



Communication on Progress

PRME-Report 2008

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Pforzheim University at a Glance

Pforzheim University is located in one of the leading economic areas in Europe. Global players like Daimler AG, Robert Bosch GmbH, Porsche AG or SAP AG as well as a large number of small and medium-sized enterprises (SMEs), which are often leaders in their specific market segment, are located within an hour's driving distance from Pforzheim. The University's Schools have different roots with more than 125 years of history.



With more than 4,500 students, Pforzheim University is one of the larger Universities of Applied Sciences in Baden-Wuerttemberg. The three Schools cover an extraordinarily broad scope of disciplines. As a result Pforzheim University provides high school graduates with an unparalleled choice of undergraduate and graduate programs. 147 full-time professors and about 200 visiting lecturers (including 12 Honorary Professors) teach the students. They are assisted by 43 research associates and 132 administrative and service associates. The students are offered modern learning and working conditions and facilities. An outstanding example is the new library with more than 120,000 volumes and 2,700 journals (paper and digital) and magazines. This facility includes a computer lab with about 45 PCs available 24/7 for research. The university has excellent relations with a large number of companies through integrated internships, student projects and degree theses. Indeed, these close connections provide our students with an excellent opportunity to gain work experience as well as enabling the companies involved to make a valuable contribution towards our students' education.

School of Design (founded in 1877)

The School of Design was founded in 1877 as Herzogliche Kunstgewerbeschule (Ducal School of Arts and Crafts) and changed its status to a University of Applied Sciences for Design in 1971 (Fachhochschule fuer Gestaltung). It offers a range of degree programs in Fashion Design, Jewelry-Design, Visual Communication, Industrial Design and Transportation Design and graduate programs in Transportation Design, and Creative Direction.

Business School (founded in 1963)

The Business School is one of the largest Business Schools in Germany and therefore able to offer a broad range of high-quality programs - at undergraduate as well as graduate level. A unique portfolio of undergraduate programs which is designed to reflect the functions of a company – from Purchasing & Logistics to Marketing – provides our graduates with the chance to have comprehensive career opportunities. Pforzheim Business School was one of the first schools authorized by the State of Baden-Wuerttemberg to award an MBA degree in Germany. This program has been operating successfully since 1995 and has therefore contributed to the fact that Pforzheim Business School is one of the most competitive Schools in Germany, regularly in top positions in national rankings.

School of Engineering (founded in 1995)

The School of Engineering offers a modern curriculum for all degree programs in Electrical Engineering, Computer Engineering, Mechanical Engineering, and Business Administration and Engineering.

The Business School cooperates with about 500 companies in the region and beyond. The Business School of Pforzheim University has graduated more than 12,000 business graduates since 1963. At the beginning of the winter semester 2006/2007 the School changed over to Bachelor and Master programs in line with the Bologna accord.

The Business School offers ten business programs which lead to the award of a Bachelor of Science degree. These programs replaced the traditional German one-tier programs which had been offered for more than 40 years. Additionally the Business School offers a bachelor program in Business Law leading to the grant of a Bachelor of Law degree. In total about 2,400 students are enrolled in all the undergraduate programs. In addition to the Bachelor programs, the Business School offers two MBA programs, one Master of Science program and four Master of Arts programs.

Every year more than 150 exchange students come from all over the world to the Business School of Pforzheim University for one or two semesters. The Business School offers a broad and well structured program of courses taught in English for these exchange students. Additionally they can take language courses in German at different levels. They can also select lectures held in German. About 25 % of the Bachelor students go abroad for at least one semester. For this purpose the School has agreements with more than fifty schools all over the world. A fair number of them are accredited by AACSB or EFMD.

A Word from the University's Management Team

Pforzheim University was one of the first 100 participants to sign the PRME initiative in March 2008. When we first learned about PRME we were immediately convinced that it was worthwhile joining it. It perfectly reflects our tradition and our mission statement. In the mission statements of our university and of the Business School we address our responsibility to society and we emphasize that our graduates should be able to contribute to corporate responsibility.

Management education at Pforzheim University is mainly concentrated in the Business School. At the Engineering School the Business Administration and Engineering program is focused on Engineering as well as on Management. Furthermore, some of the graduates from the Design School and from the Mechanical and Electrical Engineering programs at the Engineering School also find themselves in management positions and hence aspects of responsible management are also relevant for their curricula. However, the focus of our commitment and of our reporting is on the Business School.

In the mid 1980s the Business School started to offer classes in Environmental Management as an elective. We gradually extended this to a module called "Ethics and Social Responsibility" which is compulsory for all undergraduates. Moreover, all our programs have integrated aspects of CSR related to their field of expertise - from accounting to marketing and to business law. The challenge now is to integrate these elements in a more systematic way and to define the learning goals and expected learning outcomes more clearly.

In order to implement this process the Business School formed a group of professors (with Dr. Jürgen Volkert as head; juergen.volkert@hs-pforzheim.de) supported by a newly hired PRME Coordinator, Kerstin Anstätt (kerstin.anstaett@hs-pforzheim.de). This group will systematically investigate the ideas of our faculty members in various fields of expertise and initiate a discussion process on how to integrate and add to the given elements – especially based on the wealth of experience and insights we have gained from best practice of our partners in the PRME network.

We are convinced that our participation in the PRME initiative will contribute to improving our education, the learning experience of our students and their future contributions to solving pressing problems in companies and society.



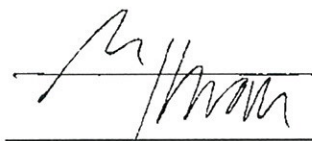
Prof. Dr. Martin Erhardt
Rector of Pforzheim University



Prof. Dr. Rudi Kurz
Dean of Business School



Prof. Dr. Hanno Weber
Dean of School of Engineering



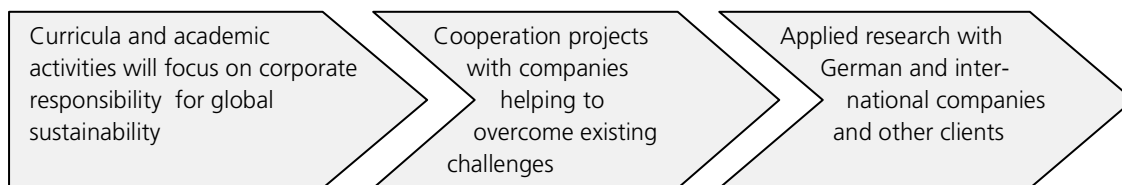
Prof. Michael Throm
Dean of School of Design

1 Principle 1: Purpose

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

1.1 Purpose - Overview

Pforzheim University was one of the first 100 universities to sign the Principles for Responsible Management Education (PRME) in order to underline its objective to create an environment for students to critically discuss matters on corporate responsibility and global sustainable development issues. The students should be taught how to make competent contributions to sustainable values in companies and society, how to reduce social marginalization, and how to work towards economically, socially and ecologically sustainable globalization. It is not an easy task to implement such issues especially in the curricula of business studies but we are convinced that these matters will become more and more important in the future. Thus Pforzheim University will conduct its activities in this field knowing that further discussions and changes will be needed. To achieve our goals we will build our PRME-strategy on three main activity fields:



The integration of PRME will be concentrated within the Business School of Pforzheim University as the main unit of management education. Nevertheless there will be PRME activities at the Pforzheim School of Design and Pforzheim School of Engineering as well because almost all studies include management topics in some form or other. Brief descriptions of these activities are also part of this report. In this report, we will describe all our activities to further PRME as major achievements that we have implemented in 2008.

1.2 Purpose - Major Achievements

Since the signing of PRME there has been a continuing effort to train open-minded students and to prepare them for the challenges of globalization. Pforzheim University offers a variety of opportunities to train social and intercultural competences. In the following there are some examples of how the University has created an environment to support and to enable its students to become future responsible entrepreneurs.

PRME Working Group

Pforzheim University aims to conduct its activities in implementing PRME by creating a PRME working group. The PRME working group consists of faculty members of various disciplines. They are the moderators to consolidate the discussions about and the integration of corporate responsibility and global sustainable development issues into the various curricula and academic activities. These issues will be implemented in close cooperation with companies in order to get a better understanding of challenges companies have to face and to enable us and our students as future managers to develop appropriate solutions.

The Association to Advance Collegiate Schools of Business (AACSB) - AACSB International Accreditation

Pforzheim Business School is in the final stages of the implementation of the AACSB accreditation plan. One of the learning goals for all business programs is to focus on ethics. For the undergraduate programs in business the goal is stated as: "The students demonstrate awareness of ethical challenges of business activities in their discipline."

In general the school benefits from its participation in the PRME Affinity Group which supports the knowledge exchange between PRME members.

