Sharing Information on Progress (SIP) Report 2011
Dear Reader,

“We provide regional added value, are nationally visible and recognised and have an international presence,” that is the maxim of the German Graduate School of Management and Law (GGS). And that is our springboard as a university for business leadership.

Our part-time masters courses are intended to motivate and inspire young people and business leaders to accept responsibility for their company and society. Our aim is to educate and train responsible business leaders to make a contribution to sustainable entrepreneurial success and economic growth.

So we educate and further train responsible business leaders in management and law to create sustainable values for their company and for society. We research to bring about progress in management and law according to the international principles of good research. As well as individual research topics we work together on the core topic, the »value-oriented leadership of business relations«.

May I extend a warm invitation to you. Come along to one of our “info-days” and let us advise you about the courses we offer here at GGS. Or simply attend one of our lectures or seminars. We are looking forward to making your acquaintance!

Your

Dirk Zupancic

President
Professor of Industrial Marketing and Sales
Renewal of Commitment to PRME

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

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

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

Prof Dr Dirk Zupancic
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.

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.

Achievements Curriculum Integration in the Field of Corporate Responsibility and Sustainability

(Status Dec 2009)
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.

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.

Curriculum
The aim of our MBA is the development of well-rounded managers with a deep sense of responsibility. For that reason the course promotes, among other things, the ability to take effective and lasting decisions.

This aim is implemented in our curriculum with the module “Politics and Ethics in Companies“. This module deals with the social and ethical aspects which are of central importance for the management of organizations. The social responsibility of companies and the management of stakeholders are discussed.

Lecturers in the module “Politics and Ethics in Companies” are Prof. Dr. Ingo Pies (University Professor, Foundation Chair for Economic Ethics at the Martin-Luther-Universität Halle Wittenberg, Germany) and Prof. Dr. László Zsolnai (Professor and Director of Business Ethics Center Corvinus University of Budapest, Hungary, Fellow Associate Judge Business School Cambridge University, Cambridge, UK) two internationally recognized experts in the field of economic ethics.
General Context Programme
The seminars in our General Context Programme are „add-ons“ to the subjects studied at the German Graduate School of Management & Law. Over and above the elementary range of the courses we make our students and members of our alumni association fit for their future management activities. We promote the ability to reflect, to find encompassing connections for own’s one management actions and to the observe them from different perspectives. We strengthen the ability to judge of our managers and trainee managers in order to, among other things, strive for a more global understanding with social competences. We teach these competences focussing on their practical implementation and moreover create the framework for a close and intensive exchange of ideas between students and alumni. These subjects are regularly offered at the GGS free of charge.

One subject in our General Context Programme is “Company Ethics in Practice: Morals as Production Factor“. The lecturer in this subject is also Prof. Dr. Ingo Pies (University Professor, Foundation Chair for Economic Ethics at the Martin-Luther-Universität Halle-Wittenberg, Germany).
Heilbronner Management Dialogue
The GGS began the Heilbronner Management Dialogue in June 2009. It deals with responsible company management. The GGS not only sees itself as a college which trains students in part-time masters courses. It also strives to be a think tank for new knowledge in the field “Management and Law” and is involved as a sparring partner and consultant in practice.

The first speakers of the Heilbronner Management Dialogue who presented their management visions were the founder of the dm-drogerie markt (chain of chemists) Prof. Götz W. Werner and the management consultant Dr. Reinhard Sprenger. Further evening lectures have already been planned in this series for 2010 with Franz Fehrenbach, CEO of Robert Bosch GmbH, and Dr. Florian Langenscheidt, publisher and participator of the Langenscheidt publishing house.

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.

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.
At the moment a Summer School is being planned on the subject “Responsible Management Leadership”.

**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.

**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.
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.

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.

Achievements Curriculum Integration in the Field of Corporate Responsibility and Sustainability

(Status Dec 2011)
Curriculum
From autumn 2012 the so-called “Sustainability Project” (elective module) will be offered to students of both MBA and LL.M. courses. These will be carried out with sustainability projects (ecological, economic and social) which are already running in the region and, should the opportunity arise, also with an international connection. A “Sustainability Project” is a project within a limited time frame to create value added for a “sustainable” institution. In this context sustainability is regarded as an integral ethical concept: economic, social and ecological sustainability. Students will be awarded ECTS points after completing the project.

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.

