

PRME – Principles for Responsible Management Education

Sharing Information on Progress Report 2021-2023



Munich Business School (MBS)

July 2023



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LETTER FROM THE MBS UNIVERSITY MANAGEMENT

COVID 19 has led to a veritable digitization push in higher education. The expansion of teaching in the digital space took its course. Munich Business School, founded in 1991 and known as a leading business school in the German-speaking region, countered the difficulties associated with the Corona pandemic with solutions. The proposed solutions threw up new, undreamed-of possibilities and perspectives. For a long time now, it has not just been a matter of tackling the problems associated with Corona. Rather, Munich Business School finds itself in times of upheaval and growth. With the gradual changeover to face-to-face teaching and the reintroduction of events in classroom format, the task was to master the reintroduction of the old form. At the same time, this was an act of balance for Munich Business School, as the primary goal was not to lose the newly acquired, innovative concepts and methods that were important for the future by returning to the old. With the war in Ukraine and inflation, Munich Business School was confronted with new challenges. More than ever, the values of ethics, sustainability and social responsibility were in demand.

In the area of sustainability, we have revised our curricula and research activities to ensure that students have a strong focus on environmental and social challenges. We have also promoted research activities that focus on sustainable business practices and models. We have developed interdisciplinary courses that provide our students with a deep understanding of sustainable business. We have also expanded our partnerships with sustainability-oriented companies and organizations to provide practical insights and learning opportunities.

Another important focus was the promotion of diversity and inclusion. We firmly believe that a diverse and inclusive learning environment leads to innovation and excellence. Thus, we are committed to ensuring that all students receive equal opportunities regardless of their background, gender or social situation. Intercultural exchange has been promoted, diversity topics have been implemented in courses, and spaces have been created where all voices can be heard.

Our commitment to social responsibility and social impact has also increased. As part of the MBS Impact Pitch Night, we have created a platform where students can present their entrepreneurial ideas and solutions for social challenges. The MBS Impact Pitch Night offers students the opportunity to present their creative and innovative approaches and at the same time strengthen the connection between business and society. As part of our alumni work, we have also organized intercultural craft afternoons for Ukrainian refugees to create a platform for exchange and support.

We have also developed the MBS Impact Model to help us measure and maximize the social impact of our educational institution. This model allows us to plan, monitor, and evaluate our activities to ensure that we are achieving our social responsibility goals. We are committed to making a positive impact on society and encouraging our students to become actively involved.

This report documents not only our activities and progress, but also the results of our efforts. It provides insights into the MBS Impact Report, which provides detailed information about our activities, progress, and challenges in the aforementioned areas and draws attention to the responsibility of higher education institutions to create value for society. The report offers insights into



our vision, strategies and contribution to global sustainable development. In accordance with our corporate identity outlined above,



we are proud to continue our membership in the PRME initiative and remain deeply committed to its Six Principles.

In the current SIP Report, we would like to highlight the following achievements according to the Principles for Responsible Management Education:

- **Principle 1:** Development of the MBS impact model and adjustment of the MBS brand message
- **Principle 2:** Publication of the first MBS Impact Report to measure social impact at the university
- **Principle 3:** Establishment of a professorship in Sustainable Business Transformation and Integration of the Learning and Teaching Philosophy
- **Principle 4:** Review and update of our model for the MBS Research Areas now with a stronger focus on sustainability
- **Principle 5:** Introduction of the mentoring program for aspiring female executives as well as new funding opportunities for prospective students
- **Principle 6:** Development of learning and knowledge communities around core topics
- Yours,

Dr. Alfred Gossner (President)

Dr. Stefan Baldi (Dean)

Dr. Christine Menges (Chancellor)



ABOUT MUNICH BUSINESS SCHOOL

Munich Business School is the oldest private university in Bavaria and the first one to receive unlimited state-accreditation by the Bavarian State Ministry of Science and the Arts. Since its foundation in 1991, its goal of setting new standards for internationality and practical relevance of business education hasn't changed.

With its mission and vision developed in 2017 (see Principle 1), MBS commits to developing the

capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Today, the MBS community has grown to about 700 enrolled students and numerous executive education clients, more than 2,500 alumni, almost 75 academic and professional staff members as well as more than 100 adjunct lecturers.

ACCREDITATIONS

For its educational offerings, Munich Business School sets the highest standards as confirmed again and again by neutral institutions. As already mentioned, MBS is the first private university in Bavaria that has received unlimited state-accreditation. In addition, the institutional re-accreditation by the **Wissenschaftsrat** (German Council of Science and Humanities) in 2020 for another five years as well as the re-accreditation of all degree programs by **FIBAA** and the **Akkreditierungsrat** (Accreditation Council) between 2017 and 2020 confirm that our performance in

education and research continues to meet high scientific standards.

The process to international accreditation by **AACSB** has also been successfully continued in the past two years. Since MBS submitted its initial Self-Evaluation Report (iSER), the school has made significant progress towards meeting the AACSB Standards, which, since their revision in 2020, place more emphasis on societal impact. 2023 MBS submitted its third report on the school's progress in meeting the goals documented in the iSER.

RANKINGS

WirtschaftsWoche Ranking 2023

In the University Ranking 2023 of *WirtschaftsWoche* MBS ranked fourth in the category of all German universities of applied sciences in the field of business administration. With this result, the university confirms and extends its series of successes of the past years: It is the only private university ever to achieve a ranking among the top ten in this category for the thirteenth time in a row.

CHE Ranking 2023

In the important CHE Ranking 2023, students rated the school in the top group of all German universities in all fifteen criteria surveyed.



U-Multirank 2022

MBS received top marks in the areas of international orientation, knowledge transfer, and research.



Gründungsradar 2023

GRÜNDUNGSRADAR® The latest edition of the "Start-up Radar" commended our exemplary performance in promoting entrepreneurship and start-ups. According to this ranking, we are among the top 25% of the smaller universities, a significant improvement compared to the last survey.



PROGRAM PORTFOLIO

Currently, the degree program portfolio consists of one bachelor's and five master's programs as well as a doctoral program in collaboration with Sheffield Hallam University (see Figure 1). In addition, we offer executive education offerings ranging from open certificate courses to tailored solutions for individual companies.

Despite their differences, all programs have one thing in common: they are international, practice-oriented and focused on the personal development of the students.

Internationality

Although mainly taught on campus, our program offerings are marked by a high level of internationality. First of all, we meet international business standards by offering study programs either in German and English (Bilingual Track) or completely in English (English Track). Furthermore, most programs include additional foreign language courses. Secondly, in each study program, 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 curricula (see Principle 3: Method). Finally, each degree program includes an integrated study abroad. Students can choose from a growing network of currently more than 70 partner universities worldwide and even complete a top-up master's degree (B.A. program)

or a dual degree (master's programs) at some of them. In addition, the bachelor's curriculum includes a mandatory internship abroad.

Practice-Orientation

The MBS study concept is also designed to meet the high demands that international companies place on their prospective staff. A close integration of practice-oriented studies (including business projects, case studies, workshops or pitching competitions) and practical phases in Germany and abroad enables students to put their newly acquired skills directly into practice (see Principle 3: Method). Numerous lecturers from the industry as well as a growing number of local and global partner companies and organizations provide ideal conditions for them to increase their personal network and shape their professional future or reach the next level in their career.

Personal Development

To support students in their personal development, we integrated a large number of soft skill courses (e.g., leadership training, resilience management, time and self-management, etc.) but also opportunities for social engagement into our curricula (see Principle 3: Method). Furthermore, extracurricular offerings such as student initiatives or personal (career) coaching and mentoring (see Principle 6: Dialogue) give them the opportunity to grow personally and develop into responsible leaders of tomorrow.

Degree Programs	Level	Language Options
B.A. in International Business	Undergraduate	English and Bilingual Track
M.A. in International Business	Graduate	English Track
M.A. in Sports Business and Communication	Graduate	English Track
M.A. in Innovation and Entrepreneurship	Graduate	English Track
M.A. in International Marketing and Brand Management	Graduate	English Track
MBA in General Management	Graduate	English Track
DBA Doctor of Business Administration	Doctorate	English Track

Figure 1: MBS Program Portfolio

STUDENT BODY

In accordance with our mission and vision (see Principle 1), we attach particular importance to a **diverse student body**. At the beginning of the academic year 2022/23, the university counted around 700 enrolled degree-seeking students, more than half of whom come from abroad, representing over 70 countries worldwide. Furthermore, the proportion of female students has been on a high and balanced level for years. As of September 1, 2022, 45% female students were enrolled at MBS (see

Figure 2: Diversity of the MBS Student Body (as of September 1, 2022) The wide age range of 17 to 53 is a direct result of our broad program portfolio supporting life-long learning. Finally, various scholarship offers ensure a certain level of social diversity at MBS (see [MBS website](#)).

For more information on our commitment to creating, supporting, and sustaining diversity and thereby creating a societal impact, see Special Feature: Diversity at MBS.

Diversity Enrolled Students

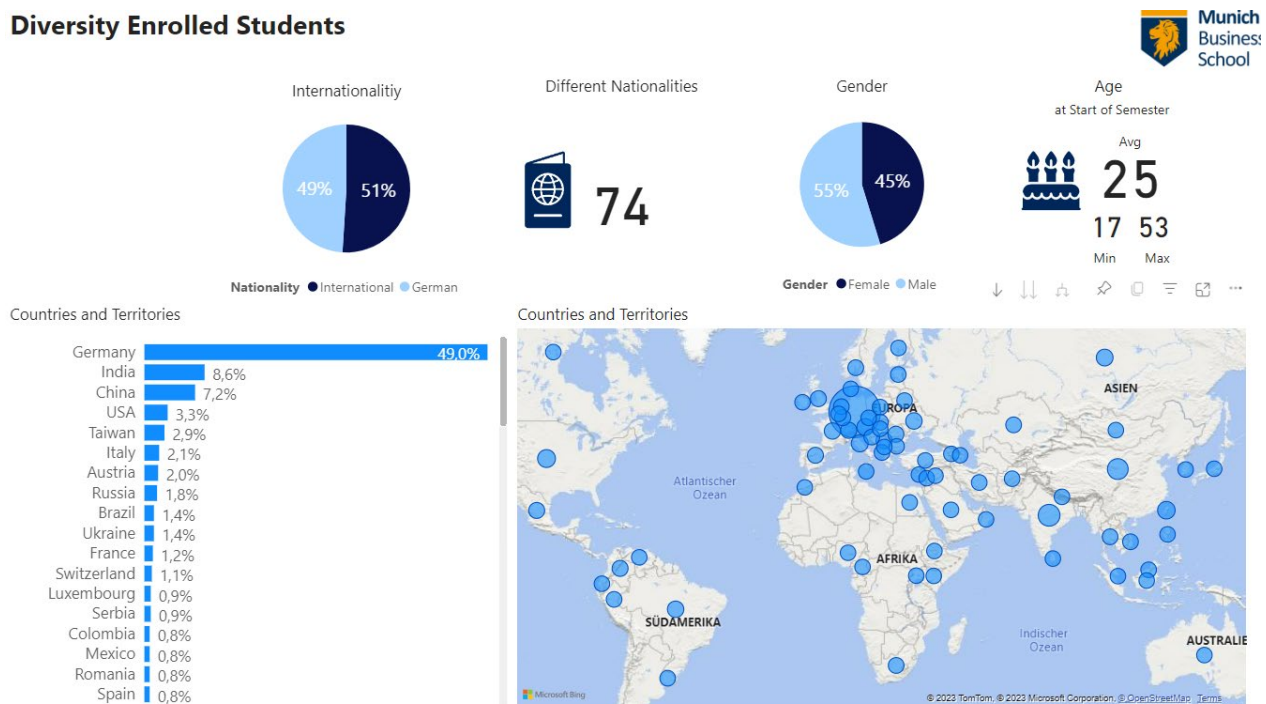


Figure 2: Diversity of the MBS Student Body (as of September 1, 2022)

PRINCIPLE 1: PURPOSE



We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

MISSION, VISION, AND STRATEGY

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 academic and professional prospects 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.

Figure 3: MBS Vision and Mission

MBS remains strongly committed to positive societal impact. With our mission and vision displayed above, we commit to developing the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

MBS commitment to positive societal impact is clearly reflected in almost every strategic goal. The MBS Strategic Plan for 2022-2026 explicitly addresses the topic of social responsibility and sustainability in the following objectives:

- **Impart future competencies:** MBS aims to enable learners to navigate and navigate today's complex world. This is to happen primarily by MBS systematically integrating competencies of the future into the courses and curricula. Future Competencies enable

Learners to acquire personal skills while making a positive impact on the world.

- **Review research areas:** The school's research areas in general and its current third-party funded projects and research collaborations in particular reflect a strong emphasis on issues of societal importance, such as responsible leadership, social finance, and conscious business. The new, revised research area model, however, better represents the complexity of the research pursued at MBS and places greater emphasis on the topics of sustainability. In addition, a professorship for Sustainable Business Transformation was established. MBS
- **Actively seek local and global institutional collaborations to build a flexible learning and knowledge ecosystem:** MBS has established itself as an excellent cooperation partner in the



field of business and management. MBS is looking for new partners to optimize its research results and promote collaborative learning. By creating a transparent learning and knowledge ecosystem, MBS aims to foster knowledge exchange and broaden perspectives.

- **Increase diversity and inclusion beyond gender and nationality and establish a strong culture of belonging:** MBS' recent projects and activities contribute to greater gender, cultural and social diversity at MBS. The introduction of the mentoring program for female management trainees and new support opportunities for (prospective) students deserve special mention. MBS promotes diversity and inclusion beyond gender and nationality. This includes developing and implementing strategies to increase representation of underrepresented groups, fostering a culture of respect and inclusion, and creating opportunities for people from different backgrounds to share their experiences and knowledge. In this way, MBS aims to create an environment where everyone feels valued, respected, and supported to flourish. MBS takes the stance that this enhances collective learning, promotes innovative thinking, and increases overall sustainable societal well-being.

- **Emphasize environmental and social sustainability:** The development of the MBS impact model laid the foundation for more systematic implementation and tracking of environmental and social sustainability activities. MBS promotes the effectiveness and sustainability of its organization. One of the ways MBS does this is by placing importance on environmental and social sustainability in all of its activities and by indicating its commitment to responsible business practices. This includes developing and implementing strategies to reduce our environmental footprint, promote sustainable practices, and foster social well-being in local and global communities. All of this creates opportunities for innovation, partnerships and social impact.
- **Adjust MBS brand message and identify USP:** Finally, adjustment of the MBS brand message was initiated, in part to better reflect the university's diversity and sustainability aspirations.

The MBS strategic plan for 2022-2026 is in place, with successful implementation of preliminary strategic objectives in the past year. In Q1 2023, Munich Business School successfully created the first annual strategic monitoring report for the strategic plan. Going forward, Munich Business School will continue expand systematic measurement via monitoring results.

ASSURANCE OF LEARNING

The MBS mission, vision, and values (see section below) are also reflected in our Assurance and Learning (AoL) system which defines competency goals for the university as a whole and each degree program and measures their achievement in each academic year. The system was jointly developed by the members of the MBS faculty and staff and finally introduced in the fall semester 2019/20. The first measurement cycle was completed at the end of the 2021 spring semester. By successfully "closing the loop" on the second measurement cycle in spring 2023, MBS is proud to have a mature AoL system in place. In fall 2022, the school issued its first annual AoL Report, providing insights into the development, components, and current results

of the AoL process. Thanks to a high level of stakeholder involvement, faculty and professional staff are familiar with the goals and benefits of AoL and how it relates to the MBS mission, values and institutional learning goals.

In terms of **institutional competency goals** relevant in the context of PRME, the school aims for its graduates to be

- "globally minded with the cultural awareness to act consciously in an international environment" and to



- “act responsibly by incorporating ethical and sustainability considerations into their decisions.”

Both goals form the basis for the following **program-specific competency goals**:

- Bachelor’s program: “Graduates demonstrate intercultural awareness and ethical thinking.”
- Master’s program: “Graduates develop a global understanding and mindset” and “Graduates practice a human-centered business approach.”

- MBA program: “Graduates develop a global perspective” and “Graduates act responsibly by combining ethical considerations and entrepreneurial thinking in their decisions.”

The measurement results on the individual goals and objectives serve as the basis for implementing change and improvement measures in the respective degree programs, thus ensuring the long-term learning success of the students and supporting them in becoming responsible future managers.

PRINCIPLE 2: VALUES



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

OUR CORE VALUES: INNOVATIVE – RESPONSIBLE – GLOBALLY MINDED

The values that we hold in common are the foundation of our vision and our mission. In order to create an environment in which it is possible to create knowledge together, to connect people and overcome boundaries, all the members of MBS agree on the following maxims for action and the resulting ideals:

Innovative: Our thoughts and actions are guided by readiness to perform at a high level of quality, scientific curiosity, and pursuit of personal development.

Responsible: Our actions in dealing with one another in both scientific and social contexts are characterized by honesty, fairness and a sense of responsibility.

