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I. Letter of renewed commitment

The following report embodies the renewed commitment on behalf of HHL - Leipzig Graduate School of Management to the UN-Principles of Responsible Management Education (PRME). Our goal is to develop a generation of business leaders that are able to cope with upcoming social, environmental and economic challenges in a responsible way, as HHL's mission statement expresses: "We educate effective, responsible and entrepreneurial business leaders through outstanding teaching, research and practice. We are driven by excellence in teaching and research to benefit our students, stakeholders and society."

An important step to realize this statement further has been – and will be – via the Leipzig Leadership Model (LLM) and the respective goals and objectives. This model was initiated and developed collaboratively between professors, students and relevant stakeholders and has been tested in collaboration with various corporations. Furthermore, it plays a crucial role in research and teaching. Concepts, which are developed in parallel, like public value or the ethical compass for leaders, are related to the LLM; also, it has become a centerpiece in teaching, starting to be conveyed in the very first days after enrollment and referred to in many courses.

This remains the most prominent example of HHL's efforts to continually monitor the practical applicability of theoretical developments through close contacts to the corporate world. In addition to that, the HHL encourages the formation of student and employee initiatives to take over practical responsibility for social, environmental and economic concerns.

In addition, an evaluation of the research projects at HHL from the past year has shown the one topic that is, and remains the focus, is sustainability. In our opinion, it is a great sign for HHL, especially as a business school, where one could think of management and digitalization being at the core, that a large part of our colleagues deals with pressing questions of our future and therefore the questions of good leadership, ethics, (corporate) responsibility or public value.

With this letter, HHL Leipzig Graduate School of Management expresses continuing commitment to its task of responsible management education and working on ideas, models, tools etc. which help to cope with the challenges of our time and equally encourages others to follow the initiative.

Prof. Dr. Stephan Stubner
Dean
HHL Leipzig Graduate School of Management
II. Principles of Responsible Management Education at HHL

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.

Continuing Effort:

The HHL – Leipzig Graduate School of Management is a business school that focuses on an inclusive development of student capabilities, integrating conventional theoretical and practical education and the development of values and responsibility.

This purpose is reflected in HHL’s mission statement: “We educate effective, responsible and entrepreneurial business leaders through outstanding teaching, research and practice”, which is incorporated in the curricula as well as in the university structure. Furthermore, we have a clear focus and awareness on all the stakeholders, as our mission statement continues: “we are driven by excellence in teaching and research to benefit our students, stakeholders and society”.

Besides that, a HHL Honor Code is well established within the university. Every student and employee is expected to be committed to it: “Integrity, honesty, responsibility, a sense of community and respect for the individual are the core values that each member of the HHL community adheres to.” This Honor Code serves as a foundation for the truthful, creative, satisfying and successful work of all students, teachers, staff and alumni of HHL worldwide, who take personal responsibility for adherence to high ethical standards. The code also defines dimensions for the framework:

- **Treating others with fairness and respect.** Fairness and respect for human dignity as well as empathy are seen as core values for a balanced and positive atmosphere.
- **Integrity and honesty.** The university follows a strictly non-discriminatory path, where everyone is treated equally (see also gender mainstreaming, principle method) and academic work is evaluated fairly and independently, where cheating and plagiarism is not tolerated.
- **Responsibility for the HHL community.** The HHL members should promote the Business School in- and outside the university.
- **Membership in the HHL community does not expire with graduation.** That implies
that responsibility and adherence to the Honor Code does not expire. HHL’s Honor Code undergoes a continuous development and advancement due to the existing Honor Code Committee.

The conceptual cornerstone of implementing our mission statement is the Leipzig Leadership Model (LLM), which was developed as in a process of a joint collaboration between professors, and equally involved many students of HHL and other stakeholders. It remains the main focus and aims at giving orientation in the sense of a compass in these fast-moving times, the “VUCA-world” (VUCA is the abbreviation for volatile, uncertain, complex, ambiguous) to form critical and creative options.

