Preliminary comment

Founded in 2004, HSBA Hamburg School of Business Administration is the private university of choice for business in Hamburg. HSBA offers future executives applied courses of study with an international gearing. In addition to the courses, applied research and development, further training and executive education as well as advisory services round off HSBA’s portfolio. The current courses are FIBAA accredited, and HSBA was accredited by the German Council of Science and Humanities in 2009. Strong rankings and top-notch research achievements by our teaching staff, which has grown to 19 full-time professors, testify to HSBA’s high quality.

HSBA is currently cooperating with more than 200 companies to offer seven demanding courses of study with 620 students enrolled at present.

- Business Administration (dual B.A.)
- Media Management (dual B.A.)
- Logistics Management (dual B.A.)
- Maritime Management (dual B.A.)
- Global Management and Governance (part-time M.A.)
- MBA Business Administration and Honourable Leadership (part-time MBA)
- MBA in Shipping (part-time MBA)

There are also plans for further bachelor’s and master’s degree programmes.

All of the bachelor’s programmes are carried out as dual degrees and are subject to continuous further development together with our partners from business and science. Instruction for students on bachelor’s programmes takes place at two locations – at HSBA and at a company. We are convinced that the combination of theoretical learning at HSBA and the opportunity for students to apply what they have learned in practice in a company setting deepens their knowledge and guarantees successful learning. The financial support provided by the companies to the students allows them to focus completely on their studies throughout their degree. The students are influenced jointly by HSBA and by the company, making them especially skilled in a professional environment. This means that they can immediately start adding value to a company as soon as they graduate. In line with this philosophy, all of HSBA’s master’s degree programmes can be taken on a part-time basis to accommodate work requirements. From HSBA’s perspective, this model provides the best possible basis for an excellent university education for upcoming company managers.

As a university for business, it is also HSBA’s goal to support the companies cooperating with us in finding the best bachelor’s and master’s degree students, not least to ultimately
bring and bind the most talented amongst them to the Hamburg location. In order to attract talented students from all over the world, most of HSBA’s degree programmes are in English. For all other courses, the percentage of lectures taking place in English approximates 30%. This promotes the integration of Hamburg’s business in an international network with foreign partners and helps to safeguard the location’s competitiveness.

The areas of research, development, further training and advice are also continuously being expanded, with even further potential scope for development in these areas. In addition to its own series of working papers, HSBA’s agenda centres on lectures, seminars and conferences, EU research projects and networking with national and international partners. Research at HSBA is funded by the university’s own foundation.

HSBA’s foremost objective is to use dialogue between science and business to create the prerequisites for our students’ professional success and to make a contribution to the competitiveness of our participating companies. We pursue this objective in adherence to the values of the honourable merchant. These values are expressed in a culture characterised by the long-term involvement of all members of HSBA. The implementation and adaptation of the Principles for Responsible Management Education consistently supplements and supports this approach.

2010/2011 report

After intensive discussion with all of HSBA’s members and stakeholders over the past year, the university has developed its mission statement (Appendix 1). The focus on the values of the honourable merchant is now included as a central component. The aim is to use specific measures to entrench this focus on values in HSBA’s service areas: dual and part-time studies, further training and research and advice. The task at hand is to have all of HSBA’s members identify strongly with this focus on values and to make it a reality for the respective status groups. This will involve workshops with representatives for the teaching and administrative staff, students and companies.

The first measures to translate this mission statement into real-life action at the university have already been taken. These are based on the fundamental understanding of HSBA as the university of choice for Hamburg’s business and its activities as an academic institution with the aim of promoting the competitiveness of the companies in the Hamburg city region by means of high-quality education and research offerings. In the following, we outline the extent to which HSBA acts in accordance with the Principles for Responsible Management Education in its capacity as a university for business and based on its focus on values. The text follows the structure of the PRME.

**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.

HSBA educates future executives for the world of business in Hamburg. To do this, it offers students the framework conditions necessary for becoming a responsible young executive: an open atmosphere in which to learn, high academic standards, a strong practice-based approach and a solid network in business and society in order to discuss and raise topical issues. HSBA also explicitly encourages students to engage in extracurricular activities, whether by organising events and conferences, participating in student initiatives and
committees or entering competitions. HSBA’s main interest in this regard is that students acquire and develop social skills such as learning to take responsibility and initiative, practicing organisational skills and working in a team. In all of the activities undertaken, students are encouraged to take a resource-saving approach to costs and materials.

**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.

HSBA has incorporated the values of global corporate responsibility in its curricula and constantly works toward implementation of those values even at an extracurricular level. In particular, this takes the form of more and more specialist lectures and workshops for students and external guests on the topic of corporate (social) responsibility. In this way HSBA contributes to raising awareness of the relevance of the topic for entrepreneurial success and to providing the knowledge and techniques needed to make the implementation of corporate (social) responsibility work in practice.