Globally minded: We respect the dignity and rights of all people and promote diversity in all of its dimensions (see Special Feature: Diversity at MBS).

steer us into the future. All curricula and executive education offerings as well as numerous extracurricular activities are aligned with the mission and values of the university (see Principle 3). Furthermore, the core values are clearly reflected in the MBS Research Areas, first and foremost in “Innovation and Entrepreneurship”, “Responsible Leadership”, and “International Business (see Principle 4: Research). The same applies to the selection of our cooperation partners (see Principle 5) and the dialogue and debate with we hold with our stakeholders (see Principle 6). Furthermore, scholarships are awarded exclusively to prospective students who represent one or more the three values, which is particularly evident in the MBA program, where one scholarship each is to be awarded to a “Global Thinker”, “Responsible Leader” or “Smart Entrepreneur”.

Finally, the MBS values are not only encountered in the premises and various communication channels of the university but lived in daily interaction. Amongst others, bachelor’s freshmen participate in the mandatory “Introduction to Social Skills and MBS Values”. This introductory session provides students with the fundamentals of personality and social competency, especially in relation to the MBS values. Amongst others, they learn to understand what personal and social skills are expected from them and how a responsible behavior towards themselves and others is the key to a successful personal and professional life.

In 2017, the MBS values were codified for the first time in the form of the Code of Conduct and Research Code of Conduct committing every member of the university to comply with our value-based behavioral rules and to be held accountable in the event of a violation (see section on Sustaining Responsible and Ethical Behavior).



Figure 4: MBS Values

These central terms have characterized the university since its establishment and continue to



SUSTAINABLE DEVELOPMENT GOALS

With our mission, vision, and values described above, as well as our commitment to the Six Principles of Responsible Management Education, we simultaneously declare our willingness to

and publicly available course materials, write a peer-reviewed paper on implementing education for sustainable development in U.S. business schools, publish journal articles on



implement the Sustainable Development Goals (SDGs) of the UN Global Compact.

As a business school offering accredited high-quality degree programs and various opportunities for lifelong learning, we are committed first and foremost to implementing **Goal 4 – Quality Education**. In addition, our activities in teaching and research as well as the exchange and cooperation with our stakeholders contribute in particular to the following goals:

- **Goal 2 – Zero Hunger** (e.g., involvement in several projects on the labeling of foods with health claims, publication of more than a dozen scientific journals on the subject)
- **Goal 3 – Good Health and Well-Being** (e.g., teaching and research on happiness, burnout or resilience management, student initiatives supporting mental and physical health, corporate health care)
- **Goal 4 – Quality Education** (e.g., ongoing projects to internationalize teaching and learning about social entrepreneurship in higher education, create a unified curriculum

online teaching and its impact on educational quality.

- **Goal 5 – Gender Equality** (e.g., balanced share of female students and employees, research on female leadership, Women in Leadership initiative, use of gender-inclusive and gender-neutral language)
- **Goal 7 – Affordable and Clean Energy** (e.g., Received LEED Gold certification for green building strategies for the entire campus in 2016)
- **Goal 8 – Decent Work and Economic Growth** (e.g., teaching and research on responsible management and labor law, sustainable financing strategy of MBS, unlimited labor contracts, flexible and family-friendly working conditions)
- **Goal 9 – Industry, Innovation, and Infrastructure** (e.g., teaching, research and events on innovation, entrepreneurship, family businesses and responsible leadership)



- **Goal 10 – Reduced Inequalities** (e.g., broad scholarship scheme and individual payment options, social service projects and initiatives supporting underprivileged communities, research on social entrepreneurship and social finance)
- **Goal 12 – Responsible Consumption and Production** (e.g., introduction of a new Master's focus in Sustainable Business, Filling of a new professorship for Sustainable Business Transformation at the beginning of 2023, free water dispensers and reusable water bottles for all students, staff and faculty reduce waste.)
- **Goal 13 – Climate Action** (e.g., social service projects, business projects and initiatives on environmental sustainability, environmentally friendly operations, abolition of the company car fleet)
- **Goal 17 – Partnerships for the Goals** (e.g., PRME, AACSB, German Diversity Charter, strong network of partner universities, companies and organizations supporting the implementation of SGDs)

SUSTAINING RESPONSIBLE AND ETHICAL BEHAVIOR

MBS Code of Conduct

As stated at the beginning of this chapter, the MBS Code of Conduct adopted in November 2017 reflects our core values and aims to bundle our views regarding jointly held standards of good conduct. It applies to the members of the university at all times, both inside and outside the MBS and helps us to contribute to achieving our mission and vision.

The code is part of every employment and study contract as well as our student guide and faculty guide. In addition, notably students of the bachelor's program explicitly deal with the core values and the Code of Conduct in their course "Introduction to Social Skills and MBS Values" (see Principle 3: Method).

We are diverse, tolerant and international.

We are honest, fair and responsible.

We communicate with one another transparently and openly.

We communicate to the outside world as ambassadors of the university.

We respect the property of others.

We recognize and avoid conflicts of interest.

We do not tolerate bribery.

Our fundraising activities are guided by ethics and integrity.

We demand and promote willingness to perform, scientific curiosity and personal development.

Figure 5: MBS Code of Conduct at a Glance

Research Code of Conduct

Accompanied by the adoption of the Code of Conduct, the Munich Business School introduced the *MBS Guidelines for Safeguarding Good Scientific Practice* (Research Code of Conduct) in November 2017. All members of Munich Business School are obliged to commit to these Guidelines and to contribute actively to preventing and avoiding scientific misconduct. The disapproval of scientific misconduct also covers alumni and former employees insofar as the alleged misconduct occurred during the time of their active membership of the university.

MBS Ethics Committee

In the context of the general Code of Conduct and Research Code of Conduct, the MBS Senate elected an Ethics Committee in fall 2019. This body can act as a contact partner, advisor or mediator in all matters of concern with ethical relevance. The Ethics Committee offers recommendations for those responsible or affected, based on this Code of Conduct as well as generally accepted social ethics and standards. If necessary, it draws up ethical guidelines and principles applicable in cases of fundamental importance. This is intended to provide a basis for decisions on how to uphold the values of Munich Business School and to ensure consistent, coherent, uniform application and implementation in everyday university life. This advisory function does not replace the decisions of university representatives or committees, which are made within the scope of their mandates.

MBS Diversity and Inclusion Officer

The MBS Diversity and Inclusion Officer is responsible for gender equality issues that concern not only gender-specific issues but all kinds of (potential) discrimination (see Special Feature: Diversity at MBS). His/her position has been further strengthened in the MBS Basic Regulations. Instead of being nominated, he/she is officially elected by the Senate. In addition, the incumbent plays an increasingly important role in the development of the university as an advisory member of the Senate and all appointment committees.

SOCIAL IMPACT STRATEGY AND REPORT

Idea: Let's Do Three Big Things.

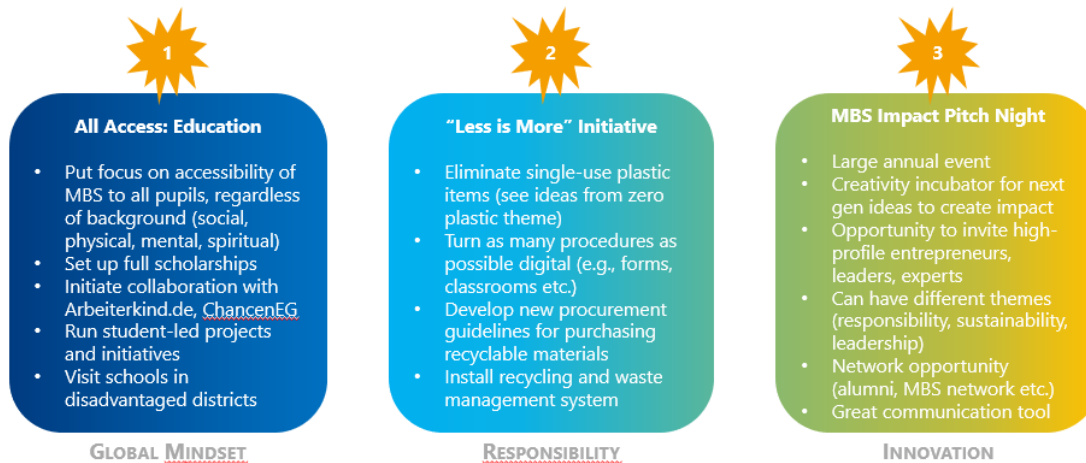


Figure 6: Three Big Things

Towards an Impact Business School

Led by MBS Impact Officer Professor Dr. Sophie Hieke, Munich Business School has undergone a "theory of change" process to develop its own impact model. By integrating and engaging the entire MBS community, we sought a holistic and diversified view of impact. First, we conducted stakeholder consultation surveys or personal interviews with students and alumni, professional staff, core and adjunct faculty, business partners, partner universities, the MBS Advisory Board, building management, and other partners. The aim was to collect a diverse set of expectations about the societal impact MBS should create. The data were consolidated into an **overview of relevant impact areas**, using an adjusted version of the Triple Bottom Line model, a suggestion received in the stakeholder survey.

We defined priority topics with MBS staff, faculty, and university management before running **"theory of change" workshops (step 2)**, where all topics were developed in detail. Last, using existing literature around societal impact in general and at business schools in particular, we consolidated the workshop results into the first impact strategy for MBS: a claim and mission statement, a model, and three big ideas, i.e., three initiatives derived from this new model. The

ideas are linked to the MBS values, cater to several of the dimensions of the new impact model, fit with existing activities at MBS, and are designed to provide orientation and guidance for the MBS community on where to focus resources for greater impact.

Second MBS Impact Report

The new strategy has been shared and discussed with university management, faculty, and staff. Next steps include integration into the strategic plan, a clear outline of which SDGs are targeted in this strategy, and a series of workshops during summer 2023 to decide on specific goals and metrics to measure progress and success. External communication of this strategy/model will follow, including a **new impact report**, a scientific publication in a special issue of Marketing Education Review, conference contributions, and public relations. The new impact report will present all impact-related activities at MBS in the reporting period, like the first report. This work was made possible through student and staff support in the form of a master's thesis and a three-month post-doc position financed through ERASMUS+.



MBS ROLE MODELS

All members of MBS embody the values “innovative,” “responsible,” and “globally minded” in their own way and thus contribute to the achievement of our mission and vision. 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 role models for others.

Dr. Patricia Kraft – Supporting Women in Leadership



Dr. Kraft played a key role in the development and implementation of the Assurance of Learning system. She furthermore developed and teaches the bachelor's courses “Introduction to Social Skills

and MBS Values” and “MBS Explorer Days: Creativity & Expression” (see Principle 3: Method), and co-leads the third-party funded Erasmus+ research project on “Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)” and collaborates on “Women Entrepreneurs in the Maghreb (WEMag)” (see Principle 4: Research). In the context of the MBS initiative “Women in Leadership”, she and her co-organizer Dr. Ellen Schmid published a study on “International Female Leaders and Their Way to the Top”. In addition, she co-initiator of the new initiative “MBS Female Leadership Lounge” (see Principle 6: Dialogue).

Dr. Sophie Hieke – Fostering Societal Impact



After being a member of the adjunct faculty for many years, Dr. Hieke became a professor at MBS in fall 2019, teaching behavioral marketing and being one of our most productive and successful researchers to

date. She is a co-initiator of the MBS Diversity Campaign launched in 2020 and a driving force behind our participation in the *World Cleanup Day 2020* (see Principle 5: Partnership and Principle 6: Dialogue). As part of the AACSB accreditation process, Dr. Hieke has assumed responsibility for the MBS Societal Impact Report. Dr. Hieke was appointed Impact Officer of Munich Business School at the beginning of 2022. In this function, she publishes the annual Impact Report and is currently developing her own MBS Impact Model with all relevant stakeholders. By publishing the MBS Impact Report 2021, Munich Business School is for the first time publicly displaying its commitment to social responsibility. So it's no surprise that in September 2022, Dr. Hieke was awarded the **MBS Explorer Award**.

Dr. Gabriella Maráz – Promoting Social Engagement

Dr. Maráz has been a professor for Intercultural Management for many years. Among her greatest merits are the supervision of the “Social Service Project” module in the B.A. program as well as the “Munich Outreach Program” of the Pre-Bachelor's

program, both involving participants in social organizations. Furthermore, she gives an “Introduction to Social Skills and MBS Values” to all bachelor's students together with Dr. Kraft (see Principle 3: Method). In all of her courses, she discusses socially relevant topics (e.g., sustainable fashion) and also regularly organizes PRME-related guest lectures.



Dr. Barbara Scheck – Paving the Way for Social Entrepreneurs



Dr. Barbara Scheck has made an outstanding contribution to the implementation of the Six Principles. In addition to her ongoing engagement as an expert on social finance and impact investing, she is

working on a number of third party funded research projects: Together with Dr. Kraft, she is leading the Erasmus+ research project “Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)” and collaborating on the Erasmus+ research projects “Women Entrepreneurs in the Maghreb (WEMag)” and “Social-X-Change”, on the EEA Grant research project “Yes! Young Entrepreneurs Succeed!”, as well as on “Technical Assistance for Social Finance Providers (EaSi)”, cooperating closely with the European Center for Social Finance, which she co-founded in 2018.

Dr. Christopher Weilage – Celebrating Diversity



Dr. Christopher Weilage, Professor of Business Administration and Business Communication, focuses on international business and communication, among other topics. He succeeded Christoph Schlottmann in the position of Diversity and

Inclusion Officer. His goal is to make Munich Business School an even more inclusive place. Dr. Weilage has already held several events in this regard. In 2021, he held a panel discussion with senior managers on diversity, equity and inclusion. He also organized a workshop for all staff and faculty as part of the MBS Diversity Day in May 2022. In addition, Dr. Weilage was awarded the **MBS Research Award 2022**.



Dr. Christian Schmidkonz – Acting Consciously and Mindfully

The fact that Dr. Schmidkonz was selected as the first recipient of the **MBS Teaching Award** is no coincidence: His courses

“Conscious Business” and “Success Factor Happiness” (see Principle 3: Method) and related research projects and public events (see Principle 4: Research and Principle 6: Dialogue) are not only particularly innovative and popular among students; they are also core elements of responsible management education at MBS. In addition to his activities as academic director and researcher, the professor also creates a major impact, e.g., by holding mindfulness sessions for employees, introducing the Ecosia search engine (see Principle 5: Partnership).

Dr. Nancy Landrum – Taught to drive sustainability

Dr. Nancy Landrum was appointed Professor of Sustainable Business Transformation at Munich Business School earlier this year. As a business professor, she wants to help transform business and economic activity into something that is sustainable and non-destructive - something that leads to the flourishing of people, social and economic systems, and nature. There are many opportunities for business to make a positive impact, and she wants to help with that change.



Dr. Alexandra Hauser – Builds bridges between science and practice



Dr. Alexandra Hauser took over the professorship for Responsible Leadership in September 2022. Among other things, she is concerned with how

and whether managers succeed in showing responsibility to

themselves. Is it possible to strike a balance between enthusiasm and detachment at work in order to remain mentally and physically healthy? And in what way should and can executives take responsibility for the environment, or even greater, the planet? It is important to Dr. Hauser that students are made aware of the practical relevance of findings and theories. She sees herself as a bridge builder between the “worlds” of science and practice.

Dr. Christine Menges – Leading with Heart and Mind



Chancellor Christine Menges has already set important milestones since taking office in the spring of 2021. For her, diversity is a very high priority at Munich

Business School. People of different nationalities, religions, genders, age groups, and very different individual backgrounds and prerequisites study, teach, research, and work on campus. The school sees the exchange of ideas and experiences as a great enrichment and an important key to new experiences, perspectives and insights. The promotion of our core values inside and outside MBS, the “Women in Leadership” initiative, and the signing of the German Diversity Charter were very close to her heart.

Dr. Anne Tryba – is committed to the joint project “Impact for Future”



Dr. Anne Tryba, former head of the master's program and responsible co-coordinator of the “Impact for Future” initiative at Munich Business School, is convinced that students will also increasingly deal with this

complex of topics in seminar papers and theses and, for example, conduct research on sustainable business model transformation in SMEs. Munich Business School is part of the newly funded “Impact for Future” initiative, which aims to anchor the topics of impact and social responsibility in the university landscape over the next few years.



PRINCIPLE 3: METHOD



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

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 and executive education offerings. At the same time, we regularly review and assure the quality of course contents, teaching methods and learning outcomes via the course evaluation, the student satisfaction

survey and the Assurance of Learning process. Furthermore, faculty members receive regular training and incentives to implement PRME-related contents and methods. Faculty members are using new, innovative methods to adapt to modern strategies. These include the use of AI, blended learning, simulations, inverted classrooms, fishbowl method, the design thinking process, and project-based and inquiry learning.

BACHELOR'S PROGRAM

In the Bachelor's program, many courses focus on responsible management and sustainability (e.g. the "Social Service Project"). The recently introduced courses "Resilience Management" or "Ecological Sustainability", which reflect our mission and values to a greater extent, received positive feedback. The optimization of the curriculum last year was also accompanied by some innovations in the electives in the Bachelor International Business. For the first time in the summer semester of 2021, MBS Bachelor students were able to take three electives instead of only two. For this purpose, all subjects were divided into three different pools from which the students chose one each. With the Management Electives (Pool 1) and the Industry Electives (Pool 2), students acquire expert knowledge in a specific subject area and a selected industry. In this way, they not only deepen their personal interests and focus, but also further increase their employability. The third pool, the so-called Sprint Electives, also makes them fit for the agile and volatile working world of the future - regardless of which of the four available subject areas the students choose. The fact that the students no longer only acquire specialist knowledge with the new Sprint Electives, but also future-oriented methodology, corresponds to our demand for application-oriented and up-to-date didactics. MBS professors are thus willing to

break new ground here and integrate experimental learning into their course portfolio.