Practical Orientation

One of the major strengths of Pforzheim University is a balanced combination of academic education and practical orientation of all its study programs. This is a result of, on the one hand, highly-qualified and experienced professors and, on the other, of the close relationship forged between Pforzheim University and the business community. We are in contact with over 500 companies in Germany and abroad with whom students work on projects and Bachelor and Master theses. These companies also offer internships to our students to gain work experience. Furthermore, regular field trips to renowned companies also provide further practical insight and networking opportunities. Experienced professionals from respected companies come to the University as speakers, visiting professors and adjunct faculty thus ensuring a continuous intensive transfer of knowledge between the University and the business world.

Degree Theses

The degree thesis is an integral part of all Bachelor and Master degree programs. In recent years there have also been a number of theses dealing with corporate responsibility and global sustainable development showing that these matters are relevant issues at Pforzheim Business School e.g.:

- „Consumer Social Responsibility. Fair Trade“, by Iris Blaum (degree program: International Business)
- Ist die Korruption in Rumänien ein bedeutendes Investitionshemmnis für ausländische Unternehmen? By Arthur Negru (Does corruption in Rumania prevent foreign companies from investing?)
- Stellt ein Ethik-Kodex ein sinnvolles Instrument zur Interaktion des Gesamtverbandes der Kommunikationsagenturen (GWA) mit seinen Stakeholdergruppen dar? By Steffen Hauger (Is an Ethics Code a useful instrument for promoting interaction between the German Association of Communications Agencies (GWA) and its stakeholders?)
- Verantwortliche Unternehmensführung im Mittelstand – Wie kann die Verknüpfung von Geschäftstätigkeit und gesellschaftlicher Verantwortung gelingen? By Jana Hepperle (Corporate Responsibility in medium-sized businesses – how can an alliance between business operations and corporate responsibility be successful?)
- Unternehmensethik und die Möglichkeit der Überprüfung moralischer Handlungsweisen in Unternehmen durch ethische Auditierung, by Alexander Beffert, (Business ethics and the feasibility of assessing moral conduct in companies through ethical auditing)
- Corporate Volunteering: Ethische Ansätze und die Ressource Mensch in der Unternehmensstrategie – eine quantitative Studie, by Anne Pupak, (Corporate Volunteering: Ethical approaches and human beings as a resource in the corporate strategy – a quantitative study)
- Master thesis in MBA International Management and Marketing: Durchführung eines stakeholderorientierten Ethikaudits beim mittelständischen Unternehmen BLANCO, by Tim

Ortmann (implementation of a stakeholder-oriented ethics audit at the medium-sized company BLANCO).

Student Projects

Student projects offer students the opportunity to train project management skills based on real-world scenarios and to develop practical solutions and presentation skills that are needed in future leadership positions. The students should acquire the skills to rationally assess special cases and problems and to understand the background and connected issues. Such student projects are included in most Bachelor degree programs, e.g. in "International Business" in the business studies lecture. The students have the opportunity to work on case studies which also deal with topics of corporate responsibility and global sustainable development in order to be sensitized to these critical topics and to be prepared for situations in their future working environment. So, questions of anticorruption and bribery are issues students could be confronted with in the future and it is quite important to teach students to assess such problems in a rational and competent way in order to understand the total context and to find appropriate solutions. Here are some examples of such student projects:



- Carbon Offsetting dealing with the following questions: (1) What is carbon offsetting – the idea? (2) How is it done at present? (3) Who are the competitors at the moment? (4) What is the potential size of the industry? (Bachelor in International Business)
- Parallel Trade (Grey imports – arbitration) → actively supported by EU (?) – with respect to Pharmaceuticals (BBC Podcast Sept 2007) dealing with the following questions: (1) What is parallel trade? (2) What business system has emerged for pharmaceutical goods? (3) What abuses are there – counterfeiting? (4) What solutions can be proposed to this problem? (5) What are the consequences of no changes to the system? (Bachelor in International Business)
- Term paper: Accountability Report for Social Responsibility (Bachelor in Human Resources Management)

Often such case studies are implemented in cooperation with companies. There are different student projects together with companies that have focused on topics in the field of corporate responsibility and global sustainable development, e.g.:

- Expertise "Reasons for Fraud and Corruption: psychological motives and consequences for business ethics and compliance management" on behalf of PricewaterhouseCoopers, February 2009.
- Research project: "Rising income in Germany's Top Management: Causes and Consequences" on behalf of the German Government (literature research), November 2007.

International Courses / Team Work

Bachelor students together with international students from different cultures all over the world have the opportunity to attend various courses in the International Study Program (ISP) in general, notably in the field of "Ethics and Sustainable Development". In particular courses for "Business Ethics & Society", "Environmental Management" and "Sustainable Development" are offered. This helps to strengthen intercultural competences, to increase the sensitivity to global economic dialogues and problems and to enable open-minded evaluation and value creation.

Ethics Certificate (Ethikum)

The Ethikum is a certificate of the State of Baden-Wuerttemberg awarded by the “Department of Ethics in Technology and Science” (Referat für Technik- und Wissenschaftsethik RTWE) in cooperation with the local ethics representative of our university. Diligent students who work on ethical issues in detail throughout their study time, e.g. in the fields of business ethics, sustainable development and/or social and intercultural competencies, can receive the Ethics Certificate by participating in voluntary activities of at least 200 hours in lectures, online-seminars, projects or initiatives as the Student Network for Ethics in Economics and Practice (SNEEP) or UNICEF, and three graded contributions in the above mentioned fields. More than one third of all students who have been awarded the certificate in the State of Baden-Wuerttemberg are students from Pforzheim University. Pforzheim University’s leading position indicates our special interest and commitment in the field of responsible management education. Pforzheim University aims to encourage and provide students with opportunities of an open-minded insight into moral values within different cultures and social systems enabling them to understand and resolve the resulting challenges. Thus students’ existing intercultural competencies are enhanced and new skills are developed.

Outcome Assessment

We want to provide “soft skills” for responsible management like “ethical awareness” and “social and intercultural competencies”. However, the evaluation of a student’s acquisition of soft skills is not easy to assess. However, we are convinced that the real outcome of our education is much more important than the input. Therefore, we devote much of our attention and effort to assessing the outcomes of our responsible management education and are implementing specific methods to monitor the results throughout our entire curriculum. For instance, we evaluate the goal of social competencies – inter alia – in our seminars. There, we evaluate how students present and lead discussions about their own findings and provide extensive feedback sessions on their potential to improve their skills.

Student Initiatives

A UNICEF student initiative group (UNICEF university group) was founded in March 2007 and officially accepted in October 2008. In accordance with the UNICEF goals the members of the UNICEF group at Pforzheim University will aim to build awareness of major challenges for children and to contribute to overcoming the obstacles that poverty, violence, disease and discrimination place in a child’s path.

Implemented activities so far:

- UNICEF presentation at the foyer of the University,
- selling of UNICEF greeting cards at the Christmas Market Pforzheim.

1.3 Purpose - Key Objectives

The development of the capabilities of our students to be future generators of sustainable value for business and society will be an ongoing process and Pforzheim University will implement different measures to support this value creation. In the following only some activities are listed that will be implemented within the next year:

PRME Working Group

The PRME working group has been in operation at the Business School of Pforzheim University since the University’s participation in PRME, but in order to consolidate its work and to support

the PRME working group new academic staff will be hired in 2009 (already done in May 2009). Its main tasks will be the systematical taking stock and integration of corporate responsibility and global sustainable development issues into the curricula taking into account the challenges companies are facing and to discuss these aspects with all relevant stakeholders. Thus the cooperation within the PRME working group will be consolidated.

Internships / Degree Theses

All Bachelor students are obliged to complete an internship in order to gain practical experience and knowledge and to apply their theoretical know how in practice. One goal of the Business School of Pforzheim University is to offer an attractive mix of ample internship opportunities and degree theses in the field of corporate responsibility and global sustainable development in future. Therefore a network of leading companies working in this field will be built up and different events, e.g. "German CSR-Forum – Forum EnviComm", will be used as a networking service. So the external marketing for such internship opportunities as well as the internal marketing to motivate more students to work within this field will be improved.

Excursions

An excursion to the International Labour Organisation (ILO) will be organized in order to discuss their CSR view and strategy.

Student Projects

Student projects are already an inherent part of most degree programs. The implementation of further projects in cooperation with companies related to corporate responsibility and global sustainable development topics will be promoted in future. Here are some examples of student projects in different degree programs that will be implemented in 2009:

- Bachelor in Marketing: "Effects of green logistics on marketing, distribution and communication policy of logistics companies from the viewpoint of a leading logistician" in cooperation with a regional company.
- Bachelor in Advertising: CSR strategy seminar in cooperation with the Institute for Social Marketing: The students should work on theoretical concepts of Corporate Social Responsibility (CSR) and develop a communication strategy for sustainable responsibility of the economy in economic, ecological and social fields. In the second phase there should be a practical development from the viewpoint of the companies baby walz (catalog company Walz GmbH Bad Waldsee), Hyundai Motor Germany GmbH (Neckarsulm), buw Unternehmensgruppe (Osnabrück) and of the non-profit making organization Diözesancaritasverband Rottenburg-Stuttgart.

