Sharing Information on Progress
of
Implementing the Principles for Responsible Management Education
at
EBS University of Business and Law, Wiesbaden
Academic Year 2010/2011

Opening statement by Prof. Dr. Christopher Jahns, President of EBS

Since its inception in 1971, EBS has played a pioneering role among German business schools and is one of the most highly regarded business studies faculties in the country. Through academic excellence and thought leadership we have established a reputation as a powerful motor for business, politics and society. The EBS University sets the highest standards of excellence in research, education and academic consulting services and, following the successful establishment of the Law School, will boast a faculty of more than 100 professors and be able to hold its own for the first time on a comparative international level.

Our University is built on a solid foundation and has a strong tradition of promoting a sense of social responsibility within its student and faculty bodies. This is reflected in the university’s mission: “R” stands for “Responsibility” as one of the School’s four USPs, which guide its strategic development. Thus the School has a clear understanding of its role as a “good citizen” within the local, national and international communities. We are committed to delivering sustainable and responsible education. Research into new findings and academic consulting services in the fields of Business Ethics, Sustainability, Social Business, CSR. Ethical thinking and behaviour are of paramount importance and crucial for us. So much so, that we have drawn these topics together in our new interdisciplinary, cross-university Center of Responsible Economy (CORE). We are following words with action and, what is more, in cooperation with outstanding partners. In addition to our long-standing successful Studium Universale, we are engaged in discussions and close collaboration with, for instance, the Young Global Leaders of the World Economic Forum to develop a Global Business Oath, a Hippocratic Oath for managers and Lifelines, a first curriculum with YGLs. Together with Danone and the Nobel Peace Prize winner 2006, Professor Muhammad Yunus, we developed the Danone Endowed Chair of Social Business.

Since 2007 EBS has been a member of the UN Global Compact and supports its academic section which has set forth six principles concerning the education of responsible managers. EBS has adopted these principles and encourages all faculty members to live up to them and to promote a more sustainable and inclusive economy. As EBS University we are committed to the continuous and wholesome implementation of the Principles for Responsible Management Education within all our departments and activities.

Prof. Dr. Christopher Jahns, President EBS
**Introduction**

We understand PRME as a framework for systematic change towards a management education for a more sustainable and more inclusive global economy. In order to account for the dynamical nature of this process as well the interrelatedness of these principles, EBS Business Ethics Institute has proposed a PRME Hub which renders the School’s ethical activities and initiatives with regard to the six principles for Responsible Management Education (see Figure 1) at a glance.

![Figure 1 PRME hub activities](image)

Since 2007 EBS is continuously engaged in improving its teaching, research, partnering and communication activities on issues related to PRME by implementing new course offerings, establishing new chairs and centres, and taking on new projects in the area of corporate responsibility. CORE is indeed at the core of this process, steering and synergizing all other activities. Figure 2 renders a more detailed view on EBS’s activities related to PRME.
The position of EBS initiatives, projects and programmes (red) shows to which principle they pertain. However it should be noted, that there are strong interrelations between them: We could e.g. not undertake any research activities (4) without having corporate partners (5) to fund them, and we could not try out new forms of learning experiences (3) without being in dialogue with local NGO´s (6).

In each of the following sections we will first present our activities regarding each principle during the past 18 months and then sketch out our future plans and objectives for the next 18 months (marked italic).

1. Principle (Values): Establishing CORE at EBS

In order to channel the School’s social responsibility emphasis and to synergize all efforts regarding CSR and ethics at EBS, we have founded a new Centre of Responsible Economy (CORE) as a key project of the newly founded Universität für Wirtschaft und Recht i.Gr. It is located directly within the responsibility of the President and coordinated by Dr. María Teresa Quirós-Fernández. CORE acts as a bracket to include all social and sustainable activities of the Schools of Business and Law.
As an interdisciplinary, cross-university centre, CORE draws together competences in the fields of responsibility and sustainability. It initiates and coordinates activities and publicizes results in order to give them more visibility and provide for greater impact. CORE works in close cooperation with business organizations that play an essential role in addressing ethical, social and ecological challenges, and have significant impact on politics and society.