"Social Service Project" and "Civic Engagement"

For more than a decade, the "Social Service Project" is part of the B.A. curriculum, successfully combining learning and civic involvement (Service Learning). In the first two semesters, students form project groups working together on a social venture which addresses at least one of the aspects of social integration, education, and internationality. The project teams then independently find one or more partner organizations from the civil sector (see Principle 5: Partnership) with whom they jointly implement the project over a period of two semesters. Finally, students evaluate and discuss the course and results of the project in the form of a final report. In semester 3, the submodule is completed by the "Civic Engagement" course, which is a new addition to the bachelor's curriculum. In this context, students learn to reflect on both business-related ethical issues and their role as an active player in the economic system through their individual service to a self-selected non-profit organization.

"Resilience Management"

This mandatory course is also part of the new Soft Skills and Personal Development module and offered in the first two semesters of the program.



The overall goal is to make first-year bachelor's students understand the effects and the importance of resilience for their personal and professional life, and to enable them to sustainably strengthen their own resilience. Amongst others, the submodule touches on the fundamentals of resilience and stress management, current findings from research, and various techniques and tools to recognize, analyze, prevent, and cope with stress situations (see [MBS Insights Blog](#) for more details).

"Intercultural Competencies"

The "Intercultural Competencies" course concludes the "Soft Skills and Personal Development" module in semester 3. Students learn about the most important current research on dealing with cultural differences while being introduced to different national cultures and techniques for using cultural diversity as a competitive advantage. 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. By increasing their intercultural awareness, students are also prepared for their mandatory study and internship abroad.

"Business Ethics and Sustainable Business"

The "Business Ethics and Sustainable Business" course offered in semester 6 focuses on the importance of ethics in business, its role within philosophical and intellectual-historical developments, and the ongoing paradigm shift towards a sustainable business (conscious business). At the end, students can analyze ethically relevant situations methodically, make and justify

their own decisions in a systematic, rational and responsible way, and build their own ethical point of view.

"MBS Explorer Days: Creativity and Expression"

This new mandatory course gives prospective business graduates the opportunity to deal with a socially and/or economically relevant topic in an innovative and creative way. Within a workshop setting, students use approaches from the field of fine and performing arts and thus learn how to access embodied knowledge in a new manner (see Principle 5: Partnership). Another key element of our curricula is to **create societal impact**. For instance, in spring 2023, the "Creativity and Expression Workshop" offered bachelor's students the chance to creatively explore the topic of sustainable and conscious business. Collaboration partners included the *B Corp Movement*, a worldwide initiative that advocates for an ecologically and socially sustainable economy, as well as creative agency *Atelier für Kunst & Kommunikation*.

Ecological Sustainability

After successfully completing this elective course offered in the final semester of the bachelor's program, students can differentiate between sustainability concepts and recognize issues and limitations of environmental values in a company's strategy. Furthermore, they learn to investigate alternatives of product development, supply chain and selling concepts (CRM) to go for a "green approach" and to screen for impacts of conventional product development regarding environment, society, climate change and health.

MASTER'S PROGRAMS

At Munich Business School, we run Master's programs that have a clear link to our core values and mission. In the Master of Arts in International Business, students of all Master's programs take compulsory courses on "Business Ethics", "Conscious Business" and "Organizational Behavior". In this way, a corresponding mindset is created right at the beginning of each degree program, which can then be carried over into all other courses. The new focus "Sustainable

Business" within the Master's program in International Business provides students with relevant knowledge in the field of sustainability management. They learn the basics of sustainable business, deal with complex topics such as the circular economy and, together with their fellow students, immerse themselves in cutting-edge scientific disciplines such as human-centered design and biomimicry in order to develop new methods of sustainability from an in-depth



engagement with people and nature. The appointment of Dr. Nancy Landrum as Professor of Sustainable Business Transformation in January 2023 represents another important step towards a higher societal impact of MBS research activities and publications.

“Business Ethics”

As part of the “Communication in International Business” module, this course addresses topical and controversial business ethics issues as well as the shifting power between (national) politics and (international) corporations. By learning how to cope with cross-cultural interactions with different regions, mentalities, and value systems, students not only strengthen their sense of responsibility and understanding. They are also enabled to evaluate, develop and implement corporate ethics codes in theory as well as to analyze specific ethical issues and cases in order to define their own ethical position, behavior and measures to be taken.

“Conscious Business”

This submodule focuses on teaching master’s students alternative business practices compared to traditional profit orientation as the core goal while giving them an insight into companies that incorporate a higher purpose in their business practices and strategies. At the end of their first semester, participants shall be able to critically examine the evidence on the impact of practicing Conscious Capitalism on the tangible and intangible well-being of all stakeholders and to understand in detail the importance of the four tenets of Conscious Capitalism and possibilities to integrate them into daily business.

“Success Factor Happiness”

By participating in this elective course offered in all master’s programs, students become familiar with 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, open guest lectures on happiness are also a vital part of the course.

“Responsible Leadership”

In this submodule, master’s students learn how to lead and manage people in a responsible manner, how to motivate, and support them depending on situations, personality and cultures, and how to transfer HRM strategy and operations into daily business, reflecting their role and responsibility as a manager. Approaches to dealing with difficult people and diagnosing and coping with burn-out or bore-out are also discussed.

“Understanding Social Startups”

This elective course offered in the M.A. in Innovation and Entrepreneurship 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 Project”

This module gives students of each of our master’s programs the opportunity to plan, organize, conduct and control a project for a business partner and gain insights into the company. In this context, participants learn how apply project management tools and methods on a real-life business problem as well as how to assess the quality and reliability of existing data or research findings based on their source, data collection method and analysis of the findings.

MBA PROGRAM

In the MBA program, the personal development of the students as well as the alignment with our

mission and values is specifically reflected in the so-called “Flagship Courses”. Two MBA courses,



“Responsible Leadership” and “Personal Development” give participants the opportunity to recognize and take on their own social responsibility as managers or entrepreneurs. Several global elective courses are currently being developed in cooperation with the international universities of the EMBA consortium. These will be offered synchronously online for the participants of the respective MBA programs. This expands available academic content while also providing additional opportunities for international intercultural cooperation between students.

Students also have the opportunity to present their ideas through ongoing programs such as the MBA Start-up Week.

“Responsible Leadership”

This “Flagship Course” represents the MBS core value “responsible” and teaches students 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. The module includes discussions of the ethical dimension of leadership, leading diversity, and how to become your own ideal leader.

FACULTY DEVELOPMENT

Innovative and impactful teaching by qualified lecturers continues to have a high priority at our school and is regularly evaluated both internally and externally. The MBS Learning and Teaching Philosophy adopted in summer 2022 as well as new initiatives such as the XChange@Lunch series (the follow-up series to research events Science@Lunch and Lunch Talks) further promote lifelong learning and exchange between faculty members and within the MBS Community. In the future, we will continue to enhance our activities.

- **Commitment to innovation in teaching and lifelong learning:** Munich Business School ensures faculty preparation and qualifications through appropriate appointment, induction, and development processes that apply to all degree programs and in an inclusive environment. Recently introduced activities and initiatives focus on innovation in teaching

“Global Management” (MBA International Week)

This “Flagship Course” represents the MBS core value “globally minded” and includes the MBA International Week. The MBA International Week in cooperation with the EMBA Consortium was successfully hosted at Munich Business School in fall 2022, including several visits to local midsize companies and hidden champions. The study abroad gives students the opportunity to strengthen their network and exchange views with their international peers during company visits, engaging lectures, and networking sessions.

“Personal Development”

With this module, MBS aims to support MBA students in developing their personal leadership style and finally becoming a successful and responsible future leader by preparing their own personal development plan. Topics include “*What is leadership for me,*” “*Who are my leadership role models*”, and “*What is my leadership style and what are my needs as a leader.*”

as well as diversity and inclusion, social responsibility, and sustainability.

- **Promotion of new online tools:** Many digital education tools have been developed during the pandemic but continue to enrich classroom discussions and see active use at MBS now: Yellowdig, Miro, Kahoot, Mentimeter, Slido, Canva, etc. allow for interaction gamification and asynchronous learning. As Technology applications will also play an increasingly important role in the future, so university-wide training will be offered in preparation for the launch of the Moodle platform in Fall 2023. Moodle will be launched as the central platform for course-related activities in the academic year 2023/24, thereby also improving user experience in the area of online collaboration, learning and teaching. MBS learners and faculty will be able to perform all



course-related activities on this platform, such as uploading and downloading course material, collaborating, and communicating online, turning in assignments, and advanced online interaction. Consistent with our mission and strategies, we remain committed to lifelong learning. To this end, we encourage our faculty to engage in research, pursue continuing education to stay abreast of the latest scholarly developments, and continually develop their teaching skills.

- **New event series “XChange@Lunch”:** This event series, combining the former formats “Science@Lunch” and “MBS Lunch Talks”, was successfully launched at the end of 2022. At least twice a semester, MBS lecturers and Research Fellows present their current activities and projects in research and teaching and discuss them with their colleagues in a relaxed atmosphere. The events take place in a hybrid format and enjoy great popularity.
- **Integration of the Learning and Teaching Philosophy:** Promoting excellent, practice-oriented, and effective teaching remains a top priority at MBS. This commitment is reflected in the Learning and Teaching Philosophy adopted in July 2022 and disseminated internally and externally. One example of its integration is a new “Your Learning Journey” section on the MBS website that puts our philosophy into context with competency goals, learning and teaching formats, quality assurance measures, and success stories. As another means of putting the philosophy into action, the Learning and Teaching Committee collects best teaching practices, including those shared with faculty and staff on MS Teams, at the Faculty

Roundtable, and during an XChange@Lunch session.

- **Awarding of the third MBS Teaching Award:** In fall 2022, Professor Dr. Wagner became the third core faculty member to receive the MBS Teaching Award. Among other things, the awardee was recognized for incorporating current research findings and connecting them to practice, using the latest digital tools and experimental teaching methods, and engaging in lively discussions with students. During the first session of the XChange@Lunch series, Dr. Wagner illustrated the importance of innovative and digital teaching using the example of integrating *Wordpress* and other technical elements into (business) lectures.
- **Organization of the MBS Teaching Day 2023:** The Inspirational Teaching Session introduced in the 2021/22 academic year and the associated MBS Teaching Day were successfully continued. The kick-off session 2022 took place online in November. Under the motto “The Greatness of Being a Lecturer”, main and supporting actors exchanged ideas about innovations in teaching. The follow-up session was held on May 3, 2023, and focused on the use of current technologies in teaching (e.g., ChatGPT and the use of digital simulations) and sharing effective methods to promote experiential learning. Beginning this academic year, core faculty have also been able to apply for financial support for their own learning and teaching projects, like funding for research proposals. For example, the university was able to fund a Harvard Business Simulation Game with master's students.

PRINCIPLE 4: RESEARCH



We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

In keeping with its mission, values, and strategy, the university has always emphasized research that adds value to business and society. This is also reflected in our research areas, as e.g., projects on Responsible Entrepreneurship in the research area “Innovation & Entrepreneurship” make a significant contribution to the university’s success and reflect its mission and values (see also below the third party funded research projects). Faculty contributing to the MBS research area “Leadership & Responsibility” produce high-quality intellectual contributions. A growing portfolio of socially relevant publications has also been produced by core faculty or by students in the form of final theses (see Appendix 1).

In accordance with the Strategic Plan the MBS research areas were successfully reviewed and updated in 2022. The different dimensions of the new model reflect both the mission and the complexity of research topics pursued at MBS, while putting stronger emphasis on sustainability and future competencies. The model (pictured) focuses on “People”, “Society”, and “Organizations” at its core with “Innovation”, “Responsible Leadership”, and “Family Business and Entrepreneurship” consists of the three major research areas, that are strongly linked and influenced by the three megatrends “Sustainability”, “Digital Transformation”, and “Glocalization”. The new MBS Research Areas model will take effect with the new academic year in September 2023.



Figure 7: MBS Research Dimensions

In addition, a new Professorship for Sustainable Business Transformation was created, and Dr. Nancy Landrum appointed as its first holder.

MBS core faculty continue to initiate and implement research projects and produce intellectual contributions with the purpose of adding value to business and society.

In order to continue producing a wide range of impactful intellectual contributions in the future, we have not only successfully continued our collaboration with the European Center for Social Finance; the school’s research network includes experienced Research Fellows who work with core faculty to enrich PRME-related research at MBS. With the MBS Researchathon, the school has also established an annual collaboration format for core and adjunct faculty in cooperation with Microsoft and EY. Additionally, with the new "MBS Xchange@Lunch" series launching in Fall 2022, this format aims to provide a networking platform for core and adjunct faculty, as well as students and staff.



Last but not least, since fall 2018, the MBS Research Award has been presented to a member of the core faculty every September. The selection criteria include outstanding quality and quantity of research output, as well as societal impact and

notable personal development. The recipients of the 2021 Research Award were Dr. Arnd Albrecht and the 2022 Research Award were Dr. Eva Stumpfegger and Dr. Chris Weilage for their individual and collaborative research.

KEY RESEARCH PROJECTS AND ACTIVITIES

SXC - Social-X-Change

Involved Faculty: Dr. Barbara Scheck, Dr. Wolfgang Spiess-Knafl (MBS Research Fellow), Clémentine Blazy (European Center for Social Finance)

SOCIAL-X-CHANGE

Social-X-Change aims to promote the internationalization of teaching and learning on the topic of social entrepreneurship at universities by establishing a network of centers for social innovation and social entrepreneurship.

This Erasmus+ research project is an international cooperation of MBS with three universities (ESSEC Business School in France, TED University in Turkey, Universitat Ramon Llull Fundacio in Spain) and the Impact Hub in Austria, it will run for three years to 2025.

The research focuses mainly on social impact measurement, impact investing and the legal framework for social enterprises as well as impact-oriented enterprises. More information can be found on the [MBS Insights Blog](#).

EASE - "Empowering Adult Survivors of domestic violence through Entrepreneurship"

Involved Faculty: Dr. Patricia Kraft and Dr. Barbara Scheck



EASE aims to support women affected by domestic violence in their regeneration and professional

reintegration, through training and mentoring programs in the start-up/ entrepreneurship field. It also creates an opportunity for institutions of higher education, to expand their curricula, and offer new educational pathways for adults who have already left higher education or the education sector.

The Erasmus+ research project is being carried out under the leadership and coordination of MBS professors Dr. Patricia Kraft and Dr. Barbara Scheck, with the Institute de Preparation a l'Administration et a la Gestion (France), the University of New York in Prague, s.r.o. (Czech Republic), the think tank ThinkYoung (Belgium) and the NGOs led by HER (France) and Fondatsiya Bulgarski Tsentar za Gender Izvedvaniya (Bulgaria) as collaborating partners.

With pilot projects being carried out in France, the Czech Republic and Bulgaria, the goal is to enable replication across Europe. The project will run for three years to 2024. For more information see the [MBS Insights Blog](#).

CBE - Conscious Business Education

Involved Faculty: Dr. Christian Schmidkonz



**CONSCIOUS
BUSINESS
EDUCATION**

This Erasmus+ funded research project, coordinated by Munich Business School, aims to develop a syllabus on the topic of conscious business for bachelor's and master's programs as well as for the field of executive education.

MBS' partners are the Julius Maximilian University of Würzburg (Germany), UPF Barcelona School of Management (Spain), Palacký University Olomouc

(Poland), Nova School of Business and Economics (Portugal), Impact Centre Erasmus (Netherlands), and PIMEC, Catalonia's Association of Small and Medium Enterprises (Spain). Together, the partners are designing courses on all aspects of Conscious Business Education, including conscious leadership, conscious marketing, impact entrepreneurship, an ethical approach to risk management and governance, and many other relevant topics. The project will run for three years until fall 2024.

The course materials will be tested by the participating universities as part of their curricula, presented to lecturers in Business Studies at public and private universities at conferences across Europe (known as "multiplier events") and further refined in an ongoing process of exchange.

The research project's stated aim is to train, inspire and motivate lecturers in Business and Economics throughout Europe to adopt elements of the CBE course material in order to change the way the subjects are taught. After all, more conscious business means acting in a more ethical, people-centered, regenerative, inclusive, stakeholder-oriented, and purpose-driven manner.

More information can be found on the [Conscious Business Education's website](#) and on the [MBS Insights Blog](#).

Women Entrepreneurs in the Maghreb (WEMag)

Involved Faculty: Dr. Patricia Kraft, Dr. Barbara Scheck



The goal of WEMag is to pool entrepreneurial knowledge and find solutions to (gender-specific) challenges in order to increase and promote the start-up activities of future female entrepreneurs. Specifically, the research group intends to develop a university course on entrepreneurship for women in the Maghreb, as well as corresponding teacher training, both offered in a blended format. The course aims to train female students in employability and business creation, and to foster

their entrepreneurial spirit by helping them build professional networks. Also, teachers are trained to provide students with the entrepreneurial skills they lack and the support they need. Besides Dr. Kraft and Dr. Scheck of MBS, cooperation partners are IPAG Business School (France) und VIVES University College (Belgium), University of Sousse and University of Gafsa (Tunisia), plus University Hassan 1 and Abdellah University (Morocco). The project is co-funded by the Erasmus+ Program of the EU until November 2023. More information can be found on the [MBS Insights Blog](#) and on the [WEMAG's website](#).