Ethics Certificate (Ethikum)

At the moment not all our students are informed about the fact optimally that they can be awarded the Ethikum Certificate as an additional qualification. Considering the fact that this Certificate can be used as a Unique Selling Proposition (USP) by students the Ethics Certificate should be better advertised in future. Therefore additional information about the Ethics Certificate will be provided and the advantages to be gained for students in attending further ethics and sustainable development courses will be highlighted. A new email distribution system will be set up in order to inform all interested students systematically about events in the field of business ethics, global sustainable development and corporate responsibility. Furthermore all students will be given information about the Ethics Certificate at the beginning of their studies.

Student Initiatives

At Pforzheim University students are already able to receive a wide variety of information on business ethics, corporate responsibility and global sustainable development issues. Thus there are a number of students willing to get involved in these matters more intensively and are looking for alternatives. Such students who are active in this field are going to found a Pforzheim University SNEEP student initiative as basis for further activities. SNEEP (Student Network for Ethics in Economics and Practice) is a platform and forum for students interested in business ethics. SNEEP was founded in 2003 as a section of the "German business ethics network – EBEN Germany e.V." (DNWE), which is the German branch of the "European Business Ethics Network" (EBEN). Through its strong connection to the DNWE, SNEEP is supported by experts from both academia and the corporate world. This enables SNEEP to utilize the DNWE network, for example, through collaboration with member companies and the regional groups of the association. SNEEP aims to facilitate access to information for anyone interested in this broad field. SNEEP is a neutral network that is committed to furthering the discussion about business ethics at universities and to opening a fruitful dialogue between academic and real-world settings. SNEEP wants to be a communication platform for interested parties and wants to provide information and raise awareness at universities. SNEEP will help to find internships and events related to business ethics (source: <http://www.sneep.info>).

The already existing UNICEF student initiative is going to merge with the planned SNEEP initiative in order to combine the capacities and work of all students. The foundation of the new initiative will be supported and close cooperation with guest lecturers speaking on relevant topics will be fostered.

1.4 Purpose - Support

The motivation 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" is an ambitious requisite and not easy to implement at universities and business schools. The aspect of corporate social responsibility and global sustainable development has not often been implemented systematically into management education so far. Therefore a mutual knowledge exchange, e.g. through presentations of best practice examples between participating universities will be a useful instrument to advance a concept for a systematic integration of corporate responsibility and global sustainable development issues into management education. In particular examples of management games / simulations in English would be a helpful support instrument. Existing experience should be combined in order to manage this challenge together and to be able to create an expert pool for further strategy developments.

2 Principle 2: Values

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

2.1 Values - Overview

Pforzheim University already started to offer different courses in management issues of environmental protection in the late 1980s. In the 1990s ethical and social issues were increasingly included into our discussions, reaching an important milestone with the integration of courses on "Business Ethics and Society" into our curriculum. We further consolidated these efforts with new modules on "Ethics and Social Responsibility" and on "Social and Intercultural

Skills“ in our Bachelor programs and with a module “Sustainable Globalization“ in our MBA program.

At Pforzheim University the integration of these topics has a long tradition, but unfortunately there is a need to further develop a systematic approach of implementing issues on corporate responsibility and global sustainable development in all degree programs. Therefore the participation in PRME will be used to further develop a systematic approach of implementing corporate responsibility and global sustainable development issues in cooperation with all degree programs and companies. First of all a review of all already implemented courses that do or should deal with business ethics, corporate responsibility and global sustainable development will be carried out in order to get an overview and to avoid redundancies of topics in different courses in the future. A lot of courses - whether or not directly related to global corporate responsibility and global sustainable development - include topics such as ethics. Our students should have the opportunity to systematically build up comprehensive knowledge in this field and also specialize in future business if they want to.

2.2 Values - Major Achievements

As already described there are a number of academic activities and courses dealing directly or indirectly with topics of corporate responsibility and global sustainable development. An in depth assessment is not currently available and will be done within the two next years as a basis for the further integration concept of these topics. In the following only some examples of activities are listed in order to get a general overview of the spectrum of activities dealing with corporate responsibility and global sustainable development already implemented. Its focus lies mainly on the Business School of Pforzheim University.

Academic Activities

“Studium Generale“: The „Studium Generale“ is a series of lectures on different topics open to all students and the community of Pforzheim. These lectures are offered on a regular basis at the University. The Studium Generale is regularly attended by about 400 people including students, university staff and also a notable share of interested citizens of Pforzheim. This extracurricular activity aims to broaden the view of our students. Pforzheim University regularly integrates topics in the field of corporate responsibility and global sustainable development into the program, e.g.

- 24/10/2007: Prof. Dr. Anders Levermann, Potsdam-Institut für Klimafolgenforschung: Klimawandel – was wissen wir wirklich? (climate change – what do we really know?)
- 24/11/2008: Wolfgang Schaupensteiner, Chief Compliance Officer der Deutschen Bahn AG: Korruption in Deutschland –wie geht unsere Wirtschaft damit um? (Corruption in Germany – how does our economy deal with it?)
- 10/12/2008: Heiner Geißler, Bundesminister a.D.: Deutschland und Europa im Spannungsfeld der Globalisierung (Germany and Europe in the conflicts of globalization)



Wolfgang Schaupensteiner, 24/11/08

Heiner Geißler, 10/12/08

Lecture series "Practitioners and Practice of Business Ethics" ("Praxis der Wirtschafts- und Unternehmensethik"): for 5 years the Business School of Pforzheim University has been organizing a regular lecture series "Practitioners and Practice of Business Ethics" where practitioners and practice-oriented academics present current topics and challenges of business ethics and discuss ways to deal with these challenges. These lectures are also open to members of other faculties and the public. In the following some examples of ethics lectures in 2007/2008 are listed:

- 21/05/2008: Heinz Werner (Heinz Werner GmbH): WTO/Doha – Runde und Sozialstandards: (k)eine Perspektive für KMU?(WTO/Doha Company & social standards: (no) perspective for SMEs?).
- 04/06/2008: Professor Dr. Friedrich Schneider, Johannes Kepler Universität, Linz: Corruption and the Shadow Economy of 145 countries - What do we know?
- 10/06/2008: Professor Dr. Harald Strotmann (Hochschule Pforzheim): Steuermoral und Steuerhinterziehung: Ergebnisse einer Studie im Auftrag des Bundesministeriums der Finanzen. (Tax morals and illegal tax evasion)
- 22/11/2007: Professor Dr. Friedrich Schneider, Johannes Kepler Universität Linz: "Geldwäsche und illegale Untergrundwirtschaft: Gewinner in der Globalisierung?" ("Money laundering and illegal underground economy: winners in globalization?")
- 5/12/2007: Dr. Regina Schwegler (infras Zürich): Sind Unternehmernehmensverantwortung und Wettbewerbsfähigkeit Gegensätze? Verantwortung als Erfolgsfaktor für Unternehmen und den Finanzmarkt. (Corporate Responsibility and Competitiveness: a contradiction? Responsibility as a success factor in financial markets).
- 12/12/2007: Heinz Werner (Heinz Werner GmbH): SMEs' global sourcing: challenges with a special focus on human rights and social standards.

Environmental Forum 2008: In October 2008 Pforzheim University organized the Environmental Forum 2008 in cooperation with the Ministry of Environment Baden-Wuerttemberg. The main objective of the Environmental Forum was to give best-practice examples concerning sustainable management methods useful for both the environment and companies. Success factors for a careful use of resources and sustainable management were demonstrated as well as alternatives for improvement in technical developments and management structures. Interesting topics ranging from a "space flight to the earth" to a discussion about corporate responsibility as success factor for companies and the financial market in a workshop "Are ethics and moneymaking inconsistent?" were presented by different guest lecturers from universities and industry.