Politicians, experts, practitioners, scientists and researchers engaged in CORE are dedicated to the issue of shaping a socially responsible and sustainable economy. It also manages the School’s community outreach activities which are perceived as important bridges between the School and its external stakeholders and as a substantial contribution to the School’s reputation on a local, national and international level. CORE covers a wide range of subject areas to develop competences in the fields of responsibility and sustainability. These subject areas are represented by Chairs, Centres or Institutes, such as the Dachser Chair for Sustainability and Logistics, the Danone Endowed Chair of Social Business or the Institute for Business Ethics and (Service Learning) Programmes, such as studium universale, Do It! And Educare. Within the CORE there is a team working on an Oath for manager (for further information about the single projects and elements which constitute CORE see below section 2 to 6)

For the next 18 months CORE plans to
- Consolidate and further develop CORE by coordinating, synergizing, implementing local and international initiatives pertaining to ethics, sustainability, gender& diversity, disability & society and social business at EBS (e.g. the centre for Disability & Society together with Dr. Christian Wenk, member of the Young Global Leaders Forum)
- Build bridges by establishing partnerships and conducting joint projects (e.g. Wiesbaden Social Business City)
2. Principle (Purpose): EBS’ studium universale and EBS Oath for managers

**Studium Universale**

EBS is committed to ethical operations and is centrally involved in the development of an ethical approach internationally. Its main objective is to implement the notion of “inspiring personalities”. This vision may be regarded as the central element of the school’s ethical guideline. For this reason EBS offers a “studium universale” that is especially tailored to business administration courses. Students are introduced to the methodical principles of scientific theory and the methodological fundamentals of management science. They learn to deal with important philosophical and ethical issues, taking a look beyond business administration and sharpening their view of corporate social responsibility. Lectures on sustainability, service Learning, rhetorics and coaching, intercultural communication and other issues complete the programme. Professor Dr. Max Urchs and Prof. Dr. Richard Raatzsch are responsible for the studium universale at EBS.

**EBS Oath for managers**

In cooperation with the World Economic Forum and leading business schools worldwide, such as Harvard Business School, Thunderbird School of Global Management and INCAE Business School, EBS is developing a "Hippocratic Oath" for managers, within the context of the Young Global Leaders (YGL) (www.globalbusinessoath.org). This applies similarly for the non-profit organisation The Oath Project (www.theoathproject.org), which has taken up a further leading and coordinating role in this initiative on an international platform. As a truly European university, EBS has taken a leading role in the initiative for Central Europe. According to EBS President Professor Christopher Jahns, who is a Young Global Leader himself since the beginning of 2009 and a member of The Oath Project’s Global Advisory Council, EBS is proud to have the opportunity to actively shaping this process and promoting the development of the Oath.

Furthermore, the “honourable merchant” has long been a role model at EBS and not just since the economic crisis. Specialist qualifications paired with a high level of social competence and sense of responsibility have always shaped our understanding of leadership. The studium universale dealing with ethical questions has been an integral part of the EBS curriculum since 2004. Taking into account the importance of management decision-making for society, it seems reasonable that business schools should provide their students with a code of ethics in the form of an Oath. It is our hope that this will raise the awareness among our graduates that management must be considered a true profession based not only on specialist knowledge, but also on a strong moral foundation.

In line with the first realisation phase of this project, EBS achieves to obtain a fundamental discussion of the concept for the practical integration of ethical issues in all other taught courses as well as the idea and variants of a potential implementation of the oath. Thus, various discussions with the faculty and the student body have already commenced and EBS has originated a working group lead by Prof. Dr. Richard Raatzsch. This group aims at stimulating and consolidating the discussion with the interest groups at EBS – faculty, student body, and administration. A further endeavour of the working group is to establish an appropriate infrastructure for the exchange of diverse ideas within the university as well as within national and international partners and to prepare the students appropriately.
For the next realisation phase, EBS plans to launch a student-led initiative in cooperation with and support of EBS. This initiative will be formed in the sense of a society, which shall be a joint platform of developing the EBS Oath within the context of the international partners as well as on the basis of the discussion results from the first realisation phase. The society shall moreover be a platform to organise Oath-related events, such as guest-lectures, round tables and workshops with company partners, in order to provide further opportunities to reflect on the Oath – for instance on its principles and their relation to the business world and society et large. In this regard, it would be a great opportunity for the Oath Society to welcome a guest speaker from the UN Global Compact / PRME section, being one of the founding partners of The Oath Project.

