS founded by former MBS students Maurizio Pensato is a unique clean-tech consultancy and investment platform which combines all of the technical and managerial skills needed to deliver successful projects. The company develops and operates renewable energy power plants and assets delivering to its equity partners significant, long-term and stable returns at a measurable and low level of risk, since unlinked and independent from global financial markets, economies and marketplaces.
- **Solpuri:** The solpuri design studio is an international team of creative designers and experienced furniture engineers developing timeless minimalist outdoor furniture. The teak for their furniture is grown on selected plantations in Asia that are run according to ecological and social sustainability criteria. The wooden components they use are fairly traded, and their suppliers are certified by the German TÜV. The wood is grown naturally and processed without chemicals. During conception and development of our furniture, they only use low-pollutant and recyclable materials and the removal and replacement of single components is possible because of high-quality and discreet placed screw connections which makes the furniture especially long-lasting.
- **eccocar:** eccocar is a car sharing platform for companies, car dealers, individuals and communities with the goal of achieving a sustainable mobility in balance with the environment, which is to them the key concept for the cities of the future. Their technologies allow savings and efficiency in the automotive and mobility industry, always using the latest SW technologies and agile methodologies.
- **Vanilla Sand:** Vanilla Sand is an produces organic summer wear, which has not only classic and colourful patterns and appealing form-fitting cuts, but also is locally sustainably made. It is a collection for attentive women and men, who are looking for effortless design and high-quality nature-friendly pieces to live a lifestyle, which uphold the fusion between culture, authenticity and nature.



- **BüffelBill:** BüffelBill is an online shop for buffalo meat and other handpicked delicacies. The founders do not compromise when it comes to providing their customers with products that are unique in terms of quality and taste. At the same time, they attach great importance to making a contribution to sustainable meat consumption and ethical animal husbandry. That is why they pay particular attention to the rearing conditions of their partners.

Memberships

Institutional Memberships

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

- **AACSB International:** The Association to Advance Collegiate Schools of Business (AACSB) is a membership association of educational institutions, businesses, not-for-profit and government organizations devoted to the advancement of higher education in business administration and management. One of the association's focuses is to promote corporate and social responsibility at business schools. In addition to our membership, MBS will officially apply for the AACSB accreditation starting in 2017 (see chapter 4).
- **European Federation of Management Development (EFMD):** EFMD is a leading international network in the field of management development and business school advancement and is responsible for issuing the EQUIS and the EPAS accreditations.
- **Stifterverband (Donors' Association for German Science):** The Stifterverband is a business community initiative advocating long-term improvement of the German education and research landscape. In order to achieve this goal, the Stifterverband provides funding for universities and research institutes, supports talents, analyses the higher education system, and devises recommendations for policymakers and business.
- **Expat in the City Network:** As an expat-friendly business and a member of the Expat in the City Network, MBS can provide its services in English and thus support expats being new in Munich/Germany.
- **University Alliance for Positive Finance:** Since April 2019, Munich Business School has been a member of the University Alliance for Positive Finance. Promoted by the Department of Management of the University of Rome "La Sapienza", it is a spontaneous voluntary alliance that brings together research centers (such as MBS's "European Center for Social Finance"), professors, and scholars oriented to approach traditional finance according to sustainable and inclusive business models. The Alliance promotes the sharing of expertise and the



creation of added value for each member, believing in the network's ability to spread a positive perspective of traditional finance.

Individual Memberships

In addition to MBS's institutional memberships, some of our professors play an active role in the implementation of the Six Principles by being a member of different relevant initiatives or boards.

Prof. Dr. Patricia Kraft

- **Fellow of Lehreⁿ Dachprogramm 2019 (approx. Teaching Umbrella Program)**

Between 2012 and 2016, "Lehreⁿ – The Alliance for Higher Education" was established as a joint initiative of the Alfred Toepfer Foundation, the Joachim Herz Foundation, the NORMETALL-Foundation, the STIFTERVERBAND and the Volkswagen Foundation. It is jointly funded by both private and public authorities. Its goal is to empower higher education administration personnel, academic staff, higher education management and educational theory to become a member of Lehreⁿ and create a platform for discussion and interchange. The fellowship programs "Lehreⁿ Dachprogramm" takes a multidisciplinary approach, focusing on Organizational Development and teaching-related Change Management in the context of the design of teaching and learning structures and cultures.