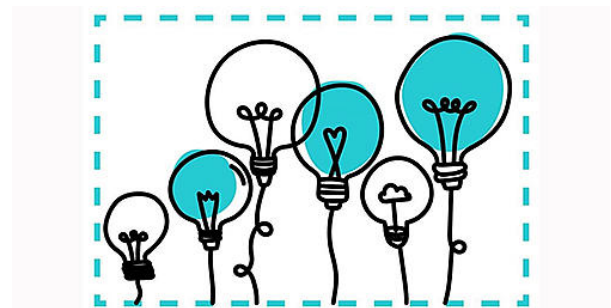
IFF – Impact for Future: Impact-oriented Entrepreneurship Qualification

Involved Faculty: Dr. Nadine Chochoiek (successor to Dr. Anne Tryba)

This project, funded by the Bavarian State Ministry for Science and Art, aims to give students and employees the opportunity to become acquainted with topics such as impact orientation, SDGs (Sustainable Development Goals), triple bottom line, systemic sustainable thinking, and responsible entrepreneurship. Project partners are the Technical University of Munich, Munich University of Applied Sciences and Landshut University of Applied Sciences. Munich Business School and the University of the Federal Armed Forces Munich are associated partners in the research project that runs from 2022 to 2026 (see the [MBS Insights Blog](#)).

Trust-based Partnership – Yes! Young Entrepreneurs Succeed

Involved Faculty: Dr. Barbara Scheck, Giulia Parola and Adewale Olowode (Research Associates)



In many regions of Europe, young people still face great difficulties when trying to start and successfully run a business. So far, however, there



has been great uncertainty about the best ways to provide support. The research project “Young Entrepreneurs Succeed” (YES!) is addressing this issue. It aims to explore the most effective initiatives to support young entrepreneurs and the young unemployed as they enter the labor market. The target group is young people in Greece, Poland, Italy, and Spain. Its long-term project objective is to develop a transnational, sustainable, replicable and scalable set of support methods. Munich Business School acts as an expertise partner in this project which is funded with EUR 2.3 million by the European Economic Area (EEA) Grant and Norway Grants Fund for Youth Employment from October 2018 until September 2022. More information can be found on the [YES website](#).

Technical Assistance for Social Finance Providers – EaSI

Involved Faculty: Dr. Barbara Scheck

Commissioned by the European Commission from 2019 to 2022 and extended to 2023, the European Center for Social Finance at Munich Business School analyses the innovation potential of social enterprises and their positive impact on the economy and society and provides support for capacity building. Alongside MBS Professor Dr. Barbara Scheck, cooperation partners are Dr. Yiorgios Alexopoulos (Greece) and NGEN Impact GmbH (Dr. Wolfgang Spiess-Knafl, Austria). More information can be found on the [website of the European Commission](#).

Diversity Management Focusing on Gender: Female Leadership

Involved Faculty: Dr. Arnd Albrecht, Dr. Patricia Kraft, Dr. Hans Michael Rüdiger, Dr. Ellen Schmid

As part of the research focus Female Leadership and the [Women in Leadership](#) initiative, MBS continues to organize various activities targeting female MBS stakeholders, e.g., networking events, seminars, workshops and exchange opportunities (see Principle 6). The aim is to provide food for thought, to question the gender status quo, to develop solutions for the gender challenges of the future and to contribute to an equal and gender-equitable business world. The research focuses in

particular on the underrepresentation of women in management positions.

“Strong” Sustainability and Sustainability Design

Involved Faculty: Dr. Nancy Landrum

Businesses are still practicing “weak sustainability,” or business as usual with incremental improvements. Because sustainability systems (standards, frameworks, guidelines, etc.) promote weak sustainability, unsustainability is perpetuated and damage to our environment continues. The focus of this research is to identify how companies can move from “weak” sustainability to “strong” sustainability, and to develop guidance for companies on how to achieve this goal.

Stress, Burnout and Resilience

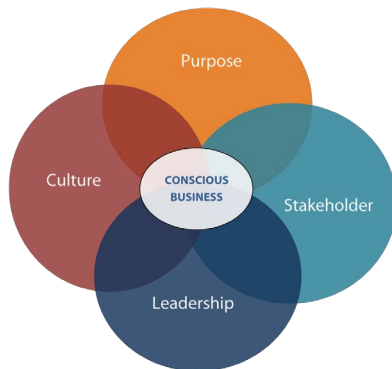
Involved Faculty: Dr. Arnd Albrecht

Not only corporate health care, but also the individual responsibility of the manager for the employee determines the image of leadership in the 21st century. Therefore, both prevention (prophylaxis) and thus the provision of the organizational and personal infrastructure for an appropriate life-domain balance (formerly work-life balance) are coming to the fore. In addition, the care taken by institutions but also the supervisor in cases of illness play an increasingly important role in re-integrating employees into professional life. To date, three studies have been conducted and evaluated on the topic of resilience among young people (Generation Y and students), the results having been published recently in both an academic paper and a practitioner book, offering physicians, therapists and coaches with strategies for treating burnout, stress and depression.



Conscious Business

Involved Faculty: Dr. Christian Schmidkonz



In this research focus, particular interest lies on the manifestations of the principles of Conscious Business in various companies in different countries as well as their application in the development and marketing of purpose infused products and brands. The aim is to raise awareness of this still very young field of research in Germany and to make research findings available to companies and institutions. Finally, elements of Conscious Business also play a decisive role in the job choices of Generation Y and Z, both in developed countries such as Germany and, for example, in emerging Asian countries such as the People's Republic of China.

PARTNERS IN RESEARCH

EUROPEAN CENTER FOR SOCIAL FINANCE

The European Center for Social Finance (ECSF) at Munich Business School was founded by MBS Professor Dr. Barbara Scheck and MBS Research Fellow Dr. Wolfgang Spiess-Knafl in fall 2018.



**EUROPEAN CENTER
FOR SOCIAL FINANCE**

The aim of the institution is to pool the expert knowledge of MBS in the areas of social entrepreneurship and social finance and to offer a platform for applied research in these areas. It is dedicated to academic research, business intelligence and technical support in the field of

social finance and has a wide range of proven tools and experience in working with relevant stakeholders in the social finance sector. The European Center for Social Finance maintains close relationships within the European Community and works with experts across the continent. Recent activities include the third-party funded research projects "Trust-based Partnership – Yes! Young Entrepreneurs Succeed" (described in the previous section) and "Beyond Capital", that aims to reduce the risk of failure of social economy start-ups by supporting social entrepreneurs and early-stage managers in developing sound financial planning and providing them with all the elements to create a performing financial function (see the [Beyond Capital](#) website).

MBS RESEARCH FELLOWS

In 2020, the MBS Research Fellowship was established by the Research Committee in order to include high-performing external researchers in the activities of MBS with the aim of increasing overall research performance as well as the school's academic network and impact. Since then, five MBS Research Fellows were appointed, two of whom focus on responsibility and sustainability-related topics. whom focus on responsibility and sustainability-related topics.

Dr. Jose M. Alcaraz



Former MBS Professor **Jose M. Alcaraz** is a faculty member of ESDES Lyon Business School, France. Before joining MBS, he has served as the Director of several global MBA programs. His academic

career has taken him from his home city of Barcelona (where he collaborated with the International Research Center on Organizations of IESE Business School), to Raffles Design Institute (Shanghai), to University of Dubai and to Leicester



University (Dubai), to Barna Management School (Santo Domingo, Dominican Republic), to Murdoch University (Perth, Australia), and Munich Business School. In his research, he focuses, amongst others, on “Global Sustainability and Corporate Responsibility” and “Human Resources, Sustainability and Ethics”.

Dr. Wolfgang Spiess-Knafl

After having finished his doctoral studies in the area of social finance in 2012, **Dr. Wolfgang Spiess-Knafl** became a post-doctoral research fellow at the Civil Society Center and the Chair for Strategic



Organization and Financing at the Zeppelin University in Friedrichshafen focusing on social finance, impact investing and social innovation. Since 2016 he has worked on the development of the social finance market for the European Commission, conducted studies on social finance for the Association of German Foundations, NEOS Lab and European Liberal Forum among others and co-authored a book on “Impact Investing” published with Palgrave Macmillan. Since 2019, he is co-director of the European Center for Social Finance at MBS.



PRINCIPLE 5: PARTNERSHIP

:



We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Cooperation with partners in practice and science is an integral part of our mission which aims to create “a platform for motivated and curious individuals with an entrepreneurial spirit to connect, exchange views and learn from each other.” Apart from our network of more than 70 international partner universities, partnerships with business corporations are established and maintained, for example, in the form of employer branding, sponsoring, recruiting events or business projects. In addition, MBS is also proud to have partnered with several non-profit organizations for charitable causes. The following chapter presents a selection of partnerships that have made a significant contribution to meeting Principle 5 over the past two years.

CAREER PARTNERSHIPS

Allianz Germany



MBS's long grown multifaceted partnership with this business giant, is rooted in the MBS Alumni Relations. The different branches of the company generously provide valuable job insights, business projects and workshops as well as mandatory Internships and most importantly employment opportunities, equally for German speaking and international students. In September 2023, Allianz will host the university's Semester Opening ceremony at its Munich state of the art headquarters' Allianz Conference Hall.

Estée Lauder

ESTÉE LAUDER

Estée Lauder supports MBS through active participation and involvement in our Woman in Leadership program to support and inspire female students by discussing and sharing its core values of respect for each individual, uncompromising ethics and integrity, generosity of spirit and fearless motivation as the basis for successful future female leaders.

Microsoft Germany



Microsoft and MBS entered a strategic alliance in April 2020 to expand the existing collaboration through practice-oriented recruiting events and digital workshops with students as faculty. In this context, **Anna Kopp**, IT Director Germany and Regional Office Lead Munich HQ, joined the panel of the Women in Leadership Dialogue in April 2022 (see section on Principle 6: Dialogue). In April 2023, Microsoft hosted the 3rd MBS Researchathon on "Sustainability Transitions in Business".

Techniker Krankenkasse (TK)



The Techniker Krankenkasse (TK) is Germany's largest statutory health insurance fund and has been the point of contact for our students for many years when it comes to health insurance and career opportunities. Among other things, it supports us in organizing our annual MBS Health Day and in improving the health and work-life balance of our faculty and staff through yoga sessions and (mental) health training.



PARTNERSHIP IN EDUCATION



MBS remains true to its mission of transforming students and alumni into curious and independent lifelong learners. The Harvard Division of Continuing Education, a key partner in this endeavor, has recently expanded its course

offerings for MBA students and Executive Education participants, further enriching our lifelong learning palette.

WOMEN IN LEADERSHIP PARTNERSHIPS

Mission Female

Mission Female is a network whose mission is to enhance career opportunities for women, increase their visibility, and help them develop personally and professionally through shared experiences across industries. It became an official partner of the Women in Leadership initiative in 2021. Joint activities include a workshop led by Isabell Hitzer (Mission Female) as part of the Women in



Leadership Dialogue in April 2022 (see Principle 6: Dialogue).

MBS Female Leadership Lounge

In November 2022, the university launched the MBS Female Leadership Lounge. The initiative offers female students the chance to be mentored by Advisory Board members Anna Kopp, CIO/CDO at Microsoft Germany, and Rita Niedermayr, Partner at EY, with regular meetings at MBS, EY wavespace™ Munich, and Microsoft Germany headquarters (see for the initiative [MBS website](#) and on [LinkedIn](#) for the sessions in 2022/23).

PROJECT PARTNERSHIPS

As mentioned in Principle 3: Method, first-year students of the B.A. in International Business carry out a **social service project** in cooperation with a social institution and become involved in a non-profit organization.

In year 3, bachelor's students participate in the **"Explorer Days: Creativity & Expression"** workshops: In spring 2023 the workshop offered the bachelor's students the chance to creatively explore the topic of sustainable and conscious business. Collaboration partners included the [B Corp Movement](#), a worldwide initiative that advocates for an ecologically and socially sustainable economy, as well as creative agency [Atelier für Kunst & Kommunikation](#) (see [MBS Insights Blog](#)).

See for a selection of recently completed social service projects Figure 8.

Partner Organization	Social Service Project
Münchner Tafel, Munich	Support for the Munich based food bank by modernizing the inventory system with QR code
Die Arche, Munich	Fundraiser and station race for Die Arche, a Munich based help service and counseling center providing help in life crises
Ya Bana Global Care, Congo	Fundraiser for solar panels to be installed at the school built by Ya Bana in the DR Congo
UNICEF Germany	Beats for Needs – online concert to raise awareness for victims of violence (children and youth)
Green City e. V., Munich	Organize a sustainable sewing course (recycling clothes)
Starnberger Tafel	Collecting food items at supermarkets and preparing giftbags for people in need
Friedel-Eder-Schule e.V.	Providing different activities for mentally and physically handicapped children (projects focused on art, music, English, engineering, social media respectively)



Seniorenresidenz am Westpark	Organize an afternoon of card games, trivia, and other activities for nursing home residents to provide social interaction and entertainment for the elderly.
Children of the Rising Sun, Kenya	Fundraiser to help build a secondary school in Kenya and support organization in Kenya
Rotary Club of Kilinochchi	Organizing a free online charity concert with headlining artist Rasika Shekar: the project aims to highlight the situation of Sri Lankan civilian war survivors have lost their limbs and raise funds to provide prosthetic limbs to those in need.

Figure 8: Examples of MBS Social Service Projects 2021-2023

Students of the master's programs work closely with a company on a real-life business case in the framework of their **business projects** (see section on Principle 3: Method). From 2021 to 2023, the following projects were related to the topics of social responsibility and sustainability:

Partner Company	Business Project
Becepteum International	Development of an expansion and market entry strategy for an early-stage Hamburg based Managed Service Provider that operates in e-mobility, mobility and platform based BPO
Better Food Consulting	Development of a business plan for a green consulting service for a sustainable food value chain
BMW Rent-A-Ride	Digital Campaign and Marketing Communication Strategy for a motorcycle rental service aiming for a more circular economy
CitKar	Market Entry Strategy for an innovative and emission-free vehicle in the US market
Clever Pasta	Systematization of innovations in the food sector: Building a leading brand for alternative pasta made from legumes in Europe and expanding the product portfolio beyond pasta
kooky	Development of strategies for kooky, a reusable system for business company: Strategies how to get customers to use reusable systems, how to make the use of reusable a habit (nudging), how to expand in the German market and how to convince the loyal customers of other reusable systems
Kudoos Cards	Design of a B2B Sales Strategy for a Social Purpose Organization (for each digital greeting card, a tree is planted in the name of the receiver)
LeanVal Asset Management	Analysis on how ESG affects capital markets with development of a real case: Empowerment Funds MBS- Change to ESG
Microsoft	Developing and Optimizing a Digital Sales Strategy for Microsoft
Microsoft	Sustainability in Automotive Industry

Figure 9: MBS Business Projects 2021-2023

Finally, a practice-oriented study program at MBS also includes the writing of a **final thesis in cooperation with a company**. In this context, the joint examination of the topics of responsibility and sustainability is becoming increasingly important, as the list of final theses in Appendix 1 shows.

SOCIAL IMPACT PARTNERSHIPS

After a long hiatus due to the restrictions of the corona crisis, traditional events such as the MBS Graduation Ceremony could take place again in 2022. Since the easing of the corona restrictions, events have gradually been able to resume, allowing the MBS community to team up with

various organizations for a good cause and give back to the community.



MBS Empowerment Fund

LeanVal INVESTMENTS

Since 2020, MBS has established its own Empowerment Fund. The idea originates with MBS lecturer Dr. Laurenz Czempel who has profound expertise in the finance and banking sector. Together with our alumnus Artur Kampik, he founded the company LeanVal Invest in 2017, which serves as the idea generator and strategy advisor behind the MBS Empowerment Fund.

The goal of the fund is to generate a return that benefits both MBS and the investors. MBS alumni or other supporters become investors by purchasing the public fund. MBS receives a 2% annual remuneration, which is used to establish or support worthy projects, such as need-based scholarships for students, the creation of new professorships, or the support of student projects. As a result, investors receive an emotional return on their impact investment in addition to the financial return. For more information, see the **MBS Empowerment Fund website**.

MBS Education Fund in cooperation with Brain Capital



In spring 2023, MBS established a cooperation with Brain Capital to enable students from less privileged backgrounds to access tuition at a private university. The MBS Education Fund is available to (future) MBS bachelor's, master's and MBA students from Europe: After securing a place at MBS, students can apply to Brain

Capital, and when successful, receive a funding contract which allows them to embark on their chosen course of study. For more information see the **MBS Insights Blog**.

Cleaning up with Orange Ocean e. V.



Since 2020, MBS students, faculty, staff members, alumni, and friends take part in the *World Cleanup Day*. In the run-up to the event, the university had joined forces with the non-profit organization **Orange Ocean e. V.**, which aims to create awareness for the pollution of the oceans and in which some MBS alumni and lecturers are also active, and called for a joint cleanup campaign at two locations in Munich (see the **Orange Ocean website**).