The model is not normative as it does not aim to prescribe goals and values, but it provides notes on fundamental dimensions of good leadership. The LLM is based on an understanding of society as a venture for social cooperation which includes every human being; organizations are a crucial part of this venture. The LLM consists of the dimensions Purpose, Entrepreneurial Spirit, Responsibility and Effectiveness and addresses thereby typical potentials as well as conflicts of good leadership, e.g. responsibility vs. effectiveness.

The model places high emphasis on further development and has clearly-defined dimensions (the ‘why’, ‘how’ and ‘what’) which offer orientation to executives in rapidly changing environments.
**Leipzig Leadership Model**

*New Development:*

**New Leipzig Talents** is an invitation to reflect on personal leadership competencies and enhance them as called for by, and in accordance with, the Leipzig Leadership Model with its strong emphasis on purpose and contribution to the greater good.

The focus is on the development of students' personalities. They are being accompanied by an experienced coach for a half a year. The aim of the program is to illuminate people's entire personality from new perspectives and to provide impulses for the further development of their talents and strengths.
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.

Continuing Effort:

Topics of sustainability and responsibility are incorporated in diverse HHL’s courses on “Business Ethics”, “Global Governance and Social Responsibility”, “Corporate Social Responsibility in a Globalized World” and “Business, Environment, Society & Leadership”; often they are also referred to in other courses about marketing, supply chain management and so on. For every class starting at HHL is it mandatory to participate in at least one course related to ethics, either ‘Business Ethics’ or ‘Corporate Social Responsibility in a Globalized World’, according to their preferences. The courses offer a comprehensive overview to a theoretical framework of ethical decision making and supports its argumentation with practical and current examples. In the doctoral program, where students have to attend various courses, one of the two mandatory ones is “Philosophical underpinnings of management research” which deals with the methodological and ethical foundation of business in a modern society.

Example of standard lectures in the full-time and part-time study programs (Master of Science, MBA, PhD program) at HHL under Dr. Werner Jackstadt Chair of Economics and Business Ethics in 2019:

- Business Ethics (PT-MSc9 & MSc20)
- Integrative Case Study (MSc20)
- Business Ethics (PMSc10 & Business Ethics (PMSc10 Cologne)
- Corporate Social Responsibility (PT-MBA P14 & FT-MBA M19)
- Global Governance & Corporate Social Responsibility (FT-MSc18)
- Philosophical Underpinnings of Economic and Management Research (Doctoral program)
- Economic Ethics (Doctoral program)
- Growth & Sustainability (Doctoral program)
- Transformation, Continuity and Trust (HHL Executive Education: EADA EMBA)

Dr. Arend Oetker Center for Business Psychology and Leadership activities focus on how organizations impact both society as well as individuals. Based upon the notion of “public value” the center investigates how the relationship between individuals and the organization they interact with is shaped and formed. Several courses of the chair provide HHL students with scientifically based as well as practice-oriented knowledge and methods, e.g. Leipzig Leadership Model, Human Resources Management, Leadership Experience, and Organizational Behavior. The LLM (see principle 1) is also headed by Prof. Dr. Meynhardt, who is leading the chair, and his thoughts to public value and purpose.
Additionally, business and economic ethics continues to be an integrative part of HHL’s doctoral program. This has continuously been strengthened with a close cooperation between HHL and the Wittenberg Center for Global Ethics (WCGE), which offers an own doctoral program “Ethics and Good Leadership” where HHL-professor Prof. Dr. Andreas Suchanek is one of the supervising persons. The courses offered at WCGE are also open for HHL’s doctoral students (see principle partnership).

Finally, the HHL’s yearly Orientation Week offers a plunge into the HHL spirit. Through a range of intercultural team-building activities, students will embark on their HHL adventure. They will get to know classmates from all of our programs and from all corners of the world. The week(s) lay the foundation for a powerful network of contacts that will support students not only through their studies but far beyond. Refresher courses on business management paired with several onboarding sessions allow for a smooth start into the program.