Special attention is paid to incorporating the topic in HSBA’s bachelor’s and master’s curricula, explained in more detail below.

**Undergraduate curricula**  
On the bachelor’s degree programmes, we offer different compulsory electives that cover the topic of corporate responsibility and teach the values of global social responsibility. Examples include the modules “Nachhaltiges Wirtschaften – Responsible Sourcing: Unternehmensverantwortung in der Zulieferkette” (Responsible sourcing: corporate responsibility in the supply chain) (Appendix 2) and “Unternehmensethik & Verantwortungsmanagement” (Business ethics & responsibility management) (Appendix 3).

**Graduate curricula**  
HSBA offers two part-time master’s degrees, the content of which is based on the model of the honourable merchant. These are the M.A. in Global Management and Governance and the MBA in Business Administration and Honourable Leadership.  
A feature of these master’s degrees is that each module covers aspects of business ethics, sustainability and governance in addition to the traditional range of business administration contents. Thanks to these recurring overlapping topics, the students learn to always make their business decisions in a larger context while taking business ethics and sustainability into account.

The course schedule for the M.A. in Global Management and Governance provides a clear example of how the topic of global corporate responsibility is incorporated in the programme:
Additionally, the CSR events “Corporate Responsibility: Models and Theories” and “Corporate Responsibility and Society: Corporate Citizenship, Cause-Related Marketing, Corporate Volunteering” are compulsory modules on these master’s degree programmes. The Hamburg-based association “Versammlung Eines Ehrbaren Kaufmanns zu Hamburg e.V.” (VEEK) has assumed the patronage, contributes content and offers the students a mentoring programme. ([http://www.veek-hamburg.de](http://www.veek-hamburg.de)).

See Appendix 4: Mission Statement of the Versammlung Eines Ehrbaren Kaufmanns zu Hamburg

**Principle 3**

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

HSBA offers its students framework conditions that facilitate an open atmosphere for learning. Learning in small study groups and in seminars (there are no large-scale lectures at HSBA) fosters a culture of open dialogue. Students can make contributions and critically assess course contents. Students can speak to lecturers directly. In seminars on team building and project management, students learn to treat one another with respect and can try their hand at leading small teams at HSBA.

In addition to the contents of the different extracurricular projects that are worthy of support, the students learn to take on long-term responsibility as part of the projects. Certain involvements only make sense if they are designed to last for a longer period. For example,
HSBA’s social committee is involved in organising blood donation campaigns, helping children from disadvantaged backgrounds with their homework and handing out food at soup kitchens.

There is also an open-door policy within HSBA’s administration that extends across the entire team, from the staff responsible for programme management right up to operations management. Students can simply drop by in person with their suggestions and requests. HSBA supports its students getting involved in a variety of different activities.

**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.

Research at HSBA is focused on structuring and analysing theoretically real-world problems and finding practical solutions to these problems. In the dialogue between science and business, we provide application-oriented research for Hamburg and its region, and in return receive valuable input, which we incorporate into our teaching. HSBA supports research that examines policies and practices of business enterprises in the context of governance, CSR and ethical management cooperation with affiliated companies. Recently HSBA has acquired the lead in an EU funded project “X-Posse”, which aims to promote green logistics alternatives and focuses on strategic actions to support the sustainable development of freight transport in cities. Further along this concept, we have submitted a second project to the European Commission in December 2011, which implies the development of new co-modal network designs and operation approaches concentrating on the needs of greening the existing logistics chains.

**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.

As the university for Hamburg’s business, HSBA is very active in maintaining its links to industry. Over 200 participating companies are taking part in the university’s dual course offerings. Furthermore, HSBA is engaged in intensive dialogue with different business networks in the region. These include the members of the Versammlung Eines Ehrbaren Kaufmanns zu Hamburg e.V., who contribute their time in case studies or as mentors at the university or the “Wirtschaftsjunioiren”. Through its sponsor, Hamburg’s Chamber of Commerce, HSBA also has strong links to the member associations of the Chamber.

An exchange with the companies takes place at regular intervals at different levels. Companies can help to shape the course offering in different committees and working groups, while HSBA also gets impetus for research projects from the companies. Case studies are often based on real-life examples from the participating companies. This ensures that HSBA can address the current challenges in business from a social or ecological perspective, also for issues of corporate responsibility. HSBA’s board of trustees, the university’s highest advisory committee, comprises high-ranking representatives from companies in the Hamburg city region and monitors compliance with HSBA’s objective of making a contribution to the competitiveness of business in Hamburg with its offerings.
**Principle 6**

**Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

Various platforms have been put in place at HSBA to promote an exchange between the university and society at large on the issues of CSR and sustainability. HSBA supports student activities on the one hand, while also organising its own events.