Curricula

Bachelor Programs

At the Business School of Pforzheim University there are ten different Bachelor degree programs in Business Administration and one Bachelor degree program in Business Law. Students are thus guaranteed a compact, career-oriented education at a university with an excellent reputation. In order to be successful both professionally and socially and to take on corporate and social responsibility, it is essential to have knowledge and skills beyond one's particular specialist field and to possess key competencies. For this reason, the Bachelor program has been designed to go beyond the traditional approach of merely teaching facts but also social and intercultural skills. The idea behind this is to combine social, methodological, personal and intercultural

competencies with the student's specialist program of study. The aim is to enable our graduates to put their theoretical knowledge into practice in their professional life. Thus, the Business School of Pforzheim University aims to integrate the topics of corporate responsibility and global sustainable development systematically into the curriculum of all Bachelor degree programs as follows:

Integration of responsible management education into the Bachelor curricula at the Business School of Pforzheim University:

<p>7. semester Bachelor thesis in cooperation with companies dealing with CSR and sustainable development (facultative).</p>	
<p>6.-7. semester Compulsory elective module: "Ethics and Social Responsibility", e.g. elective courses: business ethics, sustainable development, environmental management</p>	
<p>6.-7. semester Integration of corporate responsibility and sustainability topics in the context of different courses of the corresponding degree programs.</p>	
<p>5. semester Internship: Acquisition of experience with impact and challenges on corporate responsibility for sustainable globalization in companies on site (facultative).</p>	
<p>1.-4. semester Corporate responsibility and sustainability in the context of different courses in the degree programs International Business, International Marketing, Market and Communication Research, Advertising, Human Resources Management, Procurement and Logistics, Taxation and Auditing, Controlling, Finance and Accounting, Information Systems</p>	
<p>1.-3. semester Compulsory subject: social and intercultural competencies</p>	<p>1.-4. semester Transfer of basic knowledge and competencies in the compulsory subjects (Business, Law, Economics)</p>

As shown in the table above, all Bachelor students are taught about issues concerning the challenges of corporate responsibility for sustainable globalization. The students will acquire knowledge to cope with these challenges in a competent and successful way.

Each student has to attend the compulsory subject social and intercultural competencies (see 1.-3. Semester), a program to enhance social, methodical and intercultural skills within the Business School. The key qualifications are social skills (communication and team work), methodical competence (the power of persuasion and credibility) and also intercultural competence. Key qualifications are taught in training seminars in the first and second study phases as well as

integrated into the specialized academic modules. The central idea of the program is to integrate social, methodical and intercultural competence into the academic program. This subject aims to develop general decision-making skills, thus enabling students to apply and successfully implement what they have learned into practice (as they would in an internship). Furthermore students will be supervised throughout their studies (mentoring concept), so the Business School assumes social responsibility for its students.

Furthermore most of the general management courses will provide an introduction to the ideas of CSR in the different business functions of a company. In particular interested students have the opportunity to raise their profile already acquired in the field of corporate responsibility and global sustainable development by attending different courses in the compulsory elective module "Ethics and Social Responsibility", e.g. in the subjects:

- Business Ethics: focus on business ethics, ways & means to operationalize social responsibility in practice.
- Sustainable Development: focus on challenges of sustainable development for major economic actors and on the responsibility and consequences for (transnational) companies in developing and newly industrialized countries.
- Environmental Management: focus on companies' responsibility for ecological systems and for sustainable development

The module "Ethics and Social Responsibility" is also open to students of the School of Engineering and School of Design.

The Institute for Applied Research (IAF) has developed appropriate training concepts and didactic methods for lectures e.g. for the courses Environmental Economics I and II that impart knowledge about basics in the field of environmental protection and management and further information about economic basics and environmental policy.

At Pforzheim University Amartya Sen's human development and capability approach is applied in lectures and seminars on sustainable development as well as in lectures on business, society, and ethics. Sen has criticized the traditional economic understanding of welfare in a constructive way. The Capability Approach is a basis for the modern, meanwhile well-established, human development approach. We apply the human development and capability approach in order to better understand the meaning and interrelations of "social sustainability" and enable students to connect economic, social and environmental sustainability more easily.

Master Degree Programs

There are seven different Master degree programs at the Business School of Pforzheim University. Each Master degree program deals with questions of corporate responsibility and global sustainable development. In particular the MBA in International Management focuses on these topics. The mission of the Pforzheim MBA in International Management is to prepare future managers for a professional career in the international business world as executives and entrepreneurs. Therefore the program combines solid theoretical and practical knowledge with interpersonal skills, motivation and initiative, reflective and responsible thinking as well as leadership skills which are needed to be successful in today's global business environment. In order to cope with the challenges of globalization the curriculum of the MBA in International Management was expanded and a new module „sustainable globalization“ has been integrated into the curriculum starting in winter semester 2009/2010. The new module contains courses concerning Global Economic Integration, Social Responsibilities for Sustainable Development,

Environmental Economics and Corporate Social Responsibility thereby extending the business ethics modules that already existed in the former MBA program.

At the School of Engineering - consisting of three departments Information Technology, Mechanical Engineering and Business Administration and Engineering - and the School of Design students also gain basic management knowledge including information about corporate responsibility and global sustainable development. In the following, some examples of relevant lectures are listed:

School of Engineering:

Department of Business Administration and Engineering:

All engineering students have to attend Business Administration courses in order to get an overview of this field and to understand basics of economics, business, and management. The students acquire skills to enable them to understand different theoretical managerial approaches, amongst others the sustainability approach. Teaching the sustainability approach also means to transfer knowledge in the field of corporate responsibility such as the principles of sustainable management.

In addition students of the Master program M.Sc. in Business Administration & Engineering learn about the challenges of globalization and sustainability aspects in the lecture "International Management". Furthermore information about Corporate Social Responsibility, especially about the UN Global Compact is included. Students of the Bachelor program WI / General Management specializing in logistics will also learn about sustainable mobility aspects in the compulsory elective lecture "Supply Chain Management II".

Department of Mechanical Engineering:

The Master students of the M.Sc. in Product Development have to participate in a compulsory elective module "Materials in Product Development" which also contains a lecture about "Recycling". The students are made aware of a recycling-appropriate choice of materials and of recycling processes and life cycle assessments.

School of Design:

There are different projects in cooperation with companies dealing with corporate responsibility and global sustainable development, e.g. students of the Bachelor degree program "Visual Communication", during their seminar on "Advertising/Text worked on a project with Fairtrade Germany e.V. dealing with the campaign "Fair Cotton" in 2008. Furthermore there was a project about „global nutrition“ in the seminars "Corporate Design" and "Foundations of Spatial Design". In the Bachelor degree program "Fashion Design" the topic of sustainability is discussed as a new trend. Students of the Master of Creative Direction are introduced to business and management, marketing and branding, design and law featuring topics of global sustainable development and corporate responsibility.

2.3 Values - Key Objectives

Pforzheim University joined the PRME initiative aiming to enhance its profile in responsible management education. New ideas for integrating subjects of corporate responsibility and global sustainable development will be investigated and the following activities and measures to advance the integration are foreseen within the next year:

Academic Activities

The "Studium Generale" is a well-established part of education at Pforzheim University. It is a prominent institution for the transfer of information on issues such as business ethics, corporate responsibility and global sustainable development. Therefore the integration of ethics and sustainability based lectures at the "Studium Generale" will be continued in future. A lecture concerning corruption has already been planned in 2009: Sylvia Schenk, Chairwoman of Transparency International Germany will discuss questions on "What has it got to do with me? Transparency and moral courage against corruption" (original title: "Was geht es mich an? Transparenz und Zivilcourage gegen Korruption").

New topics for the regular lecture series "Practitioners and Practice of Business Ethics" will be investigated and introduced.

Curricula

As already mentioned a systematic approach of implementing topics of corporate responsibility and global sustainable development at Pforzheim University shall be further developed, as there are a lot of different PRME-relevant courses and projects, our students can or have to choose. By joining the PRME initiative Pforzheim University aims to integrate responsible management topics more systematically into all Bachelor and Master degree programs. First of all a review of all courses concerning topics of corporate responsibility and global sustainable development will be accomplished. Main goals are to get a systematic overview and to avoid redundancies within different courses in future. Then the discussion process on how to integrate and enhance the existing courses at Pforzheim University will be continued and the ideas of faculty members of the various degree programs will be examined. In the long run an internal network and know-how exchange concerning responsible management education issues will be established. Along with this process the awareness of both faculty and students within Pforzheim University concerning issues of corporate responsibility and global sustainable development should be increased through various communication and information activities. In order to provide our academic staff with new input and to support them in developing and integrating new practice-oriented ideas in October 2009 a seminar with practitioners working in the field of CSR will be conducted. The involvement of practitioners working in relevant fields will be an integral part of our PRME implementation strategy. Our main goal is to further our understanding of the corporate challenges and to teach our students to cope with them successfully. Therefore a network of practitioners - e.g. from Ernst&Young GmbH, Otto (GmbH & Co. KG), Robert Bosch GmbH - will be established and practical requirements and solutions for integrating relevant topics into the curricula will be defined and discussed in cooperation with them. Finally the knowledge and skills of our students in the fields of corporate responsibility and global sustainable development should be consolidated in order to contribute to the education of future successful responsible managers.