Few of the activities in Welcome week encompass:

- **Cultural Diversity Training for MBA-Klasse** which emphasizes:
  - Cultural Awareness / German business culture
  - German business values and its implications for international business partners (German directness and how to deal with it, Separation of business & private life and its implications,…)
  - Intercultural challenges (Differences in communication, Differences in trust building, Differences in Leadership styles and its implications for Project Management and Teamwork, Differences in time perception and their impact on planning)

- **Team Building Activities for all classes**, e.g. Team Cooking, Dragon Boat Tour/Race; Team Rallye at HHL & city; aims at strengthening of team spirit within classes and between classes; serves as solid basis for possible challenges in program context

- **LLM-Introduction**, given by Prof. Meynhardt and Prof. Suchanek: From their very first days, students get familiarized with the key ideas of this model, along with group discussions and exercises.

*New Development:*

The Business Psychology and Leadership chair’s public value research is dedicated to the question of how an organization contributes to society with its core business and how this knowledge can play a role in corporate decision making. Today, management tools, such as the Public Value Scorecard© are applied in various organizations to account for their social value and to deduct strategic alternatives (see Principle 4).

To ensure that our graduates are also prepared for the challenges of an environment that will be even more volatile and shaped by digitization in the future, we have introduced three major innovations in our programs.

1. We have geared studies even more towards entrepreneurship, i.e. on a holistic understanding of organizations, on thinking in options and possibilities and on a clear implementation. This includes in particular the ICS - Integrated Case Study.
2. We have given the aspect of digitization a larger focus.
3. We focus even more on people by offering a necessary support through instruments of coaching (see Principle 1) for students to be able to think about themselves, their own path in life and their contribution to the big picture. Accompanied by an active career service, a wealth of extracurricular activities, student initiatives or mentors, we want to give students the opportunity to develop as a personality and to grow as people at HHL. This also includes the revised Orientation Week, in which we focus on the importance of diversity and also discuss our leadership model as the basis for sustainable and value-based leadership.

Principle 3

Method

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

Continuing Effort:

HHL continuously advances its educational framework and environment, in order to enable students to live out the previously mentioned purpose and values. For instance, a well-established concept for gender mainstreaming aims to further strengthen the position of women in (international) leadership positions. However, the main strength of this concept is that it focuses on diversity rather than “only” on equality across gender – which is a much broader and more encompassing approach. In line with the concept an infrastructure was implemented, that works supportively. Two employees are commissioned to take further improving actions in this area, one responsible for all administrative staff and the other one responsible for the faculty. Both are allowed to participate in application procedures and (senate) committees, monitor and give recommendations.

In addition to that a network, called women@hhl, continues to offer a communication platform for discussions and workshops concerning women in leadership positions, such as:

- “How to attract and retain female talent in private equity?” – A talk by Dörte Höppner
- “Women in Leadership – Tales from Cliffs, Ceiling and Success” – A talk by Dr. Katrin Krömer
- "From ambition to success” – A workshop by Dr. Jana Leidenfrost
- „Get in touch“ – Im Gespräch mit Top-Managerinnen
- Women Entrepreneurship Week 2019: Challenges along the Entrepreneurial Journey – Experiences shared by female entrepreneurs and investors
Another relevant point within the creation of the educational framework is the realization of **field projects.** Field projects, where students cooperate with a company, are mandatory for full-time MSc students and voluntary for full-time MBA students. Within the project a small group of students work on a specific problem of the company (e.g. advancing a software to reduce corruption, analyzing the contributions of the German Mittelstand to the SDG or implement the ethical compass at a DAX-company). In the best case, the company will implement the proposed strategy of the students. Consequently, the students are a part of the practical implementation, which is due to the standards of the students and the highly motivational environment quite often the case.

HHL merchandise department also acts in harmony with the environment and promotes sustainability. Due the initiative of HHL’s employees and management the university outfits, from hoodies to t-shirts, are produced sustainably and GOTS-certified outer clothing for women and men prevents the environment from being damaged by the production process of our textiles. HHL’s clothing stands up for better working conditions and fair salaries. It helps to create an all-encompassing development cycle: families can afford safe houses and medicine, children receive education. Thus, they are able to accept fair paid jobs.