The principal student event is the annual symposium, where representatives from business and politics enter into dialogue with experts on the topic in question. Student symposia in recent years covered topics such as Corporate Social Responsibility (2007), Diversity Management (2008) and Management by Generation – Sustainable Governance and Transitioning Values from Economic Miracle to Generation Y (2010). (www.hsba-symposium.de)

By means of public lecture series, HSBA itself offers a discussion platform for civil society, universities, business and society. Hamburg was European Green Capital in 2011, an occasion that provided an opportunity to hold various lectures and discussions.

HSBA’s Maritime Business School is especially dedicated to addressing ecological sustainability issues in the maritime sector, both through research projects and by organising talks and networking events.

Also since 2011, an event has been taking place every quarter as part of the “Unternehmensverantwortung kontrovers” series dealing with controversial topics in corporate governance, where different aspects along the value added chain are explained and discussed in detail (Appendix 5). HSBA is hosting this series together with Hamburger Stiftung für Wirtschaftsethik (a Hamburg-based foundation for business ethics) and Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ, a German association promoting international cooperation).

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**Appendix 1:** HSBA guiding principles

**Appendix 2:** Module description – Nachhaltiges Wirtschaften – Responsible Sourcing: Unternehmensverantwortung in der Zulieferkette (Responsible sourcing: corporate responsibility in the supply chain)

**Appendix 3:** Module description – Unternehmensethik & Verantwortungsmanagement (Business ethics & responsibility management)

**Appendix 4:** VEEK guiding principles

**Appendix 5:** Flyer for the CSR series
HSBA Mission Statement

HSBA Hamburg School of Business Administration
Success by achievement – responsibility – fairness

We, the members of HSBA, create the conditions for vocational success of our students by a dialogue between academia and the business community, and contribute to the competitiveness of our cooperation companies. We take our orientation from business ethics and the principles of honourable leadership. That is expressed in a culture characterised by long-term commitment of all members of HSBA.

1. Excellent university education for young business talents
   We ensure high employability of our graduates with our dual Bachelor programmes and our on-the-job Master programmes, and our academic further educational programmes which we continuously develop together with our partners. We support our cooperation companies in their search for the best Bachelor and Master students.

2. Professional monitoring for career entry and development
   Our courses and academic further education programmes are an outstanding basis for a successful career in a rapidly changing environment – starting right from the first day.

3. Research for practice
   We conduct application related research for Hamburg as a business location, in dialogue with the academic and business communities. We receive valuable stimuli from the business community and input these into our teaching and the academic world.

4. A living university with a passion for learning
   Our HSBA not only organises learning, but is itself a learning organisation, with a high degree of willingness and capability to change. We create a university climate which encourages experiment and innovation.

5. A strong network – lifelong
   Our partnership with institutions in Hamburg and throughout the world is based on a fundamental attitude of openness to the world and value orientation. We work through cooperation to open the gateway to the world, while at the same time remaining a home port. At the centre of a strong corporate network, in a dynamic city, and in the midst of social and political activities – we are the Business School right at the centre of Hamburg.

Our students implement this mission in their own Code of Honour.
**HSBA Hamburg School of Business Administration**

**Elective Business Administration I – Responsible sourcing:**
Unternehmensverantwortung in der Zulieferkette (Responsible sourcing: corporate responsibility in the supply chain)

**Module description**

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<td>Type of exam / prerequisite for awarding of credit points:</td>
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<td>Grade weighting in the overall module grade:</td>
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**Learning objectives**

At the end of the seminar, students should

- understand the dimensions of the social challenge resulting from globalisation
- be in a position to reflect critically on proposed solutions
- be able to put forward their own proposed solutions
- grasp the significance of the issue for companies’ ability to remain viable
- be motivated to incorporate social aspects in their entrepreneurial dealings as future executives

**Contents**

1. Definition of topic and terms
   1.1. Sustainability
   1.2. Corporate Social Responsibility (CSR)
   1.3. Corporate citizenship
   1.4. Social entrepreneurship
2. History of the global economy from a social perspective
   2.1. Value added in the colonies
2.2. Labour movement in the era of the industrial revolution in Europe

3. The relevance of corporate governance for the supply chain today
   3.1. Role of NGOs
   3.2. Role of media
   3.3. Role of consumers
   3.4. Role of corporate culture

4. Factors for poor working conditions in the food and non-food sector
   4.1. International context
   4.2. National context
   4.3. Industry context (using the example of coffee and clothing)
   4.4. Company-specific context
   4.5. Supplier context