2.4 Values - Support

We are convinced that the PRME network could help us to cope with the challenge of implementing PRME systematically at Pforzheim University especially through knowledge exchange concerning existing experiences and best practices of our partners, e.g. for the integration of responsible management education issues into the curricula of different Bachelor and Master degree programs. A reference list of best practice courses and case studies in English could be an interesting pool of ideas as well as effective training measures for teachers. Furthermore a discussion about the way to integrate corporate responsibility and global

sustainable development issues into the curricula could be a very interesting one, e.g. is it necessary to impart theoretical basic knowledge about business ethics or is it more useful to support students in solving real-world-scenarios on corporate responsibility matters by teaching different approaches and tools? We are looking forward to a fruitful cooperation and knowledge exchange.

3 Principle 3: Method

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

3.1 Method - Overview

The Business School has set itself the target to train successful entrepreneurs who understand, take into account and successfully meet the challenges caused by the increasing importance of corporate responsibility for sustainable globalization processes.

The Business School of Pforzheim University acknowledges the general importance of responsible management for *all* of our students and future leaders. Therefore, based on sound competencies in business, management and economics, we provide all our students with the necessary knowledge and skills to meet the challenges of responsible management and sustainable globalization in a competent and successful way. We perceive responsible management education not as a “special field” but as a topic affecting the entire curriculum. This is why we have started to systematically include major responsibility issues into many general and special lectures or seminars, each of them making a thoroughly pre-defined contribution to the goal of responsible management education.

Although we perceive it to be most important to provide a systematic responsible management education to all of our students, we also want to enable very talented and motivated students to select courses and other curricular activities that enable them to acquire a convincing profile that enhances their employability in special corporate sustainability and CSR departments.

3.2 Method - Major Achievements

Pforzheim University provides a variety of frameworks, environments and methods to support students in gaining international and intercultural experience and experience in solving questions on corporate responsibility and global sustainable development.

Educational Framework

Pforzheim University has appointed a member of staff to be the Representative for Ethics as a special service for all university members supporting them in all matters on ethics. The representative, Prof. Dr. Juergen Volkert, is responsible for the coordination of all elements of the Pforzheim University ethics program. He closely cooperates with the “Department for Ethics in Technology and Science” (RTWE), especially concerning the Ethics Certificate (Ethikum) and he fosters contacts and exchange with other universities and practitioners.

Pforzheim University places great importance on the responsible mentoring of its students in order to enable most of them to complete their degree successfully within their regular study time. Therefore Pforzheim University has established a so-called “early warning system” for its Bachelor students in 2007. This early warning system is based on an assessment of the students’

data. If a defined number of credit points is not reached each semester, the students receive a warning notice requesting them to make sure that they reach the number of credits required, or – in case of a more critical situation – the students are required to attend a special obligatory mentoring meeting to look for solutions so that they are able to complete their studies successfully.

International and Intercultural Experience

The Business School is able to offer its students the opportunity to gain international and intercultural experience. This is mainly due to the Business School's extensive international network and other numerous bilateral partnerships with well-known universities abroad. The school has agreements with more than fifty schools all over the world. A considerable number of them are accredited by AACSB or EFMD. The Business School was one of the founding members of the Network of International Business and Economic Schools (NIBES) in 1996. Today it comprises nineteen members from all over the world. This network provides a good basis for cooperation and double degree programs, e.g. for Bachelor in International Business, Bachelor in International Marketing and MBA in International Management.

About 25 % of the Bachelor students go abroad for at least one semester. Every year more than 150 exchange students come from all over the world to the Business School of Pforzheim University for one or two semesters and work on projects in cooperation with their German fellow students. For these exchange students the Business School offers a broad and well structured program of courses taught in English, the International Study Program (ISP). It is a fulltime curriculum providing a variety of courses for both exchange students from our partner universities and regular Pforzheim University students including several ways of gaining major and minor degrees in English for both groups of students. Additionally they can take language courses in German at different levels. They can also select courses taught in German. The specialty of our ISP is that all courses are attended by international exchange students and German students. As a result, our international students feel better integrated and there will be new opportunities for all to improve their intercultural communication skills. The international mixture of the study program enables students of different nations and cultures to exchange ideas.



Variety of Teaching Methods

As already described in Chapter 1 Pforzheim University offers a variety of different teaching methods, such as lectures, guest lectures, seminars, case studies, team work, project courses, simulation games (see more information below), excursions. Furthermore each student has to do an internship in order to apply his theoretical knowledge in practice. This variety of methods supports students in practicing different problem-solving approaches and gaining experience in team work, project management etc.

Simulation Games

In the summer semester of 2006, the Institute for Applied Research (IAF) developed a simulation game for teaching energy and material flow management and industrial ecology. Resource efficiency is one of the major strategies of sustainability but it is difficult to put into practice. Within the last few years, material costs have become cost factor number 1 and now resource efficiency is extremely important for economic reasons. Pforzheim University addresses this current challenge with a modern teaching concept. In the simulation game, students adopt the roles of CEO, production manager, controller, logistics manager and environmental protection representative and. In four rounds, they try to analyze production with regard to energy and material flows and to identify feasible reduction potentials. During the simulation students acquire knowledge of helpful methods and tools. Thus, close interaction between theory and application is achieved through this method.



Research

For focused and committed students, the Institute for Applied Research (IAF) of Pforzheim University offers the opportunity to participate in interesting research projects and to support the IAF as a graduate assistant or through work on a thesis. Students also have the opportunity to work as undergraduate assistants and to gain some experience in research.

Publications / Materials

Professor Dr. Bernd Noll published two textbooks about Business Ethics. The Textbook "Business Ethics in the market economy" was awarded the Max-Weber-Prize for Business Ethics in the German Economy in 5/2004.

Textbook:

Noll, Bernd: Wirtschafts- und Unternehmensethik, Lehrbrief der Exportakademie Baden-Württemberg, Reutlingen 2005. (title: Business and Corporate Ethics).

Noll, Bernd: Wirtschafts- und Unternehmensethik in der Marktwirtschaft; Verlag Kohlhammer, Stuttgart 2002. (Title: Business Ethics in the market economy).

As described in Chapter 2 there are different courses, e.g. the compulsory elective module "Ethics and Social Responsibility" dealing with topics of corporate responsibility and global sustainable development at the Business School of Pforzheim University. The faculty uses to provide detailed lecture notes.

3.3 Method - Key objectives

Pforzheim University aims to provide its students with an appropriate framework and environment for responsible management education and up-to-date teaching methods. There is a continuous process for improvement and advancement of teaching methods. The following activities will be implemented:

Courses / Simulation Games

A new simulation game will be implemented in the "Environmental Management" course in 2009/2010 about Life Cycle Assessment of products.

Training Measures

Pforzheim University aims to broaden its competencies and knowledge in the field of corporate responsibility and global sustainable development. Thus the skills and knowledge of faculty members are an integral part of the PRME implementation strategy. As already described in chapter 2.3 in October 2009 the first Pforzheim training seminar for faculty members and other universities of Baden-Wuerttemberg will be held in cooperation with practitioners working in the field of CSR and Sustainable Development. Its goal is to impart additional knowledge in this field and to give fresh input and to support in developing and integrating new ideas.

Workshops

Workshops will be held in order to encourage the knowledge exchange between different professors of the Business School in the field of Business Ethics and in order to create a forum for discussion on the "Principles for Responsible Management Education".



Representative for Sustainable Development:

The position of the designated Representative for Sustainable Development will be appointed in 2009. Its main objective is to explore the relevance of sustainability topics in the various degree programs.

Research

The IAF aims to provide research opportunities for students and to motivate them to engage in research activities in the field of sustainability and social responsibility. Furthermore the opportunity to do an external doctorate at the IAF is encouraged.

Publications / Materials

New lecture notes for the course "Environmental Management 1" will be published in the near future.

3.4 Method - Support

Through learning about corporate responsibility and global sustainable development issues, our students should acquire the knowledge and skills to find appropriate solutions on moral issues in future real-world business cases. They should become familiar with different tools used to evaluate critical situations and learn to develop useful approaches. Therefore a set of different case studies and simulation games focusing on real-world-scenarios and interesting interactive courses is a useful support tool. Furthermore an exchange of interesting video contributions and materials could provide new ideas for the integration of these topics into our curricula. We think that a continuous exchange of up-to-date teaching methods is a useful support tool for all partners in the PRME network.

4 Principle 4: Research

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

4.1 Research - Overview

The teaching at Pforzheim University and the information and knowledge exchange with practitioners are accompanied by applied research. There are continuing research activities in the field of corporate responsibility and global sustainable development. At the University different approaches are used to assess policy and corporate impact on development and poverty in cooperation with companies, foundations, the EU and the German government.

Pforzheim University has a lively research group at the Institute for Applied Research (IAF) in the area of material flow and supply-chain management. Since 1999, its research topics have ranged from material flow analysis to climate change issues or decision supporting in corporate environmental management. The focus is on "material efficiency" and "operational energy and material flow management" as well as on modeling product and production systems.