On the program side, we encourage student’s research in the area of responsible and good leadership, as well as social responsibility and sustainability. Below are the examples of **Master Thesis topics** at HHL under Dr. Werner Jackstädt Chair of Economics and Business Ethics in 2019:

- “Artificial intelligence in and beyond organizations: Research on unintended consequences of artificial intelligence for digital platforms”
- “Ethical dilemmas in the packaging design process at IKEA”
- “The rise of the misinformation and disinformation ecosystem of fake news: An ethical analysis”
- “A tale of two CSR stories: Identifying and reconciling relevant inconsistencies in Hindustan Unilever’s CSR messaging”
- “The supervisory board in the role of an impartial spectator – What are the conducive conditions for fulfilling this role?”
- “Justifiability of lying in business? Lying as an ethical risk in the leadership context”
- “Google’s AI-Principles as a self-regulation effort and their impact on the prevention of relevant inconsistencies –An analysis based on the Ethical Compass”
- “Saving the planet from plastic: nudging to reduce the consumption of plastic bags in grocery shopping”
- “An ethical analysis: Online marketing of over-the-counter drugs and its ambiguity in providing information to the customers”
- “Effective communication and implementation of corporate values in the hotel industry: An ethical analysis”
- “The challenges that legitimacy pose to profitability: A theoretical analysis of to which extent organizations can ensure profitability whilst observing legitimacy”
- “An ethical analysis of corruption in India”
- “The ethical challenges and opportunities of digitization to the IT department of a healthcare company”
- “The development of a change consistency wheel as an approach to tackling relevant
Chairholder of the Dr. Werner Jackstädt Chair of Business Ethics, Prof. Dr. Andreas Suchanek, developed an “Ethical Compass for Leaders”. The Ethical Compass, like a real compass, does not provide orientation as to which goals to follow. The Compass rather gears attention to the side effects of individual goals and side effects with regard to the underlying question: what can we legitimately expect from each other? Therefore, the fundamental principle of the compass and successful social cooperation is: Do no harm. This principle is substantiated with the elements freedom, embeddedness, respect and self-commitment. The ethical compass as well as the Leipzig Leadership Model (see principle 1) did already find its way into teaching.

New Development:

In 2019, further elaboration of the concept of “ethical compass for managers” was another focus of the Business Ethics chair's research integrated in dissertations, supervised master's theses (see above) and into teaching. Here, a systematic tension between scientific consideration of the respective topics and the question of suitable orientations for practice became increasingly clear. This tension is particularly evident in the cooperation project "Leadership Ethics in the MINT Subjects", which is being developed with colleagues from Tübingen (philosophy, project lead), Jena (chemistry didactics) and Mainz (empirical sociology).

Another focus was the elaboration of the concept "Corporate Legitimacy", which was reflected in a manual article. This concept is of fundamental importance for business ethics (and especially for companies today) because it defines the scope for action that companies legitimately have (and which are often unclear today). In connection with this, the concept of "CDR" (Corporate Digital Responsibility), which has become increasingly popular in recent years, was further clarified, whereby systematic relationships between the ideas of the ethical compass, the issue of legitimacy and CDR become apparent.

Furthermore, executive education programs aim to support executives and managers with the expansion of their business expertise and with strengthening their management skills by offering hands-on advanced training programs and seminars.

For example, the program Leadership for Experts in Medicine and Health Care provides a unique combination of a business education combined with the latest state-of-the-art knowledge in the medical science and health care sector. With this program we aim to equip our participants with expertise for their daily work. We work with excellent and internationally renowned professors and lecturers, tailor-made methods as well as tried and tested approaches for teaching sustainable leadership. A central part of this program is a class about leadership ethics.

Similarly, a Purpose Seminar addresses the question: “To what extent do you align your business with social benefits?” The training gives the opportunity to determine a leader's current position – for him/herself...
as a leader and for their organization.

**Future activities:**

The preparation of a comprehensive project with the working title "Everyday Management Ethics" is already in preparation under the Dr. Werner Jackstadt Chair of Economics and Business Ethics.

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**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*.

The following section includes an overview of research strategy and focus areas relating to PRME including centers, projects as well as relevant publications.

**Continuing Effort:**

Overall, twelve chairs conduct academic work on sustainability. This research can be clustered into five streams: Business Ethics & Theoretical Underpinnings, Sustainable Entrepreneurship & Innovation, Sustainable Production & Consumption, Energy & Emissions and Sustainability Reporting & Finance.