Principle 2 | Values:
We will incorporate into our academic activities and curricula the values of global social responsibility as portrays in international initiatives such as the United Nations Global Compact.
Heilbronner Management Dialogue
Further speakers on the topic of “responsible management” have so far been: Franz Fehrenbach (chairman of the board of management of the Robert Bosch company), Dr. Florian Langenscheidt (publisher and partner of the Langenscheidt publishing house), Uli Hoeneß (president of FC Bayern Munich), Christian Gansch (conductor and music producer), Wolfgang Grupp (owner of TRIGEMA) and Oliver Kahn (international player).

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.

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.
Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.
Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

Series of Contemporary Studies “Responsible Management”
The research team “financial communication” at the German Graduate School of Management and Law could prove on the basis of a quantitatively broad series of contemporary studies:

1.) Measured by the yield on their shares, companies who were able to keep their staff numbers constant in past crises were those who profited most from the upswing after the crisis.

2.) Especially in staff-intensive industries – such as, e.g., the service sector – a “fair” wage goes hand in hand with a higher yield on their shares.

What practical knowledge can be gleaned from this? A responsible management leadership has a positive effect on the value of the company. In the meantime even financial analysts do not question this.
What concrete recommendations can be deducted from this to help develop responsible management policies?

1.) Treat staff not only as a cost factor but also as investors! While staff do not necessarily invest money in the company, they place their know-how which has developed from former investments at your disposal. Staff and their families also bear an entrepreneurial risk and are therefore often prepared to make their own contribution to the recovery of your company.

2.) Inform staff as you do your investors! Successful entrepreneurs discuss the current situation of the company openly and fairly with their staff. When doing so they point out not only what contributions they expect from their employees in the crisis, but also what benefits the employees can expect after the crisis for their contribution.

3.) Use the crisis to build up responsible management competence! Responsible management cannot be ordered by a directors’ decision. It has to be lived every day. At this time free capacities can be used to build up management competences on different levels of the company.
Dissertation project on the subject “Cause-Related Marketing and Customer Relationship Management“

Incorporating the Corporate Social Responsibility commitment of the company within its marketing strategy is the focus of this research project.

Cause-Related Marketing includes the integration of the partnership with a Non-Profit Organisation in the communications and product policy of the company: A part of the turnover is passed on to the NPO Partner as a money or a material donation. In addition the awareness of and attention to the good cause which is being supported should be increased. The research goal of this dissertation project is the effect of Cause-Related Marketing on customers’ attitudes, as well as on their buying and donating behaviour.

Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.
Principle 3 | Method:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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.

Achievements Research Development in the Field of Corporate Responsibility and Sustainability

(Status Dec 2011)
Research at the GGS deals with the value-oriented management of customer relations. In this context particular attention is paid to the management of customer relations, ranging from relations with staff, suppliers and investors, and in particular focusing on the interfaces between these relationship areas (research focus).

We focus on the value orientation of management. On the one hand, this means management orientated towards monetary value creation and, on the other hand, the management of business relations orientated towards responsibility values. Both perspectives have to be aligned for a company can be managed successfully and sustainably. Issues relevant to leadership which arise from this are researched both from a management and a legal point of view.

Projects with special relevance to sustainability:

- Cause-related marketing and customer relationship management (completed)
- Capital market relevance of responsible leadership
- Capital market relevance of compliance management
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.

Principle 6 | Dialogue:
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Achievements Partnership in the Field of Corporate Responsibility and Sustainability

(Status Dec 2011)
Dieter Schwarz Foundation
The GGS is currently preparing the contents of a curriculum for schoolchildren (as a subject for the German Abitur – university entrance qualification) relating to sustainability in the Heilbronn-Franconia region within the framework of the “Pakt Zukunft” (Future Pact) initiative in cooperation with “aim” (Academy for Innovative Education and Management).

In addition there are cooperation agreements with the science centre Experimenta, which also belongs to the Dieter Schwarz Foundation, and with whom “sustainability events” are offered at regular intervals.

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.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.
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.

Principle 6 | Dialogue:
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

► Students
The GGS-internal taskforce Responsible Leadership which deals with topics such as ethics in business, how offices should work to conserve resources and other sustainability topics has been meeting regularly for two years. There is also a regular dialogue with our students who pay great attention to the sustainability aspect of our processes and who make suggestions for improvement to university management if we do not observe them.
**Pakt Zukunft**

As an official partner of the “Pakt Zukunft” (Future Pact) – an initiative to strengthen the Heilbronn-Franconia region by the Heilbronn-Franconia chamber of commerce – we participate in and are involved in the further development of sustainability issues (rural areas, infrastructure, specialists and integration etc) along with a further 130 companies, associations and establishments. In particular we at the GGS are involved in the project groups: talents, family-friendliness, a culture of welcome and diversity management.

---

**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.

**Principle 6 | Dialogue:**

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