Planting Trees with Ecosia Search Engine



Back in 2020, Munich Business School was the first German university to switch completely to the sustainable search engine **Ecosia**. By installing Ecosia as the default search engine on all computers at the business school, the university plants thousands of new trees worldwide each year. Ecosia is a non-profit search engine that uses its profits from advertising revenue to plant trees in areas threatened by deforestation. The university's green conversion follows an initiative led by Dr. Christian Schmidkonz.



PRINCIPLE 6: DIALOGUE



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

CO-CURRICULAR AND EXTRACURRICULAR ACTIVITIES

STUDENT ENGAGEMENT

MBS Engagement Points

The MBS Engagement module is an integral part of the bachelor's and master's curricula. It engages students to become an active and responsible member of the MBS Community. In return, students receive so-called MBS Engagement Points (MEPs) for their commitment that are subsequently converted into actual ECTS credits.

The activities awarding MEPs 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 different activity fields, e.g., founding or volunteering for a student club (see below), assisting foreign students and freshmen, or acting as a student representative or group speaker.

MBS Student Initiatives

Outside the classroom, students engage in various student clubs, including initiatives focusing on social engagement. While the clubs were significantly hampered in their activities during the pandemic, the university encouraged the students to revive their clubs.



The **MBS E-Sports Club**, which has been active since the spring of 2023, is aimed at all gamers who want to compete at a higher level or just for fun. Currently, numerous games such as CSGO, COD, League of Legends and more are operated. Friends of MBS students are also welcome to join the competitions. The club provides a platform for everyone to meet new players and make new friends.



MBS get2gether is a registered association 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.

The **MBS Entrepreneurship Club** aims to promote the entrepreneurial spirit at MBS by organizing entrepreneurial activities, exchanging information relevant to starting a business, and facilitating networking and involvement in the Munich start-up and innovation ecosystem. Events include talks like e.g. "Wine & Wisdom with a Twist, a Pitch Night" with MBS alumnus Patrick Löffler as speaker in November 2022.



MBS International aims to get hold of all non-local students in finding their way into the MBS Community, and to settle in well. The members of the initiative organize events regularly, during the corona restrictions as virtual format events such as the MBS Oktoberfest, MBS Halloween, and Diwali, and since their relaxation again in person and "on site" with events like the Charity Christmas event.

The **MBS Chess Club**, founded in the fall of 2022, operates primarily through the Chess.com platform. Members can compete against each other or interact with other online players. Those with the most playing time will receive a monthly sponsored premium account. The university also hosts interactive lectures on a variety of chess





topics to promote networking and improve playing skills. No skill level is required to join, and beginner classes are offered as needed.

STUDENT MENTORING AND COACHING

All students take part in a series of career training courses (e.g., application trainings on how to do their CV, Cover Letter, how to prepare for interviews). Additionally, they benefit from the MBS Mentoring and Coaching Programs throughout their studies at MBS.

MBS Mentoring Program

The MBS Mentoring Program, launched in 2017, matches selected BA and MA students with one of our MBS alumni. While mentees benefit from mentors with extensive professional experience and a diverse range of careers who help their mentees identify and achieve their academic and professional goals, 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. Mentors will share their experiences, offer different perspectives and provide new

ALUMNI ENGAGEMENT

To date, around 3,000 students have successfully completed their studies at MBS, many of whom network on the alumni portal MBS Connect and share their experiences through business projects, student mentoring, internal events or the [MBS Insights Blog](#). The following companies, founded or managed by MBS alumni, make a special contribution to the dialog on critical issues of global social responsibility and sustainability.

With its UV-Bodyguard, ajuma developed a smart assistant measuring UV-radiation, sending the data to your smartphone and warning you on time.



BüffelBill is an online shop for buffalo meat making a contribution to sustainable meat consumption and ethical animal husbandry.

Circu Li-Ion aims to maximize the life cycle of lithium-ion cells, solving the gap between over demand and under supply of batteries, while saving CO2 and maximizing the percentage of raw materials recovered through reuse.



Finally, the **MBS Business Book Club** kicked off in May 2022 with a review of "Net Positive: How Courageous Companies Thrive by Giving More Than They Take" by Paul Polman and Andrew Winston.

impulses. Places in the Mentoring Program are limited. The Mentoring Committee decides on the allocation of places for which students have applied at the beginning of their studies. Mentoring meetings take place at least once a semester during the first phase of the program and beyond if necessary (see [MBS Insights Blog](#)).

MBA Career Coaching and MBA Business Coaching

For MBA students, career Coaching and business coaching is offered: students can choose to get individual support by an external Career Coach OR a Business Coach. MBA students can work specifically on their professional career goals.

The focus of the MBA Business Coaching, on the other hand, is on working on a specific issue within the student's company, e.g., how to advance within the company, how to deal with conflict situations, etc.



circulary strives for a sustainable change of the consumer society by supporting companies in implementing technology enabled circular business models.



eccocar is a car sharing platform for companies, car dealers, individuals and communities supporting a sustainable, eco-friendly mobility.

FLSK sells innovative, sustainably produced thermos, snack pots and cups. The company also supports numerous charity projects.





Fund The Planet uses blockchain technology to fight climate change: The goal is to preserve the planet's ecosystem by protecting endangered rainforests, using a platform that aims to bridge the gap between technology, humanity and nature to achieve.

Green Canteen is the first digital platform that connects organic farmers with cooks, purchasing, and guests of the community catering.



Mary's Dream Coffee produces certified organic, vegan, and soy- and lactose-free iced coffee made with oat and coconut milk. Attention is also paid to environmentally friendly packaging.

The investment platform clean-tech consultancy and **PENSATO+PARTNERS*** PENSATO+PARTNERS develops and operates renewable energy power plants and assets.



The solpuri design studio is an international furniture design company that creates timeless,

minimalist outdoor furniture using sustainable and fair trade materials.



The Fortunate Planet is a recycling app that encourages and educates users about proper waste disposal and helps municipalities digitize their waste management.

Uptea specializes in producing sustainable, high-caffeine teas as a healthier alternative to coffee and energy drinks.



VANILLASAND

Vanilla Sand produces sustainable, organic summer wear with classic, colorful patterns and flattering

styles.

Village Power provides solar home systems to families and small businesses in sub-Saharan Africa, providing environmentally friendly, reliable and cost-effective access to electricity.



VIPrize is a technology company that uses the power of celebrity and social media to generate donations for select causes through its online fundraising platform.

MBS ADVISORY BOARD

Created in 2013, the MBS Advisory Board consists of experienced partners from the field of economy, science, research, and politics, to consult us regarding all MBS-related questions and challenges and support us in assuming social responsibility and continually advance our academic programs and services. Since its inception, the composition of the Board has been significantly diversified, with 30% of its members being women, including two successful international executives from two of MBS' most important cooperation partners, who embrace the same values as MBS and provide us with important innovative impulses in their new role.

Dr. Rita Niedermayr



As Managing Director of the Controller Institute in Vienna, Austria, Dr. Niedermayr is an internationally recognized expert in the field of modern controlling and contemporary training. She also has excellent connections in both professional practice and academia. With this profile, she enriches the further development of our Executive Education, but also provides important impulses for Munich Business School as a whole.

Anna Kopp



In her role as IT Director Germany and Regional Office Lead Munich HQ at Microsoft and Board Member of the Microsoft Women's Network Germany, Anna Kopp is not only a link between MBS and one of the most successful global IT companies. She is also a thought leader and advocate for modern and flexible forms of work, as well as diversity and inclusion, which is reflected in her active support of the MBS Women and Leadership initiative (see section below)..



PUBLIC LECTURES, DISCUSSIONS, AND WORKSHOPS

FOCUS: WOMEN IN LEADERSHIP

Since 2017, the Women in Leadership initiative plays a key role in empowering women at MBS and raising awareness for the importance of equal opportunities in business. The goal is to connect and support (future) female leaders within a strong network of MBS members and supporting companies and organizations, such as Wellesley College or Mission Female (see Principle 5).



MBS itself sets a good example in this regard. More than half of the leading positions are held by women. In addition, with almost 40%, the share of female professors is clearly above the German average which is currently around 30% in the field of business administration.

Figure 10 shows the most recent events related to Women in Leadership. In the spirit of gender inclusiveness, the University encourages men to attend these events in order to broaden horizons, raise awareness of the difficulties women continue to face in business and society, and encourage a lively exchange.

Date	Women in Leadership Events
April 7, 2022	Women in Leadership Dialogue: International Female Leaders and their Way up to the Top: A panel discussion on success factors for women in the professional world and the hurdles they face, followed by workshops on networking, personal goals and salary negotiations. With MBS Professor Dr. Patricia Kraft, with Anna Kopp, Head of IT and Regional Office Lead Munich HQ at Microsoft, MBS Chancellor Dr. Christine Menges, and MBS alumna Giulia De Anna. the workshops were led by Isabell Hitzer (Mission Female) and Dr. Christine Menges (MBS), Dr. Barbara Wolf, and Claudia Irsfeld (see MBS Insights Blog).
September 24, 2022	Female Business Breakfast presenting female role models: MBS alumna Joana Schlenczek, Head of CRG Rates Strategy and Solutions, Deutsche Bank, with her insights as female leader in Finance. Hosted by professors Dr. Patricia Kraft and Dr. Ellen Schmid, and moderation by Dr. Eva Stumpfegger.
October 19, 2022	Female Business Breakfast presenting female role models: MBS alumna Livia von Mitschke-Collande, People Manager at Google, on what makes one a successful businesswoman, how to create an effective team, and how to balance working life and motherhood with. Event hosted by MBS Chancellor Dr. Christine Menges and Prof. Dr. Patricia Kraft (see LinkedIn post).



November 14, 2022	#Iam Remarkable: Workshop Women in Leadership on the topic of how to improve self-promotion skills, challenge social perceptions and refresh the conversation around self-promotion, increase self-confidence and be part of a vibrant global community. Hosted by Prof. Dr. Patricia Kraft and MBS Chancellor Dr. Christine Menges.
March 30, 2023	Female Business Talk and Discussion: “Failure as your personal growth accelerator”: Irina Chemerys, Global Business Program Lead at Microsoft on the upside of failure (see LinkedIn post).

Figure 10: Women in Leadership Events 2021-2023



FOCUS: DIVERSITY AND RESPONSIBILITY IN BUSINESS

Diversity@MBS: Pride Talk

On July 21, 2021, Julian Wenzel, journalist at Bayerischer Rundfunk, gave insights into his work and spoke about current topics around diversity and LGBTQIA* such as gender identity and language, social media influence and the Self-Determination Act.

30 Years of MBS Talks series: Digital Transformation and Women in Tech

November 9, 2021: As part of our 30th anniversary talks at MBS, Vera Schneevoigt (Chief Digital Officer at Bosch) was welcomed to an online talk led by MBS professors Dr. Heiko Seif and Dr. Patricia Kraft, experts in the field of female leadership and digitalization. Vera Schneevoigt spoke about her career in the tech industry and the development of a digital and software strategy at Bosch, and provided insights into the important role of women in the field of digital transformation.

MBS Roundtable Discussion on Diversity, Equity and Inclusion

On November 18, 2021, three senior managers were invited to share their experiences on the panel on Diversity, Equity and Inclusion (DEI): Claudia Neger (Head of HR Policy and Strategy at BMW Group), Kellye Kuh (Diversity and Inclusion Lead at Microsoft), and consultant and coach Alexander Nusselt (founder of the Siemens PRIDE Network), and host Dr. Chris Weilage, MBS Diversity and Inclusion Officer, discussed the wide range of

aspects of DEI and provided many critical points for advancing the topic (see [MBS Insights Blog](#)).

Women in Leadership Dialogue: International Female Leaders and their Way up to the Top:

On April 7, 2022, a discussion was held on the barriers women face in their careers: Prof. Dr. Patricia Kraft and Chancellor Dr. Christine Menges, initiators of this event, welcomed students, alumni and female leaders from the MBS network to the Women in Leadership Dialogue. A panel with MBS alumna Giulia De Anna, Prof. Dr. Ellen Schmid (University of the Armed Forces, Munich), Anna Kopp (Head of IT and Regional Office Lead Munich HQ at Microsoft) discussed the success factors for women in the working world and provided insights into their research and career paths. The panel discussion was followed by a series of workshops, led by Isabell Hitzer (Mission Female) and Dr. Christine Menges, Dr. Barbara Wolf (adjunct lecturer at MBS) and negotiation expert Claudia Irsfeld (see [MBS Insights Blog](#)).

KNOWLEDGE, IDENTITY, RESPONSIBILITY & TRUST

On October 24, 2022, Gerd Modert, Corporate Historian of Allianz SE, spoke about "Why does history matter? A story about knowledge, identity, responsibility and trust". Allianz's archivist since 2020, he explained the work of a historian in a large company and why a company like the German insurance giant needs to confront its history, such as its involvement during the Nazi era, which he began researching in 1997.

FOCUS: MENTAL HEALTH

Mental Health Matters: Mental Health at MBS

In the fall of 2021, still during the Covid-19 pandemic, the MBS Mental Health First Aiders encouraged all members of MBS to reach out early to our MBS Mental Health First Aid contacts if they needed help. MBS recognizes the importance of balancing mental health, studies, and work, and the MBS Mental Health First Aiders are professionally

trained to help guide anyone in need to the appropriate support.

MBS TALKS MENTAL HEALTH: INFO SESSION

Following the World Mental Health Day 2021 on October 10, the MBS Mental Health First Aiders, Prof. Dr. Christian Schmidkonz and Melanie Vogel, invited all interested MBS students, staff and faculty to an information event in hybrid format on October 27. The aim of the session was to provide an opportunity to learn more about the mental



health services at Munich Business School and to help build confidence around the topic.

MBS Happiness Evening: Insights into Happiness at Work

On April 19, the 9th consecutive Happiness Evening welcomed Yenja Zaba, Director Global Com-

FOCUS: ENVIRONMENTAL SUSTAINABILITY

Family Entrepreneurship - Insights from the leading sustainable and family-run cosmetic company Annemarie Börlind

On September 30, MBS Professor Dr. Anne Tryba welcomed MBS alumnus Nicolas Lindner, Managing Director of Annemarie Börlind. Nicolas Lindner shared his experiences and insights on what helped the company successfully transition to third-generation leadership and become one of the leading sustainable cosmetics companies.

LGT@MBS – Deeper Insight in Private Banking and Sustainable Investing

On March 21, 2022, MBS alumna Anna Maria Amort, Relationship Manager at LGT, the world's largest private banking and asset management group, gave an introduction to private banking and sustainable investing and explained the role of a relationship manager. LGT, wholly owned by the Princely House of Liechtenstein, has made sustainable investing one of its ambitious goals in private banking.

MBS Consultancy Game Simulation

On March 31, 2022, the MBS Entrepreneurship Club hosted an interactive event at MBS where students from the bachelor's, master's and MBA programs gathered in teams: each team acted as a consultancy firm with the goal to provide innovative solutions on how Munich Business School could become more sustainable. A jury composed of the professors Dr. Anne Tryba, Dr. Christian Schmidkonz, and Dr. Michael Rüdiger as well as Chancellor Dr. Christine Menges selected as winners the team that provided a long-term solution for the university, including aspects of renewable energy, decreasing plastic usage, and creating a sustainable club (see MBS Insights Blog).

munications & Brand at kununu (Europe's largest employee review platform), who spoke at this online event about how a happy workforce equals a productive and innovative workforce.

Biocarbons for a More Sustainable Future

On April 1, 2022, Thorsten Becker, co-founder of Carbonauten, gave an insight into the technology, plans and challenges of Carbonauten's business idea to produce biocarbons for plastics, fertilizers, activated carbon, etc. from regional biomass residues using a technology that binds CO₂ from the atmosphere instead of releasing it. Thorsten Becker also spoke about his motivation to make industry more sustainable and climate friendly.

MBS Impact Pitch Night

On April 28, 2022, Munich Business School hosted the first MBS Impact Pitch Night, where teams of students from the bachelor's, master's and MBA programs presented their sustainable business ideas to an expert jury, composed of MBS alumni Nina Albert (Portfolio Advisor at [PINOVA Capital GmbH](#)), Michel Geolier (CEO and founder of [Betterfront](#)), Markus Barnikel (General Partner at [Eisbach Partners](#) and multiple founder) and Patrick Löffler (Founder and Managing Director of [give](#)). The jury awarded one team the prize for the best pitch, winning a three-months membership at [BASE Accelerator](#). the main prize, however, went to a second team for the most promising and most impactful entrepreneurial idea, which won them exclusive mentoring from MBS alumnus and serial entrepreneur Rupert Schäfer (see [MBS Insights Blog](#)).

Cleaning up with Orange Ocean e. V.



Since the first time in 2020, students, faculty, staff, alumni and friends of MBS have taken part in the World Cleanup Day every year. Together with our non-profit partner Orange Ocean e.V., the MBS community met on September 13, 2021, and again on September 17, 2022, at the



English Garden to help rid Munich of unwanted waste and give back to our environment.

Green Week 2022: Sustainability@MBS

On September 13, 2022, Munich Business School hosted its first-ever public event “Brezn and Business: People. Planet. Profit”. The discussion



with Italian luxury watchmaker and official UNESCO partner Panerai

and Munich-based non-profit organization Orange Ocean focused on how business and sustainability go together and what needs to be done to help save the planet.