The cluster of Business Ethics and Theoretical Underpinnings is concerned with the broader conceptual foundations for Corporate Social Responsibility (CSR) and is being worked on by different chairs such as Economic and Business Ethics, Business Psychology and Leadership as well as Microeconomics. The respective topics comprise “CSR as Corporate Trust Building”, “Corporate Legitimacy”, “Corporate Digital Responsibility”, “Public Value”, “Common Good” as well as “Managerial Decision-Making”.

The cluster of Sustainable Entrepreneurship and Innovation is concerned with the concrete solution of social problems through entrepreneurial action and being researched by the following chairs: International Management, Innovation Management & Entrepreneurship as well as Entrepreneurship & Technology Transfer. Topics such as “Frugal Innovation”, “Bio Economy”, “Smart Waste Management”, “Social Entrepreneurship” and “Shared Economy” are being addressed.

Besides the already mentioned chairs, the following chairs are concerned with the Maintenance of Sustainability throughout the whole value chain: IT-based Logistics, Marketing as well as Retail & Multi-Channel Management. Also, the chairs of Macroeconomics and Economics & Information Systems are concerned with the provision of clean energy for industrial production.
Along the diligent work at the before mentioned chairs, several centers at HHL are leading the way in solving societal and sustainability challenges.

The Center for Leading Innovation and Cooperation engages in sustainable practice-oriented transfer projects, exploring both social coherences and digital innovations against the backdrop of current innovation processes and cross-sectoral value chains. The center’s research is mainly supported by third parties and public funding. One of the current projects, the Agile Hybrid Project aims to improve digital competencies of employees through agile methods. Creating a responsible and sustainable work design, especially in small and medium companies is at the core of the project. Besides, the Incubator Project Future Tex creates business models for a structurally weak industry sector in Saxony. Through technical innovations and ready for market results, the project aims at securing traditional jobs and creating new sustainable job opportunities.

The research within the Rolf Schrömgens Professorship in Entrepreneurship and Technology Transfer focuses on the topics of sharing economy, sustainability as well as social entrepreneurship. As a result of their research two members of the Professorship (Susanne Pankov and Prof. Dr. Vivek Velamuri) were awarded for their work entitled "The development of sustainable entrepreneurial ecosystems: Understanding the role of sharing economy entrepreneurs in facilitating sustainability" at the 23rd interdisciplinary annual conference on entrepreneurship, innovation and medium-sized businesses (G-Forum) on 26 September 2019 in Vienna with the "Sustainable and Social-Entrepreneurship Research Award 2019".

HHL’s Doctoral Program continues to promote conceptual and empirical research and therefore advances our understanding concerning the impact of corporations in value creation. It is designed on a part-time basis, including lectures, seminars, colloquia, summer schools and conferences. Hence, it is particularly of interest to professionals. About 20 chairs and centers work on an encompassing range of research topics. Research questions are often interdisciplinary (e.g. combining economic issues with ethics, psychology, law etc.). HHL’s doctoral students are a member of a multi-faced network from business partners, researchers and academia in Leipzig, Germany and worldwide. Many chairs at HHL supervise PhD theses which have are related to the fields of sustainability – e.g. in innovation, marketing, or economic – or CS (including public value, CSV and related concepts) – e.g. leadership, accounting or strategic management. This is particularly true for the Dr. Werner Jackstädt Chair of Economic and Business Ethics where roughly 10 to 15 internal and external doctoral students are supervised. Every doctoral student does an empirical or conceptual (or both) research on an ethical topic concerning economics or businesses. Sustainable value creation is broadly analyzed, while some doctoral students focus on environmental aspects, others focus on social ones. For instance, in order to enrich the concept of trust philosophical and psychological aspects are also researched. External doctoral students are working in a company somewhere in Germany and have a huge practical background, while internal doctoral students enjoy a huge theoretical background. Due to a permanent dialogue between all doctoral students and to a certain degree also alumni, there is a continuous discussion, learning process and support. Doctoral students researching sustainable development, sharing economy, leadership development, kindness, human rights and ethical risks in digitalization completed their thesis recently.