5. Attempts at regulation by transnational organisations – goals, methods and roles
   5.1. International labour organisation (ILO)
   5.2. UN Global Compact
   5.3. Organisation for Economic Cooperation and Development (OECD)
   5.4. World Trade Organisation (WTO)
   5.5. Opportunities and limits of transnational regulation

6. Proposed solutions for the food and non-food sector
   6.1. Government CSR strategies (using the example of the UK and Germany)
   6.2. Industry solutions (using the example of 5 different initiatives)
   6.3. Sustainability as a marketing strategy

7. Conclusion regarding the proposed solutions
   7.1. Strengths and weaknesses
   7.2. Opportunities and limits

8. From voluntary standards to statutory requirements?
   8.1. Opportunities and limits of statutory regulation at EU level
   8.2. Opportunities and limits of statutory regulation at national level

9. Possibilities for introducing social standards for entrepreneurs
   9.1. Determining scope for action
   9.2. Developing strategies
   9.3. Formulating a business case

10. Closing discussion: conclusion and outlook

Teaching and learning methods
   » Topics covered and seminar structured by oral reports by students
   » Active seminar units: using case studies in group work, individual work and in role plays
   » Facilitating group discussions
   » If possible, external speakers from companies or relevant organisations should also be included for certain topics (e.g. representatives from Otto, Tchibo and/or the consumer protection agency)

Special aspects
   In-company training requirements
   The objective of the elective in the first year of study is to allow students to develop a proposed solution by preparing an assignment based on an issue or problem in the company.
   With regard to an issue or problem agreed upon with the company that is related to the topic, students must be given the opportunity to research information at the company, to analyse this information and to develop a proposed solution in connection with the theoretical basis.
   By preparing and presenting the assignment, students acquire scientific methodological expertise, soft skills and communication skills and learn to apply specialist theoretical knowledge to real-life company problems.
**Recommended reading list (teaching and learning aids, literature)**

- Further recommended reading
HSBA Hamburg School of Business Administration

Elective Business Administration I – Unternehmensethik & Verantwortungsmanagement (Business ethics & responsibility management)

Module description

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Learning objectives

Students should deal with different ethical issues of day-to-day business and be introduced to selected approaches and organisational forms of strategic responsibility management. In particular, students should

- familiarise themselves with business ethics as complex management of values by the company in its relationship with society
- understand conceptual approaches from the field of business ethics and responsibility management
- discuss selected ethical day-to-day issues along the value added chain and reflect on their own experiences in the company
- learn to apply responsibility management strategies and tools
- recognise the potential of responsibility management as an opportunity for customer and business development
- classify organisational structures as part of responsibility management and business ethics

Contents

1. Introduction to business ethics
   1.1. Relationships between companies and society
   1.2. Ethical levels of action
   1.3. Ethical issues in global markets
   1.4. Ethical issues along a company’s value added chain
2. Conceptual approaches
   2.1. Stakeholder approach
   2.2. Corporate Social Responsibility
   2.3. Corporate citizenship
3. Selected ethical issues of integrated company organisation
   3.1. Compliance
   3.2. Corporate governance
4. Ethical issues along a company’s primary activities
   4.1. Logistics and production: management of environmental resources, product quality and safety
   4.2. Marketing and sales: ethical marketing, product and consumer information
   4.3. Customer service: data protection
5. Selected ethical issues along a company’s secondary activities
   5.1. Company infrastructure: finances and ethical investments, communication
   5.2. Personnel: industrial standards, safety and health, anti-discrimination
   5.3. Technology development: IT systems, ethical research practices
   5.4. Purchasing: ethical procurement and supplier management, fair trade
6. Selected social issues
   6.1. Societal engagement
   6.2. Influence of business activities on the natural environment
7. Strategic responsibility management
   7.1. CSR strategies
   7.2. Tools of strategic CSR management
   7.3. Marketing and product development for CSR-affine customer groups
   7.4. Tapping new markets through social entrepreneurship and bottom of the pyramid approaches
   7.5. CSR and stakeholder communication
8. Organisational approaches in responsibility management
   8.1. Compliance structures
   8.2. CSR and environment departments
   8.3. Integrated sustainability organisations

Teaching and learning methods

Lectures, group discussions, presentations, case studies

Special aspects

In-company training requirements
In order to give students a comprehensive overview of the integration of ethical issues in day-to-day business, in-company training should supplement and support the theoretical studies by giving students the possibility to
» get to know company-specific rules and instructions such as codes of conduct or supplier standards
» experience the implementation of standards and codes of conduct, for example by participating in relevant parts of the procurement process or taking part in compliance training measures
» familiarise themselves with the organisational structures in the company for implementing responsibility management, for example through organisational charts or overviews of compliance officers in the company and, if available, CSR or sustainability departments

Recommended reading list (teaching and learning aids, literature)