In addition, as part of the **NABU** campaign “Old cell phones for the bumblebee” a “NABU Box” was installed at MBS to collect old devices (cell phones, smartphones, tablets or charging cables) to support NABU projects with cell phone recycling.

FOCUS: SOCIAL INNOVATION AND ENTREPRENEURSHIP

“MBS Start-Up Spirit”

Since spring 2018, Alumni Relations at Munich Business School regularly organizes “**MBS Start-Up Spirit – Meet the Founders**” event, featuring graduates-turned-entrepreneurs who share their stories with current students. The 8th installment on March 15, 2022, focused on “How to Start Your Own Sustainable Business” for which MBS invited founders from start-ups with a sustainable and responsible business model, e.g., **Village Power** or as **easy as that**, for discussions on topics like “How to start your own sustainable business” (see **MBS Insights Blog**). For more information on MBS’s collaboration and dialogue with alumni in the context of PRME, see section on **Alumni Engagement**.

International Female Entrepreneurs at MBA Start-Up Week

In February 2023, as part of the WEMag Erasmus+ research project, a delegation of young female

entrepreneurs joined our MBA students during their Start-Up Week to discover the Munich entrepreneurship ecosystem. The project brings together ten institutions from five countries. It aims to improve the entrepreneurial skills and access to business networks of young women from the Maghreb (see the **WEMag** website).

Social Entrepreneurship Training

In May 2023, MBS members had the opportunity to participate for free in a social entrepreneurship training program developed as part of the Erasmus+ research project **Beyond Capital**, in which the **European Center for Social Finance** and Center co-founder MBS Professor Dr. Barbara Scheck collaborate. In which the European Center for Social Finance and co-founder of the Center MBS professor Dr. Barbara Scheck are collaborating.



CHALLENGES: WAR IN UKRAINE

The MBS community offers help

With the beginning of the war against Ukraine in February 2022, the university management MBS offered support to students with families and friends in Eastern Europe and invited everyone in need of help to reach out to the MBS Mental Health First Aiders, as well as provided information on help services in Munich.

Craft afternoons: a reprieve for Ukrainian refugees

In the summer of 2022, MBS alumna Nataliia Bieliaieva, a Ukrainian who moved to Munich for her Master's degree, teamed up with MBS to organize two intercultural afternoons for refugees. In June and July, refugees met with MBS members and their families to spend time crafting together - a chance to forget their worries and traumas, at least for a short time (see [MBS Insights Blog](#)).

EXTERNAL EVENTS

The following table shows a selection of external events attended by faculty in order to meet and exchange ideas with external stakeholders on the topics of corporate social responsibility and sustainability.

Date	External Event
October, 5, 2021	Reich, S., Scheck, B., & Spiess-Knafl, W. (2021, October 5). „Social Impact im Asset Management“, presented by Dr. Barbara Scheck, Dr. Wolfgang Spiess -Knalf (MBS Research Fellow) and Dr. Sandra Reich (MBS Adjunct Lecturer) at the WM Online-Seminare.
October 28, 2021	"Social Impact Banking: Wie können die SDGs die Finanzwelt transformieren?", presented by Dr. Barbara Scheck at ZEIT für Klima . Video Session as part of the "Digitale Thementage ZEIT für Klima".
May 24, 2022	"How can chefs help to save the planet", Webinar, LIFE Climate Smart Chefs, attended by Dr. Sophie Hieke.
June 3, 2022	4th European-Bavarian Women's Summit of the „Europäisches Parlament Verbindungsbüro“ in Munich, Germany, attended by Dr. Patricia Kraft.
September 23, 2022	"Identity Spanning Communities for Integrating Consumer Insights into Technology Analyses at the Fuzzy Front End of Innovation.", presented by Dr. Anne Tryba at the 25th Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), Dresden, Germany.
February 16, 2023	"Beyond Sustainability: The emergence of regenerative businesses.", presented by Dr. Christian Schmidkonz at the ISC Paris International Week.
April 24-28, 2023	DEIA dinner "Diversity and Inclusion: How a Diverse Workforce Can Accelerate Innovation and Drive the World in the 21st Century" at the Transatlantic Innovation Week 2023: Innovate the Future, attended by Dr. Patricia Kraft (see LinkedIn post).
May 9-12, 2023	3E – ECSB Entrepreneurship Education – Conference in Aarhus, Denmark: Research paper "Teaching Future Competencies through Entrepreneurship" by Dr. Patricia Kraft, Dr. Heiko Seif and Dr. Barbara Wolf, presented by Dr. Barbara Wolf as representative of MBS (see MBS Insights Blog).
April 19-21, 2023	Symposium on academic theses in the fields of sustainability / ESG risk management and ESG disclosure. Cooperation between University of Tübingen, Munich Business School, Reutlingen University, Worms University, University of Leipzig, Freudenstadt, organizer: Dr. Johannes Hofinger.
May 12, 2023	"Yes, You Can – Dare to Explore New Paths", presented by speaker Nadine Chochoie at the Networks Symposium 2023 at the MPI Faßberg Campus, Göttingen, Germany.
May 25-26, 2023	6th YES! workshop in Bologna, attended by Adewale Olowode, research assistant to the YES! research project (see MBS Insights Blog).



June 9, 2023	"Is sustainable tourism sustainable?", presented by Dr. Nancy Landrum at the Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.
June 9, 2023	"Strategies for a sustainable future in response to corporate hypocrisy", presented by Dr. Nancy Landrum et al. at the Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.
June 9, 2023	"Moderating sustainability strength with organizational culture", presented by Dr. Nancy Landrum et al. at the Finance, Marketing and Operations for Sustainable Business (FMOS) Conference, online.
June 29, 2023	The Youth Employment Summit in Barcelona, attended by Adewale Olowode, research assistant to the YES! research project (see MBS Insights Blog).

Figure 11: External Events Attended by MBS Faculty and Staff 2021-2023

MEMBERSHIPS

Besides the PRME initiative, MBS has been member of many associations related to the Six Principles, including AACSB International, the Stifterverband (Donors' Association for German Science), and the University Alliance for Positive Finance. In the past years, the following new memberships were concluded:

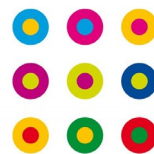
EMBA Consortium



In 2021, Munich Business School joined the EMBA

Consortium for Global Business Innovation as a member: The consortium is the result of a collaboration between a number of business schools around the world, it aims to enrich the educational experience of MBA students by offering a global portfolio of geographically focused programs. For their MBA International Week, participants of the "Global Management" course (see Principle 3: Method) may now choose from a wide range of renowned partner universities, such as Chapman Graduate School of Business in the U.S., the University of Stellenbosch in South Africa, Keio Business School in Japan, or Bologna Business School in Italy.

Charta der Vielfalt (Diversity Charter)



The charter is an initiative to promote diversity in businesses and institutions, spearheaded by its patron, Chancellor Angela Merkel. MBS signed the charter

in 2020, thereby affirming its appreciation for all its members, regardless of their sex, gender identity, nationality, ethnic background, religion or belief system, physical or cognitive abilities, social background, age, sexual orientation or identity. For more information see Special Feature: Diversity at MBS.

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 (see Figure 12 below).

Professor	Organization
Dr. Alexandra Hauser	Board member of Human Capital Club e.V., which aims for implementing the vision of a corporate management committed to human capital and developing standards for sustainable human resources management from it.
Dr. Sophie Hieke	Head of Consumer Science at the European Food Information Council (EUFIC), Brussels, which is a consumer-oriented non-profit organization, with the mission to produce science-based content to empower and facilitate healthier and more sustainable diets and lifestyles among European citizens.
Dr. Patricia Kraft	Fellow of the Dachprogramm (approx. Teaching Umbrella Program) by Lehreⁿ – The Alliance for Higher Education, aiming to empower higher education administration personnel and academic staff, and to create a platform for discussion and interchange.



	• Member of the Diversity Applied working group of the Münchner Kreis (approx. Munich Circle), which is concerned with raising awareness of the topic of diversity in business and society through discussion rounds and workshops.
Dr. Barbara Scheck	• Member of the Investment Advisory Board of GLS Treuhand e. V., which offers advice regarding donations and the establishment of individual charitable foundations as well as last wills and inheritance. • Member of the Advisory Board of Volunteer Vision GmbH which is 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.

Figure 12: Individual Memberships of MBS Professors

SPECIAL FEATURE: DIVERSITY AT MBS

As stated in our mission, vision, and values, MBS views its role in creating a positive societal impact as foundational. We have long executed this responsibility through various activities as detailed in our past and present SIP Reports. However, up until now, a strategic approach was missing and made it difficult to plan, coordinate, and measure the true impact.

Signing the German **Diversity Charter** (Charta der Vielfalt e.V., see Principle 6) was a significant milestone in creating a new strategic agenda for MBS. The initiative defines **seven core dimensions of diversity**, at the center of which is the personality of each individual (see Figure 13). This so-called diversity wheel provides the structured framework that we use for planning activities and for impact measuring.

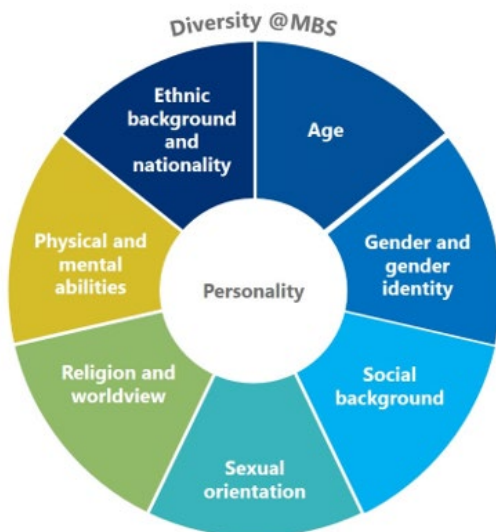


Figure 13: MBS Diversity Wheel

The table below gives a rough overview of our activities, measures, and processes that contribute to the respective diversity dimensions to date and thus also to the Six Principles of the PRME initiative.

Diversity as seen in the **MBS building**: On July 19, 2021, **gender-neutral restrooms** were installed at MBS by converting two single toilets from separate male and female toilets into gender-neutral ones, which can now be used by everyone regardless of their gender identity.

A **Diversity Wall** has also been officially installed on campus: Painted in rainbow colors, it is designed to highlight the seven dimensions of the Diversity Charter. It details many of the things we are already doing to support each area, as well as providing an opportunity for students to contribute new ideas. (See Principle 6: Dialogue).

Multiple events have been held to enrich the **student understanding of diversity** (see Principle 6: Dialogue). For example, in July 2021, a "Pride Talk" provided insights into current topics of diversity and LGBTQIA*, while in November of the same year, a panel discussion of senior managers was held with over 120 participants. In addition, multiple events as part of the "Women in Leadership at MBS" have been held, including the "Female Business Breakfast" in September 2021 and the "Women in Leadership Dialogue" in April 2022.

In 2021, the **MBS Youngsters Team**, consisting of the MBS trainees and their mentor Wiebke Lehnert, took part in the **Diversity Challenge** 2020-21 of the Charta der Vielfalt e.V. and of nearly hundred teams made it to the top 10 shortlist in the "Living Diversity" competition in September 2021 with the "MBS Diversity Talk", a card set designed to stimulate discussions on various topics relating to diversity.

In March 2022, the entire MBS community - students, faculty and staff of all genders - was invited to a joint **photo session** with the #BreakTheBias pose for **International Women's Day** on March 8: As MBS strives to be a responsible and diversity embracing university, we wanted to join the global movement to raise awareness about women's rights, gender equality and existing discrimination and #BreakTheBias (see **MBS Insights Blog**).

In May 2022, the **MBS Diversity Day** took place: a workshop was held for all staff and faculty led by the MBS Diversity and Inclusion Officer, to share insights and help create awareness created through various interactive tasks.



In 2022 and 2023 **diversity, equity and inclusion workshops** were offered to all employees with the focus of understanding unconscious bias and role reversal. The workshops are part of the systematic development to generate awareness about diversity topics at MBS. The dialogue of diversity related to management has also been implemented within classes.

Structural framework for being able to create a **diversity scholarship** has begun and as part of it the expansion of the presidential role for funding the scholarship has also been made. Further, a task force has been developing an MBS Diversity Statement for Senate presentation.

The first **MBS Impact Report** was published in January 2022 (see Principle 2: Values), collecting existing data on the seven dimensions of diversity practiced at MBS (see **MBS Insights Blog**). As part of a systematic impact monitoring process, the second Impact Report is being prepared this summer.

Future activities will have to be further developed and implemented, especially regarding the diversity dimensions that have received less attention so far, such as “religion and world view” or “physical abilities”.

	Principle 3: Method	Principle 4: Research	Principle 5: Partnership	Principle 6: Dialogue	Organizational Practices
Ethnic Background and Nationality 	- International teaching standards - English as main study language - International and intercultural curricula - Mandatory study abroad - Training opportunities for faculty and staff, e.g., intercultural communication and foreign languages	- Research focusing on international business topics - International research projects and collaboration partners	- More than 70 international partner universities worldwide - A growing number of international partner companies and non-profit organizations	- Initiatives and student clubs supporting international students and organizing cultural festivities, e.g., MBS International - Open events focusing on international business topics - Membership in international networks and associations	- Recruiting strategy supporting an ethnically diverse student body, faculty, and staff - English and German as equal working languages - Aspiration for international AACSB accreditation
Age 	- Life-long learning approach with a portfolio ranging from undergraduate and graduate programs to executive education offerings - Faculty and staff development	Research projects focusing on different generations, e.g., "Diversity Management on Generations X, Y, Z"	Social service project and business project partners dealing with age-specific issues (e.g., projects for children, retirement home)	- MBS Student Mentoring - Broad alumni engagement - Open events inviting senior business managers and entrepreneurs	- Recruiting strategy supporting a diverse age range among students, faculty, and staff - Mixed age teams - Corporate health management, e.g., MBS Health Day, yoga sessions, etc. - Flexible working hours and conditions tailored to each employee's family situation
Gender and Gender Identity 	Curricular elements focusing on responsible management and leadership (incl. topics such as gender equality in business)	Research projects focusing on gender-related topics, e.g., "Women Entrepreneurs in the Maghreb", "EASE - Empowering Adult Survivors of domestic violence through Entrepreneurship", or "Female Leadership"	Partnerships supporting women in leadership, e.g., Mission Female	- Women in Leadership events - Events featuring female entrepreneurs - New initiative MBS Female Leadership Lounge	- Recruiting strategy supporting gender equality and mixed-gender teams - Equal pay, assignment of tasks, parental leave and flexible working conditions (i.e. working from home arrangements or part-time work) independent of gender - Diversity and Inclusion Officer - Use of gender-neutral/gender-inclusive language and listing of individual pronouns (he/she/they), e.g. in email signatures - Installation of a gender-neutral bathroom

	Principle 3: Method	Principle 4: Research	Principle 5: Partnership	Principle 6: Dialogue	Organizational Practices
Social Background 	Integrated social service projects and civic engagement	Research projects focusing on social entrepreneurship (e.g. yes!, or Social-X-Change)	Social impact partnerships, e.g., MBS Empowerment Fund	- Initiatives and student clubs focusing on social engagement - Open events highlighting social businesses and social entrepreneurs	- Recruiting strategy supporting diverse social backgrounds of students, faculty, and staff - Individual payment schemes and scholarships for students
Sexual Orientation 				Open events focusing on diversity of sexual orientation, e.g., Pride Talk	- Diversity and Inclusion Officer - Recruiting strategy embracing all variations of sexual orientation
Religion and Worldview 	- International and intercultural curricula - Mandatory study abroad	- Research focusing on international business topics - International research projects and collaboration partners	More than 70 international partner universities worldwide	Initiatives and student clubs organizing religious festivities	Recruiting strategy embracing religious diversity
Physical and Mental Abilities 	Curricular elements focusing on mental health, e.g., “Resilience Management” or “Success Factor Happiness”	Research focusing on, e.g., “Stress, Burnout and Resilience” or “Happiness as a Success Factor”	Partnerships with organizations supporting physical and mental health, e.g., Techniker Krankenkasse	Open events highlighting the importance of mental health and happiness	- Recruiting strategy focusing on capabilities, not abilities - Fulfillment of the mandatory quota for the employment of persons with disabilities - Corporate health management, e.g., MBS Health Day, yoga sessions, etc. - Barrier-free access to the university building and classrooms

Figure 14: Activities and Measures Related to the Seven Core Dimensions of Diversity



SPECIAL FEATURE: UPDATE ON THE IMPACT OF COVID-19 ON MUNICH BUSINESS SCHOOL

Thanks to a decline in infection numbers and a corresponding relaxation of Corona policies, much of the learning and teaching, research, service, and social gathering activities can finally take place on campus again. International student mobility has returned to pre-pandemic levels, and students with visa problems continue to have the opportunity to participate through appropriate online and hybrid formats.

However, despite this return to "normality", the experience gained over the past few years has permanently changed the way students study and work at MBS. Online events and meetings as well as the daily use of digital tools have become an integral part of internal and external cooperation. At the same time, the possibility for all employees to occasionally work from home and flexibly organize their working hours remains an integral part of the family-friendly working conditions at MBS.