3. Principle (teaching): Service learning at EBS

Regarding the creation of new educational frameworks, materials, processes and environments that foster responsible leadership we have developed two unique and outstanding service learning offers at EBS (“Do it!” and “Educare”, and a new course offer together with the Young Global Leaders (“Lifelines”).

Do-it!
Since three years EBS Business Ethics Institute offers “Do it!” Service-learning. This programme provides a well structured experience of service and reflection. It allows students to get a glimpse on how communities function, what problems they face, and the importance of individual commitments of time and energy to enhancing community life. Service-learning helps to gain a better understanding of culture, society and oneself and may open up new career paths. Participation in this course consists of the following steps:

- Opportunities of service at welfare organizations will be presented in an introductory workshop
- After choosing a place for service, students volunteer 20 hours within a three month period. They may choose for instance between tutoring children with learning deficiencies, assisting young handicapped adults, helping migrant families or serving senior citizens
- In a mid-term workshop students reflect upon their experiences
- A wrap-up workshop will deepen their insights
- Students write an essay about their experiences

This programme has so far been voluntary. Participants receive a Certificate of Social Appreciation signed by the Dean of EBS. Since first semester students are already heavily involved in other extracurricular activities, participation is limited to national and international students of the third semester and above. In general twenty students take part each year. About half of them choose to volunteer as mentors for kids of nearby local schools. Others serve in charitable organizations, taking care, e.g., of disabled kids, homeless people or senior citizens. All students have issued a report on their experience, which is published on the EBS website.

Efforts to further integrate this programme into the curriculum will reach an important benchmark in the upcoming year. Starting in fall 2011 EBS will be able to offer Credit-points (ETCS) for Socio-Cultural Impact to “Do it!”-Participants within the Personal Development Section of the Bachelor programs.
**Educare**

Educare represents a program whose main scope is to foster student’s responsible behaviour and to reflect its impact on society and learning. Students can opt for instead of their first internship. The programme aims to promote global social responsibility. Students employ already acquired skills in order to contribute to a more sustainable economy and a more inclusive society. After the successful implementation of the project work, students are expected to communicate and reflect on the learning gains, the discovery and the impact of their work. Projects with substantial impact and discovery will be presented at the EBS Symposium. The program started in 2009 with the successful implementation of four educare pilot teams who took on projects in Australia, South Africa, Wiesbaden and Frankfurt.

*For the upcoming academic year the educare team is launching various projects worldwide in collaboration with the CSR departments of various international and German companies, with a wide range of topics such as the impact of the triple bottom line (People Planet Profit), business ethics, sustainability and environmental protection.*

**Lifelines – A Curriculum with Young Global Leaders**

A recent initiative that will enhance the School’s purpose is “Lifelines – A Curriculum with Young Global Leaders”. This idea stems from an exchange between the Young Global Leaders (YGL) Fellows in Tanzania and will see the development of a curriculum that is unique in its kind. In January 2011, as part of its Master's degree programme and in cooperation with selected YGL’s, EBS will be launching a course that will focus on (life) paths relating to the following topic areas: Resources/Ocean, Forest, Africa; Cultural Awareness; Social Change; Philanthropy; Public Policy/Anti-Apartheid; Politics; Political Change; Social Media/Youth Media; Microfinance/Social Entrepreneurship; Industrial Policy; Technology; Negotiation/Politics; Gender; Business. Drawing on their own experience, the YGL-lecturers aim to identify strategies, which demonstrate how individuals can use their abilities to make an impact on pressing social and ecological problems and, as "world citizens", make a positive contribution towards shaping society. The Curriculum will be an integral component of EBS MBA and MSc programmes (in 2011 on a voluntary basis and from 2012 as a credit course in the programmes).

**4. Principle (Research): New EBS Chairs, Competence Centers and Institutes**

During the past 18 month EBS faculty has been very active in establishing new Chairs and Institutes at EBS that engage in research towards a more sustainable and inclusive economy, such as the following:

**Dachser Chair for Sustainability and Logistics / Center for Sustainable Supply Chain Management (Prof. Julia Wolf)**

The Center for Sustainable Supply Chain Management is located at the Supply Chain Management Institute of the European Business School. The center seeks to advance and transfer knowledge on the tripartite pursuit of environmental, social and economic objectives in a Supply Chain Management context. Its objective is to generate insights into the successful definition and implementation of sustainability strategies within an organization and its expansion across global supply and logistics chains. As thorough scientific debate in such a sensitive field requires interdisciplinary knowledge, we closely cooperate with experienced
academics from other disciplines such as philosophy, ethics and sociology. The academic work of the centers’ members is based on sound scientific methods and experience in both empirical qualitative and quantitative studies. Finding solutions for the world’s most pressing problems is no longer the exclusive business of governments, international organizations or large non-profits. Companies that first recognize the need for sustainability and adopt appropriate strategies succeed best in future global competition. Supply chain management and logistics may contribute essentially to the successful implementation of sustainability. Despite the relevance of supply chain management and logistics for the implementation of sustainability and despite managers’ needs, practice-oriented research in this field is still scarce.