Doctoral thesis topics under the chair’s supervision or initial assessment:

- Kindness virtue in business leadership: From Micro- to Mid-Level Implications
● You can’t buy good leadership – How to design the remuneration system of managers in banks
● Intercultural management and the extended Golden Rule
● How to change risk culture in banks – fighting symptoms or identifying the root causes of misconduct?
● The capability approach and its relevance for commercial corporations
● Good leadership 4.0 – the ethical compass as a management tool in the digital age
● „What you don’t use, you lose! Nudge to remind: A behavioral ethics approach to promote ethical behavior of organizations
● Self-limitation as success factor in the garment industry
● Resonate Leadership

New development:

As a close research partner, the Wittenberg Center for Global Ethics held its first “Wittenberg Interdisciplinary Business Ethics Conference” (WIBEC) for young researchers in November 2019. Besides a keynote by Maxim Egorov from the Chair of Research and Science Management at the Technical University of Munich on “Ethical and unethical leadership: so far, so good - where are we heading next”, several HHL students presented on the topics such as “The Purpose of Business is Purpose: Development and Validation of a Questionnaire to Measure the Purpose of Organizations and Leaders” as well as “Ethical Focal Points, Heuristics and Risk Culture in Banking”.

Besides the WIBEC, the WCGE supports HHL research with PD Dr. Lisa Schmalzried as a guest researcher.

Principle 5

Partnerships

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.

Continuing Efforts:

The HHL, in particular the Dr. Werner Jackstädt Chair of Economic and Business Ethics maintains an intense partnership with the “Wittenberg Center for Global Ethics (WCGE)”. Prof. Dr. Andreas Suchanek is not only Chairholder at HHL but also a Chairman of the WCGE. The Wittenberg Center for Global Ethics is an
independent, international and interdenominational initiative of persons and organizations from politics, business, academia, the churches and civil society - aiming to sustainably promote peace, justice and prosperity in the emerging world society. Over the past years, the Wittenberg Center has prospered. Today, the Center helps tackling social challenges by promoting a cooperative and practicable approach that has a sound scientific base. Seminars, dialogue processes and international cooperation provide formats that allow scientific reflection on principles and values while putting them to the test and fleshing them out with real-world experience. Aspects of the partnership between HHL and WCGE are WCGE’s support during Orientation Week, the opportunity of HHL doctoral students to join seminars in Wittenberg and vice versa, cooperation for field projects, network of researchers as well as practitioners.

Through the continuous application of the Public Value Scorecard, HHL supports individual organizations in gaining an introspective view of their own tasks, values and value contributions. This qualitative approach has already proven its worth in cooperation with, among others, FC Bayern Munich, RB Leipzig, the Bundesverband des Deutschen Lebensmittelhandels (Federation of German Food Retailers), but also MDR (Mitteldeutscher Rundfunk - Central German Broadcasting). Within the framework of a three-stage study, it is possible, for example, to identify the areas through which MDR contributes to the common good in expert discussions. At the same time it was evaluated how efficiently it uses these potentials. The combination of quantitative data as a mirror of society and qualitative studies as a magnifying glass for organizations is the appropriate way to explore the highly complex topic of "common good" and enables a broad and informed discourse with the respective stakeholder.

New Development:

The new course “Responsible Entrepreneurship for the common good” cooperates with a secondary school in Leipzig and has been initiated by Prof. Meynhardts (Dr Arend Oetker Chair of Business Psychology and Leadership). The course objectives include learning about public value-oriented business models, getting in touch with award-winning start-ups; interacting with outstanding pupils at secondary level and innovative start-ups. Pupils and students jointly explore questions of corporate practice working together in small projects (“flipped learning”). The content of the course comprises solving real public value challenges for start-ups, getting to know conceptual foundations, e.g. why and how should entrepreneurs align their business model with a contribution to the common good (public value) right from the start and how can this be responsibly linked with financial goals? Further, what are the characteristics and attitudes of an entrepreneur who acts in a societal responsible manner? This initiative for joint learning and shared ideas has been supported by the Peter Curtius Stiftung.