The biggest challenge remains coping with the financial impact of the first years of the pandemic. However, we are optimistic that we will overcome this obstacle by continuously improving our processes, making appropriate investments, and also taking advantage of the opportunities presented by COVID-19.

Infection control:

Thanks to the measures taken in the past and the responsible behavior of the MBS Community, there have been no major COVID-19 outbreaks on campus to date. This has also not changed since the gradual relaxation of hygiene restrictions: Starting from June 2022, wearing a mask was no longer mandatory at seat in the classroom or in the office, but only in common areas of the MBS campus. In the following October, the mask requirement was completely lifted for Bavarian universities. To keep infection figures at a low level, however, the university still recommends applying proven protective measures such as vaccinations, regular ventilation, keeping your distance, or wearing a mask when necessary. Furthermore, the ban on

entering MBS in case of an infection remains unchanged.

Marketing, recruiting, admissions, and tuition payment:

While the pandemic still affected student recruiting for fall 2022, MBS has recently managed to achieve one of the highest enrollment figures for the spring semester in recent years. The outlook for the upcoming fall semester is also promising. This success can be attributed, among other things, to a significant increase in online marketing and international recruiting activities as well as improved application, enrollment, and onboarding processes. Furthermore, the offer of individualized tuition payment or extension of scholarships remained in place, preventing a further decline in enrollment numbers.

Teaching and learning

Consistent with the official policies, the school continued face-to-face classes and exams in academic year 2022/23, only offering online participation to students affected by immigration or visa restrictions. Nevertheless, the experiences from the pandemic have had a lasting impact on the school: Besides further enhancing digital teaching and learning opportunities, MBS decided to offer its Pre-Master's program exclusively online from May 2023 onwards.

International student exchange: In the academic year 2022/23, almost all students were able to spend their semester abroad at a partner university as before the pandemic. In rare cases where the study abroad experience was still affected by COVID-19, appropriate alternatives and support services were provided by the International Center.

Career support and alumni relations: Since the 2022 spring semester, most of the career support and alumni relations activities have again taken place on site and will continue to do so in the future. As far as recruiting, employer branding and alumni events are concerned, experience has shown that meeting face-to-face offers the best opportunities for interaction. Nevertheless, online sessions are still an option if desired by the



companies or presenters. The same applies to personal consultation and career mentoring for students. Finally, MBS is happy to report a growing network of corporate partners and a very good labor market situation in Germany. Especially, finding an internship has never been easier: The number of advertised positions has increased significantly, and, at the same time, language barriers are disappearing more and more, which is very convenient for our international students.

Research: The impact of COVID-19 was also less and less evident in research in the past year. Instead, the opportunities that emerged from the pandemic were deliberately used to drive collaboration and networking both internationally and across disciplines. On the one hand, a large part of the exchange took place online or in a hybrid format, including events such as the Doctoral Conference, Xchange@Lunch (formerly Science@Lunch) seminars or professional development sessions. The partner meetings of the research projects "EASE - Empowering Adult Survivors of domestic violence through Entrepreneurship" in May 2022

and "CBE - Conscious Business Education" in April 2023 took place on campus, as well as the third MBS Researchthon at the Microsoft headquarters in Munich. Furthermore, many of the national and international conferences attended by MBS faculty in academic year 2022/23 were face-to-face events.

Internal and external collaboration and engagement: Starting from the 2022 fall semester, most formal and informal exchange, collaboration, and extra-curricular activities could take place on campus again. This included the annual semester opening ceremony, numerous career events and guest lectures, student club offerings, workshops, and get-togethers. One of the highlights was surely the MBS graduation gala in fall 2022, which was held again for the first time since the beginning of the pandemic, bringing alumni from all programs together to celebrate the successful end of their studies together with their families as well as faculty, staff, and corporate partners of Munich Business School.



ACHIEVEMENTS & COMMITMENTS

The following table summarizes our key achievements of the past two years as discussed in detail in this SIP Report. Furthermore, it shows key objectives for the next 12 to 24 months:

	Achievements 2021-2023	Commitments 2023-2025
Principle 1: Purpose	- Implementation of our new strategic plan for 2022-2026 with an increased focus on societal impact - Completion of the first two AoL measurement cycles - Submission of the second and third iSER Progress Report to achieve AACSB accreditation	- Further Refinement of our new strategic plan for 2022-2026 with an increased focus on societal impact - Adapt strategic monitoring and reporting processes to new strategic plan (part of the data can be obtained via Power BI and other tracking tools)
Principle 2: Values	- Publication of the first MBS Societal Impact Report - Development of the MBS Impact Model ("Three big ideas" were derived from this model for which soft targets are currently being established to guide future MBS impact activities) - Increased promotion and support of diversity and all its dimensions (for example, in the form of events organized by the second Diversity and Inclusion Officer) - Participation as a partner in the joint project "Impact for Future" Impulses for responsible entrepreneurship training - Support post-graduation success "Women in Leadership" - Creation and staffing of the new Sustainable Business Transformation professorship - Greater focus on the topics of managers assuming responsibility for the environment as part of the subject "Responsible Leadership"	- Continuation and expansion of activities promoting and supporting diversity as well as the implementation of the SDGs - Implement MBS impact Model (Focus on "the three big ideas" for soft targets (KPIs) in 2023) - Publication of the second MBS Societal Impact Report - Further Developing learning and knowledge communities around core topics
Principle 3: Method	- Use of new digital tools by faculty members - Introduction of innovations in the electives of the bachelor's degree program in International Business (three electives instead of two) - Cross-curricular Business Simulation as a joint activity of all master's programs - Creation of the "Sustainable Business" concentration in the Master's degree program in International Business to impart relevant knowledge in the field of sustainability management - Integration of the Learning and Teaching Philosophy - Awarding of the MBS Teaching Awards 2021 and 2022 with the selection of the Award Winner 2023 in preparation - Organization of the MBS Teaching Day 2022 and 2023 (as a part of the Teaching Day 2023, Chat	- Implementation of curriculum changes based on AoL and course evaluation results - Expansion of faculty development opportunities related to teaching - Introduction of comprehensive digital learning experience platform (implementing of Moodle as the central teaching and learning platform) - Development of several global elective courses in cooperation with the international universities of the EMBA consortium



	GPT was addressed in a keynote presentation and an interactive workshop.)	
Principle 4: Research	• Development and implementation of a new research strategy for 2022-2026 with an increased focus on societal impact • Revision and updating of the MBS Research Fields with a new focus on Sustainability	• Expansion of faculty development and networking opportunities related to research
Principle 5: Partnership	• Winning new partnerships with partners like Brain Capital (providing students with the means to get an university education)	• Maintenance and expansion of the partner network in alignment with the MBS mission, vision and values as well as the Six Principles
Principle 6: Dialogue	• Launch of the new initiative MBS Female Leadership Lounge	• Further promotion of dialogue and debate on PRME-related issues with multiple network partners and the public



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APPENDIX

APPENDIX 1: COMPLETE OVERVIEW OF PRME-RELATED RESEARCH ACTIVITIES FROM 2021-2023

The table below gives a full overview of PRME-related research activities and relevant intellectual contributions published by core faculty members from July 2021 up until today. Further information can be found on the [MBS website](#) and in the [MBS Research Report](#) (German only).

Research Area: Innovation and Entrepreneurship			
Research Focus	Research Topic	Involved Faculty	Intellectual Contributions 2021-2023
Responsible Entrepreneurship	Trust-based Partnership – Yes! Young Entrepreneurs Succeed	Dr. Barbara Scheck, Adewale Olowode, Giulia Parola (Research Associates)	- Parola, G., Alexopoulos, Y., Perifanos, I., & Chalatsis, T. (2021). <i>YES! Impact Assessment Report 2021 (1): Greece</i>. EEA and Norway Grants Fund for Youth Employment. - Parola, G., Alexopoulos, Y., Perifanos, I., & Solivo, M. (2021). <i>YES! Impact Assessment Report 2021 (1): Italy</i>. EEA and Norway Grants Fund for Youth Employment. - Parola, G., Alexopoulos, Y., Perifanos, I., Migon, A., & Mucha, O. (2021). <i>YES! Impact Assessment Report 2021 (1): Poland</i>. EEA and Norway Grants Fund for Youth Employment. - Olowode, A. (2023). <i>Young entrepreneurs succeed: An Introduction Into the Trust-based Partnership Model</i>. Policy Commons. https://policycommons.net/artifacts/3444268/yes-intro-paper_published_new-new/4244306/
	Technical Assistance for Social Finance Providers – EaSI	Dr. Barbara Scheck	Parola, G., Spiess-Knafl, W. & Thaler, J. (2022). <i>The Butterfly Effect: How Academics' and Practitioners' Micro-practices Shape Turning Points in Response to Paradox</i>. Academy of Management Learning & Education. https://doi.org/10.5465/amle.2021.0235
	Impact Investing	Dr. Barbara Scheck	- Aschari-Lincoln, J., & Scheck, B. (2022). F(i)unding Your Way: A Managerial Compass for Social Organizations. <i>Sustainability</i>, 14(3), 1396. https://doi.org/10.3390/su14031396 - Scheck, B. (2021). Social Reporting Standard (SRS): Making Social Impact Visible. K. Wendt (Ed.). <i>Theories of Change. Change Leadership Tools, Models and Applications for Investing in Sustainable Development</i> (pp. 103-108). Springer, Cham, Switzerland. - Harrer, T., Lehner, O. M., Hehenberger, L. K., Hockerts, K.N., Kriev, G., Lyon, F., & Scheck, B. (2021, July 26). <i>Impact Investing in Times of Crises: Rethinking the Nature of Logics</i>. Academy of Management Proceedings 2021 Vol.1. https://journals.aom.org/doi/abs/10.5465/AMBPP.2021.12632symposium
	Sustainable business model transitions	Dr. Anne Tryba	- Tryba, A., Breugst, N., & Patzelt, H. (2023). Knowledge Diversity and Venture Growth: The Contingent Effects of Early Planning and Experimentation. <i>British Journal of Management</i>, 34(1), 343-363. https://doi.org/10.1111/1467-8551.12600 (31.01.2023) - Tryba, A. (2022, September 23). <i>Identity Spanning Communities for Integrating Consumer Insights into Technology Analyses at the Fuzzy Front End of Innovation</i>. 25th Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum), 22.-23. September 2022, Dresden, Germany.



	Women Entrepreneurs in the Maghreb (WEMag)	Dr. Patricia Kraft, Dr. Barbara Scheck	The Erasmus+ funded project aims to create entrepreneurial knowledge and find solutions to gender-specific challenges to increase and promote start-up activities of female students and graduates at Maghreb universities. Of the seven universities collaborating in the project, MBS was tasked with the first work package, which was completed and presented in May 2021: It included the development of the conceptual design, the study of the basic situation in Maghreb universities, the curriculum, the needs of students, faculty, and administrative staff, as well as defining the objectives follow-up questions for the following work packages.
	Empowering Adult Survivors of domestic violence through Entrepreneurship (EASE)	Dr. Patricia Kraft, Dr. Barbara Scheck	This Erasmus+ funded research project, led and coordinated by Munich Business School, aims to support women affected by domestic violence in their regeneration and professional reintegration through training and mentoring programs in the start-up/entrepreneurship sector. For higher education institutions, it is an opportunity to expand their curricula and offer new educational pathways for adults who have already left higher education or the education sector.

Research Area: Leadership and Responsibility

Research Focus	Research Topic	Involved Faculty	Intellectual Contributions 2021-2023
Sustainability and Leadership	Sustainable Development of Organizations	Dr. Nancy Landrum	- Demastus, J. & Landrum, N. (2023). Organizational sustainability schemes align with weak sustainability. <i>Business Strategy and the Environment</i>. https://doi.org/10.1002/bse.3511 - Farias, G., Landrum, N., Farias, C., & Krysa, I. (2023). Explorations in organized hypocrisy and a proposed direction for a sustainable future. <i>Sustainability Accounting, Management, and Policy Journal</i>. - Landrum, N. (2023). We are prolonging unsustainability. Shouldn't we save humanity instead? In D. Mackie (Ed.), <i>Handbook of Climate Change Leadership in Organisations: Leadership Development in the Age of Sustainability</i>. Oxfordshire, England: Routledge - Demastus, J., Landrum, N. E., & Ohsowski, B. (2022). The Journey to Strong Sustainability Starts With Understanding Organizational Culture. <i>Academy of Management Proceedings</i>, 2022(1). https://doi.org/10.5465/AMBPP.2022.13822abstract - Landrum, N. (2021). A critical discourse analysis to explain the failure of BoP strategies. <i>Critical Perspectives on International Business</i>, 17(4), 599-618. https://doi.org/10.1108/cpoib-08-2018-0066 - Landrum, N. (2021). The Global Goals: Bringing Education for Sustainable Development into U.S. business schools. <i>International Journal of Sustainability in Higher Education</i>, 22(6), 1336-1350. https://doi.org/10.1108/IJSHE-10-2020-0395
	Sustainable Design	Dr. Nancy Landrum	Landrum, N. E., & Mead, T. (2022). Sustainability in the Biom*. In F. L. Palombini, & S. S. Muthu (Eds.), <i>Bionics and Sustainable Design. Environmental Footprints and Eco-design of Products and Processes</i> (pp. 1 - 15). Springer. https://doi.org/10.1007/978-981-19-1812-4_1 (25.05.2022)
Diversity Management	Diversity Management Focusing on Gender: Female Leadership	Dr. Patricia Kraft, Dr. Ellen Schmid	De Anna, G., Schmid, E., & Kraft, P. (2021). <i>Beyond Borders: International Female Leaders & their Way to the Top. A Comparative Analysis of Success Factors for and Barriers of Advancement to Senior Management Roles for Women in USA, Sweden, Netherlands</i>. Munich Business School, Munich, Germany.



Healthcare Management – Burn-out and Resilience	Happiness as a Success Factor	Dr. Christian Schmidkonz	Schmidkonz, C. (2021). <i>Quick Guide. Glück im Arbeitsleben. Wie der Arbeitsalltag in Unternehmen gesünder, glücklicher und erfolgreicher gestaltet werden kann</i>. Wiesbaden, Germany: Springer Gabler.
Corporate Responsibility and Sustainability	Global Sustainability and Corporate Responsibility	Dr. Jose M. Alcaraz ¹	- Alcaraz, J., Tirado, F., & Galvez, A. (2021). Dark Times for Cosmopolitanism? An Ethical Framework to Address Private Agri-Food Governance and Planetary Stewardship. <i>Business Ethics, the Environment & Responsibility</i>. https://doi.org/10.1111/beer.12362 - Hollander, R., Alcaraz, J., & Alves, P. (2022). CODEVI: Translating Cross-border Challenges Into Value Creation? <i>Emerald Emerging Markets Case Studies</i>, 12(4), 1-25. https://doi.org/10.1108/EEMCS-08-2022-0285
	Conscious Business Education - CBE	Dr. Christian Schmidkonz	The Erasmus+ research project "Conscious Business Education (CBE)" aims to develop a curriculum on Conscious Business for undergraduate, graduate and executive education. The courses jointly designed by the project partners will cover all aspects of Conscious Business Education, including Conscious Leadership, Conscious Marketing, Impact Entrepreneurship, an ethical approach to risk management and governance, and many other relevant topics.
Responsible Leadership	New Leadership	Dr. Arnd Albrecht	- Albrecht, A., & Albrecht, E. (2021). Hybrides Projektmanagement. <i>Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)</i>, 52, 185-191. https://doi.org/10.1007/s11612-021-00563-z - Albrecht, A. (2021). <i>Zukunftsgerecht führen: Plena-Leadership – die Synthese von Management, Neurowissenschaft und Psychologie</i>. Springer Gabler. https://doi.org/10.1007/978-3-658-34253-1
Leadership development in a digital world (Work 4.0)	Leadership in the digital age	Dr. Arnd Albrecht, Dr. Alexandra Hauser	- Kauffeld, S., & Albrecht, A. (2021). Kompetenzen und ihre Entwicklung in der Arbeitswelt von Morgen: branchenunabhängig, individualisiert, verbunden, digitalisiert? <i>Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)</i>, 52, 1-6. https://doi.org/10.1007/s11612 - Peus, C., & Hauser, A. (2021). Leading in the digital age. <i>Journal of Financial Transformation</i>, 52, 34-41. https://www.ill.tum.de/wp-content/uploads/2021/04/The-Capco-Institute-Journal_Peus_Hauser_Leading-in-the-digital-age_EN.pdf
Responsibility in the Leadership Role	Responsible Leadership and Mentoring	Dr. Alexandra Hauser, Dr. Ellen Schmid	- Schmid, E. A., Knipfer, K., & Peus, C. V. (2021). Narcissistic Leaders – Promise or Peril? The Patterns of Narcissistic Leaders' Behaviors and Their Relation to Team Performance. <i>Frontiers in Psychology</i>, 12:660452. https://doi.org/10.3389/fpsyg.2021.660452 - Steinberg, U., Musliu, A., & Schmid, E. (2021). Narcissism in Organizations: Zooming in on Personality Facets and Situations. 81st Annual Meeting of the Academy of Management. https://doi.org/10.5465/AMBPP.2021.14430abstract
Responsible Leadership in Finance	Sustainable Finance and Banking	Dr. Johannes Hofinger	Buchmüller, P., Hofinger, J., & Weiß, G. (2022). <i>Aktueller Stand der regulatorischen Vorgaben für Nachhaltigkeitsrisiken in Deutschland</i>. Chair in Sustainable Finance & Banking Working Paper Series, Universität Leipzig, Nr. 22-01.