4.2 Research - Major Achievements

There are some research projects and publications dealing with corporate responsibility and global sustainable development issues at Pforzheim University and its IAF. An overview about relevant research projects and publications is given below.


Research – Institute for Applied Research (IAF)

In 2008 the IAF got third-party funding of about 1.5 Mio. EUR. This high amount of third-party funding demonstrates its vast research activities. Thus, the IAF is involved in numerous research projects, e.g. for the German Federal Ministry of Education and Research (BMBF) and for the State of Baden-Wuerttemberg and it is occasionally involved in consortia of research groups from various universities and companies. In addition, the IAF cooperates with large companies as well as small and medium-sized enterprises (SMEs), successfully consulting on many projects. The IAF cooperates with groups of researchers from other institutions such as the University of Lueneburg, the Research Centre Karlsruhe and the Technical University of Braunschweig. Its results contribute to the development of professional instruments and software, which are subsequently used internationally. Further research contacts of the Business School exist with the Institute of Applied Economic Research Tuebingen and the University of Linz (Austria).

The following list provides an overview of some projects that have been completed recently:

- EFAS: Success Factors for Resource Efficiency in companies: Energy and material flow management can help companies discover considerable production cost savings, which may also lead to ecological savings of natural resources. A goal of EFAS was to identify the success factors (and/or obstacles) for energy and material flow management projects, to then categorize the enterprises and to develop specific guidelines for the use of a successful method and instrument.
- ELVIES: Efficient Logistics and Recycling through Integrated Application of Smartlabels for Electronic Waste: Closed-loop recycling management is considered an ideal approach for the sustainable use of resources. For electronic devices, the Electrical and Electronic Equipment Act (ElektroG) obligates manufacturers to establish and pay for a collection and recycling system for their old devices. The collection, sorting and disposal of toxic substances from old equipment, as well as the recovery of components and materials, require an extensive information system that will carry important data reliably throughout the entire product life cycle. Through the use of "intelligent" technologies, the costs of such a closed-loop system could be reduced. The project examines the standards for an information system that can fulfill these requirements.

Some examples of current research projects of the IAF are listed in the following:

- EINBLIK: Cumulative Emission Intensities to Assess Climate Protection Performance along Supply Chains: Polluters do not bear sole responsibility for the mitigation of their direct greenhouse gas emissions. Full responsibility for greenhouse gas emissions is shared among companies throughout an entire value chain. This becomes even more relevant due to the decreasing vertical integration in a globalised world. Therefore, a company's choice of raw materials, suppliers and waste contractors has a considerable impact on its overall contribution to climate change. The aim of the research project EINBLIK is to develop a measurement system for practical use by companies, bringing environmental regard to operational decisions. The focus is on considering emissions up the value chain and the implications of the supplier network. Such a measurement system should provide the ability to assess the suppliers and their locations on the basis of their emissions ratings. This will lead to integrated horizontal and vertical supply chain management as regards climate effects. 
- KOMSA: Combination of optimization methods and material flow analysis for the improvement of the operational material use: The principal question of the project is: How can well-known methods of operations research be implemented in new net-based approaches of material flow analysis and support decision processes in companies? The research consortium studies applicable analysis methods and their implementation into practical software solutions.
- CCARMA: Corporate Carbon Risk Management: Which economic risks will a company take if it wants to discharge greenhouse gases in the future or purchase – consciously or unconsciously – from its supply chain? Information about cumulative CO2 emission from the whole production chain is not only relevant for environmental and climate protection it also gives valuable advice about future market risks to companies.

Furthermore Pforzheim University and the IAF are engaged e.g. in the following research topics:

- Rising income in Germany's Top Management: Causes and Consequences (on behalf of the German Government).
- Reasons for Fraud and Corruption: psychological motives and consequences for business ethics and compliance management (on behalf of PriceWaterhouseCoopers).

At Pforzheim University Amartya Sen's human development and capability approach is not only applied in lectures and seminars as described in chapter 2.2, but also in research. We have recommended the use of the capability approach as a theoretical foundation for official German poverty and wealth reports in a study on behalf of the German government. Finally, the government agreed with our proposal and adopted Sen's capability approach as a theoretical framework for its Poverty and Wealth reports in 2005.

Publications

Several studies and research results have been published.

Overview of relevant publications in 2008 (further publications can be found on our website www.hs-pforzheim.de):

Reviewed papers:

Haubach, Christian; Schmidt, Mario: Erweiterung der Systemgrenzen betrieblicher Umweltinformationssysteme – Integration der Supply Chain am Beispiel der „CO2-Rechner“. – In: Hegering, H.-G. et al. (Hrsg.): INFORMATIK 2008. Beherrschbare Systeme dank Informatik. Proceedings Band 2. Lecture Notes in Informatics 134, pp. 867-872. (title: expansion of system

barriers of corporate environmental information systems- integration of the supply chain using the example of CO2 calculators. – in: Hegering, H.-G. et al. (Eds.): INFORMATIK 2008. Controllable systems thanks to information technology).

Schmidt, Mario: The Sankey diagram in energy and material flow management, Part I: History. – In: Journal of Industrial Ecology, Vol. 12 (2008) No. 1, pp. 82-94.

Schmidt, Mario: The Sankey diagram in energy and material flow management, Part II: Methodology and current applications. – In: Journal of Industrial Ecology. Vol. 12 (2008) No. 2, pp. 173-185.

Schmidt, Mario; Schwegler, Regina: A recursive ecological indicator system for the supply chain of a company. – In: Journal of Cleaner Production Vol. 16 (2008) Issue 15, pp. 1658-1664.

Schmidt, Mario: Carbon Accounting and carbon footprint – more than just diced results? – Tagungsbeitrag zur Climate 2008 - Online-Klimakonferenz vom 3. bis 7. November 2008, 10 pages.

Volkert, Jürgen; Petrova, Vanya: How do Transnational Corporations Influence Poverty as Capability Deprivation? Paper presented at the 12th General Conference of the European Association of Development Research and Training Institutes (EADI), 24-28 June in Geneva (Switzerland), 2008, 21 pages.

Volkert, Jürgen: Die Reichweite des Beitrags von Unternehmen zur Armutsüberwindung in Entwicklungsländern; Paper auf der Konferenz "Marktbasierte Armutsbekämpfung: Unternehmen als Entwicklungsagenten", vom 29. September bis 1. Oktober 2008 in Wittenberg, 2008. (title: The size and scope of corporate contributions in the fight against poverty).

Publications:

Hottenroth, H.; Schäfer, W.; Schmidt, M.: Herstellerverantwortung beim Recycling von Elektro- und Elektronikaltgeräten. Horizonte 32, 2008, pp. 8-14. (title: The manufacturer's responsibility in relation to recycling of used electric and electronic appliances).

Kurz, R. und Rau, K.-H.: Be a Source for New Theories, Ideas, and Attitudes. In: Decision Sciences Journal of Innovative Education. Vol.7, No.2, July 2009, pp. 344-346.

Noll, Bernd: Unternehmensethik. – In: Häberle, S. G. (Hrsg.): Das neue Lexikon der Betriebswirtschaftslehre. München: Oldenbourg 2008, pp. 1278 – 1283. (title: Business Ethics - in: Häberle, S. G. (editor): encyclopedia of business studies).

Noll, Bernd: Unternehmensethiker – Schrittmacher zum legitimen Erfolg. Profil einer neuen Managementfunktion. – In: Forum Wirtschaftsethik 16 (2008) Nr. 2, pp. 50-52. (title: Business ethicicians – pace setters for success. Profile of a new management function. - In: Forum Business Ethics 16 (2008) No. 2).

Noll, Bernd: Verbändeethik im Spannungsfeld von Individual-, Unternehmens- und Ordnungsethik. – In: Heidbrink, Ludger; Hirsch, Alfred (Hrsg.): Verantwortung als marktwirtschaftliches Prinzip. Zum Verhältnis von Moral und Ökonomie. Frankfurt: Campus 2008, pp. 231 – 260. (title: Ethics of associations in the area of conflict of individual, corporate

and system ethics. - in: Heidbrink, Ludger; Hirsch, Alfred (Eds.): responsibility in the market economy).

Schmidt, Mario: Analyse von Wertschöpfungsketten mittels Sankey-Diagrammen. – In: Chemie Ingenieur Technik – CIT 80 (2008) Nr. 9, pp. 1397-1398. (title: analysis of value chains using Sankey-diagrams).

Schmidt, Mario: Die Bedeutung der Effizienz für Nachhaltigkeit - Chancen und Grenzen. - In: Hartard, Susanne et al. (Hrsg.): Ressourceneffizienz im Kontext der Nachhaltigkeitsdebatte. Baden-Baden: Nomos 2008, pp. 31-46. (title: The relevance of efficiency for sustainability – opportunities and barriers. – in: Hartard, Susanne et al (Eds.): Resource efficiency linked to the sustainability debate).