The center fills an important gap by conducting focused research on sustainability in supply chain management and logistics. The center offers innovative knowledge and holistic solutions to companies to cope with the emerging sustainability topics - one of the key challenges of business and society today. It develops well educated sustainability managers of the future. The center offers access to an outstanding international academic and corporate network.

Danone Endowed Chair of Social Business/Patron Professor Muhammad Yunus

Danone Germany is sponsoring a new Chair of Social Business at EBS University. As a new competence and research centre for innovative social business models, the Center will adopt an entrepreneurial approach in its aim to provide solutions to social problem areas. The Danone Chair of Social Business, which aims to promote the dialogue between research and industry, will be located in the EBS Department of Strategy, Organization & Leadership. The Chair is expected to start research and teaching activities in spring 2011. Patron of the Chair of Social Business is the Nobel Prize winner Professor Muhammad Yunus, known for his Social Business concept and founder of the Grameen Bank, which pioneered the microcredit system of banking for the poor in Bangladesh.

Center for Social Innovation and Social Entrepreneurship

The new EBS Center Social Innovation and Social Entrepreneurship aims to advance academic knowledge on issues of Social Innovation, Social Entrepreneurship and their management practices within and between NPOs and Corporations. It already partners with World Vision Institute, the research center of the world’s second largest NGO. The center’s approach is twofold: on the one hand it analyzes if and how innovation methods and elements, proven in the commercial world, can be transferred into non-profit organizations in order to increase their innovation strengths and capabilities. On the other hand it helps commercial corporations to create new social products independently or by establishing cross-sector partnerships. Social Entrepreneurship is hereby understood as forms and ways to bring new products and services to market. By undertaking research projects in cooperation with profit-generating and non-profit organizations it aims to contribute to existing research findings, state-of-the-art teaching and executive education as well as consultancy.

Plans for the next 18 months: The center’s goals for the nearer future are to expand its partnerships towards profit-oriented corporations prepared to enter the market of social products and services and to establish cutting-edge teaching and executive education. Furthermore it helps to create a vibrant network between NGO’s, corporations and research institutions all over the world. Therefore a professorship in social innovation and a post-doc position shall be created.
Institute for Sports, Business and Society with Laureus Foundation

In the Department of Strategy, Leadership & Organization another project is currently taking shape: The European Business School is going to establish an Institute for Sports, Business & Society (ISBS). It will be concerned with research into the interactions between sport, business and society. From a content perspective key research areas include the social function of sport in migrant integration, sports sponsorship as a contribution to corporate social responsibility, the social and economic impact of sporting events, and the critical success factors for high performing teams.

The first research project "The integrating effect of sport – the German Football League as an example" in cooperation with the DFL kicked off just recently. Plans for the first endowed professorships are also becoming concrete. In addition to the DFL, the Laureus Sport for Good Foundation has also expressed interest in cooperation with EBS. The foundation supports numerous social sports projects, ranging from ice hockey and boxing to football, for young people from socially troubled areas. The new Institute and its partners have been presented at the EBS Symposium in September 2010. ISBS’ vision is to increase the understanding of mutual impact between sports, business and society.

Center for Disability & Society

It is also planned to establish a Center for DisAbility and Society together with Dr. Christian Wenk, one of the Young Global Leaders who himself is handicapped. The aim of the Center for Disability and Society is the integration of disabled people into business, politics and society at large. Specific research in this important subject will focus on highlighting the “productivity” of disabled people and their valuable contribution to business.