¹ MBS Professor until May 31, 2020, now MBS Research Fellow.



Research Area: Marketing and Communication			
Research Focus	Research Topic	Involved Faculty	Intellectual Contributions 2021-2023
Marketing and Purpose	Consumer Behavior	Dr. Patricia Kraft, Dr. Christian Schmid-konz	Antonio, J. L., Schmidkonz, Ch., & Kraft, P. (2022). <i>Promises Have a Price: An Analysis of Higher Purpose, Purpose Washing, and Financial Performance Using the Example of Germany's DAX 30</i>. Munich Business School Working Paper Series (ISSN 2367-3839), 2022-05. https://www.munich-business-school.de/fileadmin/user_upload/forschung/working_papers/MBS-WP-2022-05_Antonio_Schmidkonz_Kraft_Purpose_Washing.pdf (15.12.2022)

In addition to the research output produced by MBS faculty, numerous final theses by MBS graduates and doctoral candidates focus on the topics of sustainability and social responsibility.

Doctoral Theses

- Allott, J. (planned). *Work Identity of Skilled Workers in the Gig Economy*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: J. Smith-Maguire, Sheffield Hallam University; J. McAuley, Sheffield Hallam University).
- Bos, H. (planned). *Triple Bottom Line in German Venture Capital Market*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: M. Herwick, Munich Business School).
- Dereyemaeker, T. (2021). *Environmental Sustainability and Reshoring in the Automotive Industry. Multiple Cases Study*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: K. Förstl, Munich Business School; R. Breese, Sheffield Hallam University).
- Hahn, M.-K. (2022). *How Leadership Behaviours Impact Employee Engagement – A Case Study Approach*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: A. Albrecht, Munich Business School; P. Allan, Sheffield Hallam University; P. Prowse, Sheffield Hallam University).
- Hassmann, T. (planned). *Why do Business Customers want Sustainable Cloud-based Software Services? Establishing a Customer-Driven Sustainability Prioritization Framework for Software-as-a-Service Providers*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: M. Westner, Munich Business School/OTH Regensburg).
- Henke, K. (planned). *Value-Focused Negotiation versus Integrative Mindset: Reducing Fixed-Pie Perceptions in Integrative Negotiations*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: J. Nasher, Munich Business School; E. Martin, Sheffield Hallam University).
- Huettebraeucker, J. (planned). *Strategy Development and Risk Management for Sustainable Energy Mix in Heavy Industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: H. Seif, Munich Business School; M. Franzkowiak, Munich Business School).
- Klein, D. (planned). *Sustainability Performance of Multinational Logistics Companies: a Contingency Approach*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: S. Haggemüller, Munich Business School).
- Klipan, H. (2023). *Leading with Love: An Exploration of Agapé in Leadership*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: E. Albrecht, Munich Business School; C. Cole, Sheffield Hallam University).
- Kohnke, K. (planned). *A Strategic Action Plan for Risk Distribution, Sustainability, and Safeguarding Value Chains in Times of Crisis*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: D. Wagner, Munich Business School).
- Kühne, M. (planned). *Overarching Governance Model for Corporates to successfully elaborate and implement Sustainable Business Strategies*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: Th. Röhm, Munich Business School).
- Lesser, S. (planned). *Circular Economy: Benchmark and Evaluation of the Recycling and Integration of End-of-Life products into the second-hand market in the Gear & Garment Motorcycle industry*. DBA Thesis, Sheffield Hallam University, UK (Supervisor: H. Seif, Munich Business School).
- Levina, D. (planned). *Exploring Woman's Leadership Experiences in Middle Asia Countries/Cultural Background as a Booster of Female Leadership: Learning from your Heritage*. DBA Thesis, Sheffield Hallam University, UK (Supervisors: (Supervisors: E. Schmid, Munich Business School; A. Louis, Sheffield Hallam University).
- Widauer, J. (2021). *Talent and Identity: A Hermeneutic Exploration of Employee Perspectives*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: E. Stumpfegger, Munich Business School; E. Martin, Sheffield Hallam University).
- Xu, Q. (planned). *Corporate Sustainability Development in China – the Link to Financial Performance and Culture*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: L. Zheng, Sheffield Hallam University; W. Chen, Sheffield Hallam University; Ch. Weilage, Munich Business School).



- Zhou, Z. (planned). *Sustainability as a Strategy for the Energy Storage Industry*. DBA Thesis, Sheffield Hallam University, UK. (Supervisors: D. Sharpe, Sheffield Hallam University; P. Singh, Sheffield Hallam University; Ch. Schmidkonz, Munich Business School).

Bachelor's and Master's Theses

- Astudillo Fernandez, J. (2023). *Opportunities and Challenges of Producing Green Hydrogen in Perú*. (Supervisor: P. Valdivia).
- Avendaño Maldonado, M. F. (2022). *Analyzing Perceived Utilitarian and Non-utilitarian Values in Volkswagen Advertising: A Cross-Cultural Study Between Germany's and Mexico's Consumers*. (Supervisor: F. Sauter).
- Baltazar De Andrade Delgado Steinkamp, A. F. (2021). *How Corporate Social Responsibility Changes the Management of Luxury Brands – A Comparative Analysis of Kering and LVMH*. (Supervisor: A. Suhm).
- Bansal, Y. (2022). *Work-Life Balance and Mental-Load Challenges for Female Managers During COVID-19 Pandemic: A Qualitative Analysis*. (Supervisor: A. Hauser).
- Baumberger, R. (2021). *Conscious Business im Tourismus - Anwendung des Conscious Business Konzepts auf den Bereich Ferienanlagen im Alpenraum am Beispiel von Monteviva* (Supervisor: C. Schmidkonz).
- Benboubaddi, C. (2021). *Consumer Perception of the Use of Happiness in Advertisement of Cosmetics Brands during the Covid-19 Pandemic* (Supervisor: C. Schmidkonz).
- Bhasin, T. (2021). *Gender-Based Barriers in Germany for Women in Mid-Senior Management Positions* (Supervisor: E. Schmid).
- Brenninkmeijer, E. M. N. (2022). *Improving Cost Behavior of Reforestation Projects in Panama Using Mechanical/Hybrid Model*. (Supervisor: J. Hofinger).
- Bui, T. H. H. (2022). *Influence of COVID-19 on Demand for Sustainable Fashion in Germany - Analysis of Millennials' and Generation Z's Consumption*. (Supervisor: C. Weilage).
- Cárdenas Macedo, M. S. (2022). *The Purchase Behavior of Sustainable Personal Care Products – A Comparative Study Between Peruvian and German Millennials*. (Supervisor: S. Hieke).
- Chang, C. S. (2023). *Roads Leading to a Better Future: Analysis of Four Conscious Business Cases in the Sports Industry*. (Supervisor: C. Schmidkonz)
- Cordero Márquez, M. (2023). *An Analysis of Discrimination in Fintech Considering Gender, Ethnicity, Income and Education Level*. (Supervisor: F. Bartholomae).
- Deverich, S. (2022). *An Investigation of Modern Day Slavery in the Fishing Industry – Causes and Practical Remedies in the Form of an ECO-Label* (Supervisor: M. Rüdiger).
- Deo, V. (2022). *Technology as a Dimension of Sustainability Marketing – The Role played by Niche Development in Technology for Sustainable Marketing of Brands in Online Retail* (Supervisor: S. Hieke).
- Eddous, J. (2023). *Female Entrepreneurship in the Maghreb: Understanding Challenges and Needs of Women to Create an Entrepreneurship Training Programme - A Qualitative Analysis Approach*. (Supervisor: P. Kraft).
- Garjani, K. (2022). *Evaluation of Climate Change Physical Risks - Case Study of a Chemical Company* (Supervisor: C. Weilage).
- Gillett, K. (2022). *Gender Care Gap in Business: A Qualitative Analysis of How the Unequal Distribution of Unpaid Care Work Impacts Women's Careers and Best Practices from Corporations to Achieve More Gender Equality*. (Supervisor: P. Kraft).
- Gonçalves, G. (2022). *Electronic Waste Management in Portugal – A Consumer Focused Study in Developing a Circular Economy* (Supervisor: C. Weilage).
- Grösgen, S. (2022). *Ökonomische Bewertung digitalisierter Gesundheitsdaten für das deutsche Gesundheitssystem am Beispiel der elektronischen Gesundheitsakte* (Supervisor: F. Bartholomae).
- Häbel, K. (2022). *Creativity as a Motive for Mental Well-Being: A Case Study on the German DIY Market*. (Supervisor: S. Hieke).
- Homberg, S. (2023). *Analysis of Strategic Implications of Microsoft's Cloud Solution for Sustainability in the German Healthcare Sector*. (Supervisor: A. Albrecht).
- Imai, S. (2023). *The Future of Sustainable Fashion in Germany: A Case Study of Uniqlo's LifeWear Concept*. (Supervisor: S. Hieke).
- Johansson, F. (2021). *Greenhouse Gas Targets in Executive Compensation Structures of DAX 30 Companies and Their Effectiveness in Reducing Greenhouse Gas Emissions*. (Supervisor: K. Bubmann).
- Kathuria, A. (2022). *Implementation of Sustainability Practices in the Luxury Fashion Industry: Recommendations for Product Offer Adjustments and Demand & Supply Management* (Supervisor: F. Sauter).
- Kikker, J. (2023). *Zukunftsmodell Nachhaltiger Wintersport - Chancen einer nachhaltigeren Ausrichtung des Wintersports im Kontext sich verändernder klimatischer Bedingungen*. (Supervisor: D. Wagner).



- Köberle, E. (2022). *Effects of Happiness – The Interaction between Personal and Professional Happiness from Different Generational Perspectives* (Supervisor: C. Schmidkonz).
- Kruglyakov, E. (2022). *Analysis of the Impact of Sustainability on Automotive Supply Chains and Resulting Management Recommendations* (Supervisor: M. Rüdiger).
- Li, Q. (2022). *Conscious Business – A Model To Be Applied In China? An empirical study of SOEs and private enterprises* (Supervisor: F. Sauter).
- Luo, H. (2021). *An Analysis of the Dynamics and Future Trends of the Bicycle Sharing Market in China – Recommendations for Meituan Company to Develop in this Market.* (Supervisor: F. Sauter).
- Mack, L. (2022). *Participatory Approaches to Art for Futures Thinking: Implications for Business* (Supervisor: J. Alcaraz).
- Mark, S. (2022). *Technology Diffusion for Social Innovation: Comparison between Social Startups' Approach in Urban and Rural Environments* (Supervisor: A. Tryba).
- Matt, J. (2022). *Megatrend Mindfulness – Consumer Perceptions and Marketing Implications for Mindfulness-based Retreats in the German Market* (Supervisor: C. Schmidkonz).
- Mudgil, K. (2021). *Success Factors Affecting Work-Life Balance of Female Leaders Working in the Corporate Sector of Germany: A Qualitative Interview Analysis.* (Supervisor: E. Schmid).
- Mudgil, N. (2022). *The Under-Representation of Women in the Field of Corporate Project Management: Challenges of Female Managers and Resulting Management Recommendations* (Supervisor: M. Rüdiger).
- Müller, D. (2022). *Psychographic Characteristics Affecting Behavioral Intentions Towards the Willingness of Germans to Donate to Non-Governmental Organizations: A Special Focus on Implications for NGO Marketing* (Supervisor: C. Schmidkonz).
- Ndung'u, G. W. (2022). *An Analysis of the Integration of Social Aspects in Investment Strategies of Sustainable Investment Funds* (Supervisor: S. Reich).
- Nemko, K. (2022). *Conscious Marketing in Fast Fashion? Analysis, Measurement, and Optimisation of Conscious Marketing Strategies on the Example of Zara* (Supervisor: P. Kraft).
- Neuhofer, P. (2021). *Sustainable Packaging as an Opportunity to Reduce Plastic Pollution. Company Considerations from a Consumer-Based View* (Supervisor: H. M. Rüdiger).
- Oettle, N. (2021) *Generational Differences in Preferences and Attitudes Towards Impact Investing.* (Supervisor: E. Stumpfegger).
- Pandit, A. (2023). *Developing a Societal Impact Model for Munich Business School: Theory of Change Process.* (Supervisor: S. Hieke).
- Pokoy, P. (2023). *Sustainable Supply Chain Management in the Fast Fashion Industry: State of the Art, Ways to Improve and Industry Recommendations.* (Supervisor: M. Rüdiger).
- Poovalingam, V. (2022). *An Analysis on the Incorporation of Sustainability Indicators with the Business Intelligence Tools and its Influence in the Organization* (Supervisor: M. Rüdiger).
- Richter, P. (2022). *Innovation to Improve Employees' Health and Productivity - A Case Study on Wearables in Workwear* (Supervisor: A. Tryba).
- Sachdeva, E. (2023). *Path to Zero Food Wastage in E-grocery Stores: How to Achieve Zero Food Wastage by Optimizing the In-Store and Post-Store Operations of E-grocery Stores.* (Supervisor: C. Schmidkonz).
- Sarmini, C. (2022). *Analyse der Bewertungskriterien zur Nachhaltigkeitsmessung von Startups der Kreislaufwirtschaft* (Supervisor: A. Tryba).
- Scheider, M. (2022). *ESG Faktoren im Restrukturierungsumfeld: Branchenanalyse Automobil-industrie* (Supervisor: S. Hagenmüller).
- Schwarz, A. (2022). *Building Strong Brand Identity using Sustainability as a Strategic Advantage. The Natura Case* (Supervisor: A. Suhm).
- Siedler, A.-M. (2023). *Koordinierung von Effizienz-, Konsistenz- und Suffizienzmaßnahmen in der Lebensmittelindustrie für die Transformation zu einer Green Economy.* (Supervisor: C. Schmidkonz).
- Singha, A. N. (2022). *Sustainability in Business Model Innovations: A Study on How Young Ventures in Germany Adapt to Sustainable Innovations.* (Supervisor: A. Tryba).
- Slama, S. (2023). *The Solar Photovoltaic Industry in China: An Analysis of the Impact of China's Dominance on the Renewable Energy Transition and Resulting Management Recommendations.* (Supervisor: H. M. Rüdiger)
- Sperger, W. (2022). *The Circular Economy: Analysis of Public Support of the Repair Economy* (Supervisor: C. Weilage).
- Spöegler, A. (2022). *Exploring Challenges and Practices of Sustainability Impact Assessments in Startups* (Supervisor: A. Tryba).
- Stockmann, L. (2022). *The Influence of Supply Chain Management Actions on End-Customer's Purchasing Decision in the Light of the ESG* (Supervisor: S. Hagenmüller).



- Suryanarayanan, A. (2022). *A Systematic Review of Ethical Practices and Challenges in Logistics & Supply Chain Management – Analysis and Resulting Management Recommendations* (Supervisor: M. Rüdiger)
- Talukdar, B. (2022). *Risks and Opportunities of Green Hydrogen for the German Industrial Sector* (Supervisor: S. Reich)
- Trudeau, G. (2021). *Mitigation, Managing and Moving Past Burnout: An Organizational Perspective on Mental and Physical Well-Being* (Supervisor: A. Albrecht).
- Vahid, S. (2022). *Women in Leadership in India: A Qualitative Analysis of the Success Factors and Barriers in Career Progression for Female Managers in Companies' Middle Management* (Supervisor: P. Kraft)
- Viswanathan, V. (2022). *An Analysis of the Influence of Sustainability on Project Management and Resulting Management Implications*. (Supervisor: S. Reich)
- Weber, F. (2022). *Grüner Wasserstoff als Lösungskonzept zur Entwicklung einer Dekarbonisierung in Deutschland: Eine empirische Untersuchung zur Entwicklung einer Ökosystemstrategie im Bereich Grüner Wasserstoff am Beispiel der VINCI Energies* (Supervisor: D. Wagner).
- Weinmann, A. (2022). *The Influence of Sustainability in Supply Chain Management on Customer Purchasing Behavior in the Fast Fashion Industry* (Supervisor: S. Hagenmüller).
- Weiß, J. (2021). *Anwendungsfelder von ESG-Ratings in einem industriellen Großkonzern – Eine Untersuchung am Beispiel der Siemens* (Supervisor: N. Stephenson)
- Weyerstahl, C. (2022). *Sustainable Material Alternatives for Primary Packaging in the Cosmetics Industry* (Supervisor: M. Rüdiger).
- Wirtz, N. (2023). *Female Entrepreneurship: Analysis of Barriers and Viable Solutions Applying a Qualitative Research Approach* (Supervisor: P. Kraft).
- Wollnik, G. (2022). *Analysis of Internal and External Stakeholder Pressure on the Corporate Environmental Strategy of Industries with a high Degree of Pollution* (Supervisor: H. Seif).
- Yuan, Y. (2022). *Sustainability Performance and Stock Price - Evidence from UK, Hong Kong and the United States* (Supervisor: E. Stumpfegger).
- Zeldich, V. (2022). *The Impact of Fairtrade Certification on the Financial Situation of Coffee Farmers in Southern America - A Literature Review* (Supervisor: F. Bartholomae).