Schwaab, Markus-Oliver: Die Bedeutung der sozialen Verantwortung für die Arbeitgeberattraktivität. – In: UmweltWirtschaftsForum 16 (2008) 4, pp. 199-204. (title: The relevance of social responsibility in relation to employer desirability).

Schwegler, Regina; Schmidt, Mario: Ressourceneffizienz in Unternehmen: Erfolgsfaktoren und Hemmnisse. – In: Hartard, S. et al. (Hrsg.): Ressourceneffizienz im Kontext der Nachhaltigkeitsdebatte. Baden-Baden: Nomos 2008, pp. 161-181. (title: Resource efficiency in companies: success factors and barriers. – in: Hartard, S. et al (Eds.): Resource efficiency linked to the sustainability debate.)

Tropp, Jörg; Mögele, Bastian: Towards an ethical economy? The share of CSR in Germany's advertising mix. – In: Proceedings of the Annual Conference of the European Foundation for Commercial Communications Education/EFCCE, 16 - 17 May, Paris, 2008, 27 pages.

Volkert, Juergen; Bhardwaj, Gunjan: Assessing Corporate Social Responsibility's (CSR) Impacts on Human Development. – In: Conference Publication of the 8th International Conference of the Human Development and Capability Association (HDCA), September9-13, New Delhi 2008, 20 pages.

Volkert, Jürgen: Armut und Reichtum in Deutschland. Eine kritische Betrachtung der Einkommensarmut; Statistisches Monatsheft Baden-Württemberg, hrsg. vom Statistischen Landesamt Baden-Württemberg, Heft 1 2008, pp. 41-44,. (title: Poverty and Wealth in Germany: a critical assessment of poverty and income).

Walter, Sabine; Schmidt, Mario: Carbon Footprints und Carbon Label– eine echte Hilfe bei der Kaufentscheidung? – In: UmweltWirtschaftsForum (2008) 16, pp. 175-181. (title: Carbon Footprints and Carbon Labelling – are they a real support for purchasing decisions?)

Weber, Hanno: Knowledge and Skills Requirements for the Commitment to Quality, Safety, Health, and the Environment. – In: Proceedings of the International Forum of Mechanical Engineering IFME 2008, Cherbourg Engineering School, Cherbourg (France) 2008, 7 pages.

Dissertations:

Schmidt, Mario: Umweltorientierte Stoffstromanalysen unter Berücksichtigung produktionstheoretischer Ansätze. Inauguraldissertation, Leuphana Universität Lüneburg 2008. (title: Environmental-oriented analyses of value chains taking into account theoretical production approaches).

Schwegler, Regina: *Moralisches Handeln von Unternehmen. Eine Weiterentwicklung des neuen St. Galler Management-Modells und der Ökonomischen Ethik.* Wiesbaden: Gabler 2008
Dissertation. (Ethical action of companies. Future trend of the new St. Galler Management-Model and of Economic Ethics).

4.3 Research - Key objectives

The IAF and Pforzheim University will continue its research activities and develop new project ideas. Furthermore the results will be included in different publications in the future.

In the following there is an example of a project that the IAF will support in 2009. Further projects are planned.

- 6/2009-5/2011: CLiCCC - Internet-Rechner zur Ermittlung der Treibhausgasemissionen und der individuellen Klimaschutz-Performance von Unternehmen, Teilvorhaben "Methodik" (internet calculator for the calculation of greenhouse gas emissions and the individual climate protection performance of companies, subproject "methodology"), funded by the Federal Ministry of Education and Research (BMBF), in cooperation with: ifu Hamburg (lead partner).

Publications

Overview of some relevant publications in 2009:

Reviewed papers:

Tropp, Jörg; Mögele, Bastian: The emergence of CSR as an advertising topic: a longitudinal study of German CSR ads, in: *Journal of Marketing Communications*, peer reviewed.

Volkert, Jürgen: Unternehmen als Agenten der Armutsüberwindung und Entwicklung. Ihr Beitrag aus Sicht von Ordoliberalismus und Capability-Ansatz (Title: Corporate potentials to fight poverty and foster human development. Ordoliberalism and Capability Approach perspectives), forthcoming in: *ORDO. Jahrbuch für die Ordnung von Wirtschaft und Gesellschaft*, Bd. 60.

Other Publications:

Fournier, Guy: How to cope with the Distance in the future? The impact of Globalisation and Ecological Requirements - The Destiny of the Automotive Industry and its suppliers. - in: *Economic and Business Review*, Vol. 11, Nr. 1, February 2009, pp. 75 – 100.

Fournier, Guy: Mobilität in Zukunft - Energieeffizienz als Schlüssel? in: *technologie & management* 03/2009, pp. 46 – 48. (Title: Mobility in the future – energy efficiency as key?).

Kurz, R. und Rau, K.-H.: Be a Source for New Theories, Ideas, and Attitudes. In: *Decision Sciences Journal of Innovative Education*. Vol.7, No.2, July 2009, pp. 344-346.

Schmidt, M., Haubach, C., Walter, S. (2009): Kumulierte Emissionsintensität – Performancemessung für Unternehmen. *Umweltwirtschaftsforum* Vol.17, No.2, pp. 161-170. (Title: Accumulated emission intensity – performance measurement for companies).

Schmidt, M. (2009): Betriebliche Ansätze für ressourceneffizientes Produzieren. In: Baumgartner, Rupert J., Biedermann, Hubert, Zwainz, Markus (Hrsg.): *Öko-Effizienz: Konzepte, Anwendungen und Best-Practices*, Rainer Hampp Verlag Mering, pp. 145-159. (Title: Operative approaches for resource efficient manufacturing systems, in: Baumgartner, Rupert J., Biedermann, Hubert, Zwainz, Markus (editor): *eco-efficiency: concepts, applications and best-practices.*)

Lambrecht, H., Schmidt, M., Möller, A.: Stoffstromnetze aus Sicht der Optimierungstheorie. In Heyde, F., Löhne, A., Tammer C. (Eds.): Heyde, C. Tammer. Methods of Multicriteria Decision Theory and Applications, 2009, Aachen, pp. 79-94. (Title: Material flow models from the perspective of the optimization theory).

Tropp, Jörg; Schmidt, Siegfried J.: Die Moral der Unternehmenskommunikation: Lohnt es sich, gut zu sein? Köln 2009: Herbert von Halem. (Title: The morals of corporate communication: is it worth being good?).

Tropp, Jörg; Schmidt, Siegfried J.: Einleitung: Die Moral der Unternehmenskommunikation. Lohnt es sich, gut zu sein? In: Tropp, Jörg; Schmidt, Siegfried J. (Hrsg.): Die Moral der Unternehmenskommunikation. Lohnt es sich, gut zu sein? Köln 2009: Herbert von Halem, S. 8-19. (Title: Introduction: The morals of corporate communication: is it worth being good?, in: Tropp, Jörg; Schmidt, Siegfried J. (eds.): The morals of corporate communication: is it worth being good?).

Tropp, Jörg: License to communicate Corporate Social Responsibility, In: Tropp, Jörg; Schmidt, Siegfried J. (Hrsg.): Die Moral der Unternehmenskommunikation. Lohnt es sich, gut zu sein? Köln 2009: Herbert von Halem, S. 243-259.

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4.4 Research - Support

The IAF and Pforzheim University are totally committed to contributing to research activities in the field of the UN Global Compact, CSR and sustainable globalization. Thus Pforzheim University would like to inspire the PRME network to provide an overview of the current research status and regular information about opportunities to implement and/or to cooperate in research projects in these fields. Furthermore a reference list of interesting research projects and publications newly issued could give useful hints for promoting and furthering these topics at Pforzheim University. A mutual international exchange of most recent findings in the field of corporate responsibility and global sustainable development will be a useful tool to support all partners in the PRME network.

5 Principle 5: Partnership

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

5.1 Partnership - Overview

Pforzheim Business School places great importance on maintaining close relationships with companies and other stakeholders. Furthermore it utilizes the business experience of both small and medium sized enterprises (SMEs) as well as corporations of the region. Good relations are

maintained and are continuously growing not only in cooperation with a large number of SMEs but also with multinational companies.

5.2 Partnership - Major Achievements

Pforzheim University has a multitude of networks, which enable students to get practical experience. This in turn helps them to apply their knowledge and skills in practice. A close relationship with companies is essential in order to understand various issues relating to corporate responsibility and global sustainability which companies have to face. There are a lot of student projects, theses and internships in cooperation with companies. Examples are listed in chapter 1.2 Final Theses and Student Projects, e.g.