IFU Business Ethics Institute

The Institute for Business Ethics fosters and promotes responsible behaviour, trust and partnership within companies and students towards society in general. It addresses managers and students who are interested in ethical programs, e.g., codes of conduct, corporate citizenship and experiential service learning. Its research efforts not only focus on the critical analysis of existing ethical programs. The institute also assists in establishing new projects and partnerships. It fosters students’ social skills and ethical competence by integrating practical experience into the curriculum. By doing so, it reinforces the already successful Good Citizenship-Programs at EBS. The institute offers internships or other practical opportunities within welfare institutions, NGO’s, and Corporate Citizenship activities. Students will be involved in socially important tasks (e.g., supporting African Aids organizations, orphanages in Eastern Europe, and childcare facilities in Germany). Their personal experience will provide them with a deeper sense and appreciation of social values. It will give them a head start for their future responsibility in corporate management. EBS Business Ethics Institute also manages the process of implementing PRME at EBS. It is supported by a Board of Trustees, whose members contribute substantially to the development of this unique research center.
5. Principle (Partnership): EBS’ Partnerships with corporations, institutions and non-profit organizations

Partnerships play a very important role in progressing the PRME at EBS. They are e.g. a crucial factor in establishing success Good Citizenship projects between NGO’s, students and Companies. Corporate partners are pivotal for our research activities. They not only provide practical challenges to which the theory must answer but are also active in funding new chairs and institutes, concerning ethics, sustainability and social business at EBS. In addition to corporate and non-profit partners EBS entertains close relations with the state of Hesse and the communities of Oestrich-Winkel, Wiesbaden and Frankfurt as some of its most prominent stakeholders.

Institutional Parter of EBS are e.g. the City of Wiesbaden. Together we aim at building a social business network that initiates projects to help solve social problems. Wiesbaden is one of two first cities worldwide to implement a comprehensive social business concept, known as a "Social Business City". This includes the founding of various new social businesses; transformation of existing businesses into social businesses; setting up a financial infrastructure for social businesses and establishing social business incubators who can support Wiesbaden as well as partner cities in the creation of social business cities. We are also engaged in the “Golden Lily” Award: This is an awards scheme in which EBS Business Ethics Institute cooperates with the City of Wiesbaden in order to acknowledge companies for their local community engagement. EBS also contributes to the initiative “Learn local” (Lernen vor Ort). This is an initiative of the Federal Ministry of Education and Research to support local communities in creating a coherent offering of educational programmes. In this context, EBS Business School welcomed the former President of the German federal Parliament on campus for the inception of the initiative in the Rheingau-Taunus area.

Non-profit partners of EBS are e.g. the Young Global Leaders Forum, World Vision Institute, Caritasverband Wiesbaden-Rheingau, Diakonie Wiesbaden, Lebenshilfe Rheingau-Taunus e.V., Stiftung “Zukunft helfen”, Go Smile Uganda e .V. and the student initiative MAD e.V.

Principle 6 (Dialogue): EBS Conferences and Roundtables

As an organization that is largely driven by its stakeholders we are constantly engaged in dialogues with business leaders concerning current and future global challenges. In addition many members of the staff, faculty and students are active in local clubs, corporations and organizations. EBS students and faculty members also take part in a range of ethical initiatives and conferences at both local and global level.

Conferences on important topics for businesses such as corporate ethics and sustainability are held regularly at the School’s campus and bring the business community into direct contact with the School, faculty and students. Some of these conferences are organised directly by students themselves (Annual EBS Symposium and Supply Chain Management Conference for example), while others are organised by faculty (e.g. ConsultingImpulse).

EBS also provides an active forum for public debate by organizing a Business Ethics Roundtable twice a year. This is an open lecture and discussion series on current political, social and economic issues with prominent speakers, to which all citizens are invited. Politicians, journalists and representatives from major
companies present their points of view on current topics of business ethics, social responsibility, stewardship and corporate citizenship and discuss them with faculty and citizens in public.

**Main objectives regarding PRME for the next 18 months**

Our main objectives for the upcoming years are:

- Consolidate CORE as the heart of EBS
- Implementation of the YGL Oath
- Further implementation of service learning offers into the curriculum
- Mainstreaming “CORE” topics of e.g. CSR and sustainability across all disciplines
- Engage in research on social business, social entrepreneurship and social innovation

**Desired support (meetings, tools, best examples, implementation guidelines) from the PRME community which could help most in achieving your key objectives for the next 18 months.**

- Participation in “Poverty, a Challenge for Management Education Working Group” by the EBS Chair of Social Business.
- Participation in international PRME conferences in order to exchange insights and knowledge on ethical issues concerning management education.