Principle 6

Dialogue

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

Dialogue continues at HHL:

During the last few years, HHL – Leipzig Graduate School of Management was the venue for several national and international conferences, where students, faculty members, society and companies can join the speeches and discussion related to critical issues these days. For instance, a conference on the Leipzig Leadership Model took place. As mentioned earlier, the close cooperation to the WCGE are main drivers in facilitating and supporting dialogue between educators, students, companies and society concerning the topic responsibility and sustainability.

Another event of importance, which particularly ensures the dialogue between students at HHL is the Orientation Week. Through a range of intercultural team-building activities, students will embark on their HHL adventure. They will get to know classmates from all of our programs and from all corners of the world. The week lays the foundation for a powerful network of contacts that will support students not only through their studies but far beyond. Refresher courses on business management paired with several onboarding sessions allow for a smooth start into the program.

At the Dr. Werner Jackstädt Chair of Economic and Business Ethics, every month there is a doctoral telco, where internal and external doctoral students come together and have discussions about their research topics and interesting theories concerning corporate social responsibility and sustainability. In this way, students broaden their perspective and get different insights. In addition to that, every year in spring there is a doctoral seminar for internal and external doctoral students and in November, the same seminar is open to all alumni.

Since 2017 the annual Summer School has been transformed into the two-day HHL Summer Meeting. During this event doctoral students have the chance to listen to and connect with renowned guest speakers from academia as well as from the business world. While “Growth and Sustainability” was last year’s topic, 2020 will highlight “Leadership” as a focal point.

In cooperation with the organizational consultancy EY, the EY Public Value Award (EYPVA) ceremony specifically for start-ups serving the common good was initiated. The focus of this award is the social benefit and thus the contribution to the common good that arises from the respective business model, product or service. This can happen in many different ways, independent of industry, or pursued purpose. Public value is not only created in social entrepreneurship; profit and competition-oriented companies also create value for society. With more than 130 applicants in 2019 the EYPVA is growing in importance and will be held again in the following year.

New Developments:

HHL is in a continuing process to foster new dialogue platforms as well as strengthening existing ones. Welcome events, conferences at HHL, field projects, research is undertaken in collaboration with students and research associates on the one hand, and with business leaders and politicians (e.g. field projects) on the other hand.
In order to provide a place for empowerment, exchange and personal development for all female students, employees and alumnnae of HHL as well as other interested parties the initiative Women@HHL has been founded. Organized by HHL research associates, the initiative offers coaching, mentoring and various events on topics related to leadership, career opportunities and skill development to enable women to excel in business. Through various events, dialogue with executives to gain valuable professional and personal insights as well as food for thought is being fostered. At the same time, Women@HHL connects successful and inspiring people with HHL students and staff to enrich their individual network. Some of the events include: Women Entrepreneurship Week: “Entrepreneurship: Bitter Sweet Reality” (HHL participates every year with an event in the global framework of Women Entrepreneurship Week together with more than 200 other universities https://www.montclair.edu/entrepreneur/womens-entrepreneurship-week/), or “Get in touch“ – In conversation with top female managers” or “Women Entrepreneurship Week: Challenges along the Entrepreneurial Journey – Experiences shared by female entrepreneurs and investors.”

The Deutsche Post Chair of Marketing created a new platform for networking and discussing sustainability issues on campus. Since 2019, the Sustainability Workshop has been held regularly, aiming at creating awareness on how to identify and manage business impacts on sustainability. The Workshop has been initiated by sustainability researchers of the Marketing as well as of the Entrepreneurship and Technology Transfer chair, targeting primarily HHL students as well as PhD students. By inviting guest speakers from sustainability-focused startups as well as sustainability managers from international tech companies (Cyclic.Design; Dell Technologies) the Sustainability Workshop helps build the bridge between theory and practice.
In 2020 HHL aims to continue the restructuring of its study program. This is based on the consideration, that in our turbulent times it is of utmost importance to strengthen those core competencies of our students, which are needed to cope with the challenges of globalization and digitalization. In line with the Leipzig Leadership Model, we did already integrate the four dimensions of the LLM in our curricula. We will go on to specify more concretely to which extent each course pays in into every dimension of the LLM (e.g. purpose and responsibility). Further, the Business Ethics course is included as a compulsory course in all 4 programs. This is our understanding and way as to how we can fill the PRME Principles with life.