Prof. Dr. Barbara Scheck

- **Member of the Investment Advisory Board of GLS Treuhand e. V.**

The GLS Treuhand offers advice regarding donations and the establishment of individual charitable foundations as well as last wills and inheritance. It can play the role of an intermediary in the personal process of transferring wealth for community oriented benefits. With the Foundations for the Future, the GLS Treuhand is directly engaged in the fields of education, development assistance, agriculture, health care and social welfare. Currently it maintains more than 110 donor advised funds. Founders and initiatives continue to be involved in the decision making processes. The GLS Treuhand also offers specific topic-oriented funds (so-called Theme Funds) which work towards resolving crucial social challenges.

- **Member of the Supervisory Board of Hylea Foods AG**

Hylea Foods AG markets high-quality organic premium products in Germany and Europe to selected supermarket chains and wholesalers who follow their social and sustainable philosophy. HYLEA Foods AG stands for a transparent and open partnership. Through their complete traceability, their quality management and the cooperation with leading laboratories, they can guarantee the quality requirements of their customers.



- **Member of the Advisory Board of Volunteer Vision GmbH**

Volunteer Vision is a software as a service company providing global enterprises, SMEs and social organizations with full-service digital mentoring solutions to maximize collaborative learning, employee satisfaction, as well as social impact. Their innovative technology and reporting tools serve and connect companies, their employees and beneficiaries in real-time on a global scale.

- **Member of the Advisory Board of My Finance Coach Stiftung GmbH**

My Finance Coach is an initiative designed to get children and young people excited about business. Together with the management consultancy McKinsey & Company and the communications agency Grey, the My Finance Coach Stiftung GmbH (MFC) was founded in 2010, being dedicated to basic economic training and responsible handling of money.

Today, more than 60 companies support the foundation in its continuing education program, which aims to teach children and young people how to manage money and consumption healthily and to counteract unplanned indebtedness and over-indebtedness. The services on offer are completely free of costs and advertising.

Prof. Dr. Christian Schmidkonz

- **Member of the Host Committee of the Conscious Capitalism European Conference 2019**

The Conscious European Conference 2019 is supposed to offer an inspiring meeting platform for curious, open and conscious business people from all industries. It gives participants and speakers the opportunity, to connect, share and learn from and with each other and further promote conscious business thinking and doing.



3.6 What's more...Call for Vote

On May 23-26 2019, EU citizens got the chance to select who will represent them in the European Parliament. As an international university located in Munich, we greatly benefit from a united Europe and the freedom, the economic advantages and intercultural exchange that goes with it. Therefore, different members of the university took the opportunity to praise the European Idea and raise awareness for the importance of voting to help shape Europe's future. The following contributions were made in the run-up to the elections:

- Blog post by lecturer Prof. Dr. Harald Müllich entitled "The EU Parliament – a Mirror of European Diversity and a Driver of the European Project" (click [here](#) to read the full article),
- Blog post by lecturer Prof. Dr. Jose Alcaraz entitled "The EU Parliament, Global Sustainability (Beyond Climate Change), and Smart Business" (click [here](#) to read the full article),
- Pictures and video messages by the University Management and the members of the MBS International Center published on Facebook, Instagram and Youtube.



4. KEY OBJECTIVES FOR THE NEXT 24 MONTHS

We at MBS are encouraged to continue our social engagement and to make the Principles of Responsible Management Education an integral part of our research and teaching activities. At the same time, we will undertake all necessary efforts to find and enter alliances that serve a common purpose.

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

AACSB Accreditation

As mentioned in chapter 2, MBS is going to submit the initial Self-Evaluation Report (iSER) in spring 2020. The iSER should show how the school will address its areas for improvement during the Initial Accreditation process and how the school will maintain continuous improvements in its program. The report outlines what gaps need to be closed to meet AACSB standards expectations and how current activities meet the expectations of the standards, which ones, and how.

Diversity and Women in Leadership

Munich Business School is looking forward to continue and further develop the “Women in Leadership” initiative. In this context, MBS is going to host minimum three events per semester, thereof

- One Female Business Breakfast (see chapter 3.5),
- One workshop giving students the chance to expand their knowledge and competencies, share their experiences and network, and
- One guest lecture featuring a prominent speaker (e.g. in fall 2019, MBS has already invited Anna Kopp, CIO of Microsoft Germany).

Furthermore, Munich Business School will start a B2B event series also related to the topics of Diversity and Leadership, starting with a podium discussion.

Implementation of Curriculum Changes and Continuation of Research Activities

Within the next two years, MBS is going to implement the curriculum changes laid out in chapter 3.2, continue supporting the research activities presented in chapter 3.4 and share the results with the public accordingly.



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