“Motives of fraud and corruption: psychological motives and consequences for Business Ethics and compliance management” on behalf of PriceWaterhouseCoopers. These company contacts also provide further practical experience through the organization of different field excursions.



As already described in chapter 2.2 “Academic Activities” Pforzheim University places great importance on on-going contributions provided by practitioners in different courses. The “Studium Generale” and the lecture series “Practitioners and Practice of Business Ethics” offer different lectures held by practitioners in the field of corporate responsibility and global sustainable development.

Pforzheim University possesses an alumni network in order to be able to stay in contact with students and alumni working in different fields and companies and to further a useful mutual knowledge exchange. There are also alumni of Pforzheim University who successfully work in companies dealing with CSR and sustainability topics, e.g. at PriceWaterhouseCoopers in the department “Forensic Services” (<http://www.pwc.de>) or at WIN=WIN Agency for global responsibility (<http://www.win--win.de>). These contacts are used to address such topics in regular lectures and to discuss them with practitioners.

5.3 Partnership - Key objectives

As already described Pforzheim University fosters a close relationship with companies and other stakeholders and has an extensive network available. There are also contacts to companies dealing with CSR and sustainability topics, but there are opportunities to further improve those relationships. In the context of implementing PRME at Pforzheim University company contacts, especially in the field of corporate responsibility and global sustainable development, can be fostered and consolidated systematically, e.g. with Robert Bosch GmbH, Ernst & Young GmbH, Otto (GmbH & Co. KG) who have already shown their interest in cooperation. The main goal is to acquire knowledge about their future challenges and requirements in order to develop a future curriculum on social and environmental aspects. A network will be established in order to discuss these matters and to develop proposals for useful curriculum amendments/improvements for each degree program and to cope with important practical requirements. Pforzheim University will provide high-quality and contemporary curricula which cover the diversity of functions and processes that sustain successful enterprises. Special events like the German CSR Forum – Forum EnviComm will be used to establish important contacts. These contacts will also be used to provide our students with attractive internships, thesis topics and job opportunities.

5.4 Partnership - Support

A mutual knowledge exchange with other partners of the PRME network relating to their experiences of cooperating with companies, their requirements for future responsible managers and their concept of integrating social and environmental aspects into different degree programs will be useful. So, a comprehensive approach can be developed and opinions and proposals from all over the world can be considered in future curricula concepts.

6 Principle 6: Dialogue

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

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

6.1 Dialogue - Overview

Pforzheim University aims to maintain close relationships with different companies and stakeholders to discuss critical issues and to be up-to-date with future challenges and demands. The multitude of contacts to companies, other universities and government and its research activities enable a mutual exchange on these topics which will be fostered in the future.

Pforzheim University has set itself a target to care for its students and to support them in completing their studies successfully, e.g. by offering a mentoring program to its students.

6.2 Dialogue - Major Achievements

Pforzheim University has a comprehensive and reliable stakeholder network and there is a mutual exchange with companies and organizations as well as liaisons with successful entrepreneurs. In 2008 Pforzheim University also granted an award to Karl Cardinal Lehmann who advocates ethics in business. Furthermore professors of Pforzheim University are involved in different policy advisory groups, e.g. as expert evaluators of governmental research programs or academic advisors for different ministries, e.g. the Federal Ministry of Education and Research (BMBF), the Federal Ministry of Labor and Social Affairs, and or as research consultants or members of scientific advisory boards in research institutes, notably the Centre for European Economic Research Mannheim and the Institute of Applied Economic Research Tuebingen.

In order to support dialogue and debates among different stakeholders Pforzheim University attaches great importance to participating in different events in the field of corporate responsibility and sustainability. The Representative for Ethics of Pforzheim University took part in the German CSR Forum – Forum EnviComm in Stuttgart in 2008. The CSR Forum – Forum EnviComm is an important event in the field of CSR in Germany and an important networking opportunity. Furthermore the Representative for Ethics regularly contributes to the annual Kirchheimer Symposium dealing with CSR topics. At the Symposium representatives of multinational companies, international organizations and research institutions discuss different CSR topics and exchange ideas in this field. In 2008 Prof. Volkert gave a lecture on CSR and health at the Symposium. Different professors of Pforzheim University actively participate in public discussions and regularly give lectures on topics related to corporate responsibility and global sustainable development, e.g. on sustainable mobility (Prof. Dr. Guy Fournier), business

ethics (Prof. Dr. Bernd Noll), energy efficiency and life cycle assessment (Prof. Dr. Mario Schmidt), CSR and Amartya Sen's capability approach (Prof. Dr. Jürgen Volkert).

Dialogue and debates are also promoted by organizing different events and lecture series at Pforzheim University, e.g. Environmental Forum 2008, the "Studium Generale" and the lecture series for "Practitioners and Practice of Business Ethics" (see chapter 2.2).

Pforzheim University would like to support responsible management education and to serve as a model example in its own conduct and organizational practices. As described in chapter 3.2 the University established a so called "early warning system" for Bachelor students in order to support them so that they could complete their studies successfully. Pforzheim University also contributes to a family-friendly education. In order to support young parents the university provides day care for children of students and staff in cooperation with a local kindergarten.

The Business School of Pforzheim University is aware of its special function and responsibility for its students as an institution for management education. Therefore the Business School would like to support a fair and responsible working environment by defining special guidelines related to a responsible ethical code of conduct. Therefore a group of staff, professors and students have developed an Ethics Code for the Business School. It will sensitize and encourage all members of the Business School to strive towards trustworthy and respectful cooperation and conduct. This code is being coordinated at the moment, and shall be discussed and implemented within the next year.



The student initiative Campus X organizes the Recruitment Fair "X-Day" annually. Campus X supports the social commitment of Pforzheim University by donating all revenues to a good cause, e.g. to a regional kindergarten. Thus the initiative contributes to the social responsibility of the University and helps to sensitize students and participating companies to this issue.

Pforzheim University also fosters media contacts and discusses critical issues like management incomes in public. Thus, the research results about "Rising income in Germany's Top Management: Causes and Consequences (on behalf of the German Government)" of Pforzheim

University was discussed in 2008 in detail in different media (TV, radio, newspapers) in Germany and in neighboring countries.

6.3 Dialogue - Key objectives

As described in chapter 5.3. company contacts in the field of corporate responsibility and global sustainable development will be strengthened and a stakeholder network will be broadened. The dialogue on these critical topics with all relevant stakeholders is helpful to develop a relevant and contemporary curriculum.

In 2009 the Business School would like to present the PRME concept and the University's activities in this field at the German CSR Forum – Forum EnviComm in Stuttgart in April 09. As already described, the Forum EnviComm is one of the most important events in Germany in this field. The main objective is to strengthen existing contacts and get in touch with new relevant stakeholders. Furthermore the idea and PRME concept should be discussed with relevant stakeholders like companies, NGOs and media.

The PRME coordinator of Pforzheim University will participate in the “2nd Ethics Education Workshop” at the Ludwig-Maximilians-University in Munich. Different universities, NGOs and companies will discuss future approaches of how to implement issues on ethics into management education. The contact with different universities working in this field will be strengthened.

In the context of the regular lecture series “Practitioners and Practice of Business Ethics” the following lectures will be held:

- “Business Crime: Analysis of motivational structures” by Lisa Luppold, student of Pforzheim University, and Melanie Schmitt, consultant at PricewaterhouseCoopers.
- “Monsanto and genetic engineering – a case study” by Berta von Schoor, MBA student of Esslingen University of Applied Science).
- „Compliance – Management at the German Air Navigation Services (Deutsche Flugsicherung)” by Dr. Frank Schury, German Air Navigation Services.

In this lecture series various topics about corporate responsibility and global sustainable development will be presented as well.

The Business School would like to support know-how-exchange and dialogue with other educators from other Universities of Baden-Wuerttemberg by organizing a “Seminar for Lecturers” focusing on sustainability and business ethics topics in October 2009 (see chapter 2.3 and 3.3).

6.4 Dialogue - Support

As already proposed in chapter 5.4 a mutual exchange within the PRME community about innovative ideas and approaches to facilitate and support dialogue and debate with relevant stakeholders could be useful. Furthermore each partner should exchange information about important events in the field of sustainability and CSR in order to add them to the event list on the Website www.unprme.org. As a lot of nationalities take part in the PRME initiative, it could be helpful to distribute some information, e.g. about events, experienced lecturers, in national sections similar to the UN Global Compact.

We are looking forward to a fruitful cooperation within the PRME network and to contributing to setting an important milestone for implementing responsible management education.

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Hochschule Pforzheim
Tiefenbronner Str. 65
D-75175 Pforzheim

phone +49-7231-28-6485
Fax +49-7231-28-7485
<http://www.hs-pforzheim.de/>

Photos: Pforzheim University, Campus X

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