International Graduate School (IHI) Zittau

Principles for Responsible Management Education

Communication on Progress

Academic Years 2010 - 2011
Rector’s Note

The International Graduate School of Zittau (IHI Zittau) signed the Principles for Responsible Management Education in 2008. In 2010, we published our first report for the academic year 2009.

In this report, we are informing of our major achievements in further implementing particular Principles of Responsible Management Education in 2010 and 2011. We are proud having successfully started the master’s programme ‘Business Ethics and CSR Management M.A.’. Currently, there are about 35 students from Germany, Poland, the Czech Republic, Taiwan and Croatia enrolled in this programme.

Furthermore, we integrate special courses and values of global social responsibility and sustainability in the other master’s programmes and the doctoral study programme at IHI Zittau.

In the last two years, we have published several books and articles, and our colleagues held many speeches and lectures on topics related to responsible management.

The International Graduate School Zittau is renewing its commitment to the principles of PRiME and shall further contribute to the steady development of global ethical leadership.

Prof. Dr. Albert Löh
Rector of the International Graduate School (IHI) Zittau
International Graduate School (IHI) Zittau –

A Workshop for European Thinking

Our guiding principles:

- We encourage diversity: for us, cultural, intellectual or individual differences are positive starting points for teaching and research.

- With the expectation of quality as a university-level institution, we are also at the same time more open to the diversity of paths to a master’s or doctoral programme than traditional universities typically are: graduates of Technical Colleges, Vocational Academies and Universities of Applied Sciences are also part of what fulfils IHI’s principle of diversity.

- For us, being “university-level” means being strong in research in addition to quality teaching.

- We are versatile – our small size and the diversity of the study groups allow each year’s group, as well as each group of doctoral students, to re-define the university anew.

- We are therefore a workshop for a new European university spirit: intensive, individual, diverse study, teaching and research are explored and defined here anew.

- Diversity at IHI Zittau is also neighbourhood in practice, given the geographical location of Zittau – Poland and the Czech Republic influence the student body and course content at IHI Zittau. Other countries of Middle and Eastern Europe also receive special focus. Partnerships throughout the world benefit from this fundamental intercultural approach of IHI Zittau as well.

As an institution of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation of the following principles within our institution, starting with those that are more relevant to our capacities and mission. We will report on progress in this development and exchange effective practices related to these principles with other academic institutions to all our stakeholders.
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.

Currently, there are about 280 students at IHI Zittau. They study in one of four following interdisciplinary master’s programmes or in a doctoral programme.

- **Biotechnology and Applied Ecology (Master of Science)**, possible specializations:
  - Protection and Use of Biodiversity
  - Environmental Sciences and Biotechnology

- **Business Ethics and CSR-Management (Master of Arts)**

- **International Management (Master of Arts)**, possible specializations:
  - International Business and Global Society
  - International Management of Innovations
  - International Supply Chain Management
  - International Environmental Management
  - International Marketing and Intercultural Management
  - Controlling and International Capital Markets

- **Project Management (Master of Arts)**

- **Doctoral Study Programme**

The main aim of the International Graduate School Zittau is comprehensive education of young people from Middle and Eastern Europe, also in aspects sustainable and responsible management. Our students expand their specialized knowledge in the particular fields, but also broaden their interdisciplinary and intercultural competences through electives, language courses, intercultural trainings and day-to-day working in international seminar groups.

About 50 per cent of our students come from Poland, the Czech Republic or other European countries. After the course of studies they work in their home country (often in German companies) or in Germany. Due to the interdisciplinary formation in the spirit of sustainability and responsibility, intercultural competences, as well as very good proficiency in German, IHI’s alumni transfer their knowledge to their home countries and act as a contact point for European economies.
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.

There are several ways in which values of global social responsibility and sustainability have been integrated into the activities of IHI Zittau:

1) The stand-alone master's programme ‘Business Ethics and CSR Management M.A.’
2) Specializations ‘International Business and Global Society’ and ‘International Environmental Management’ in the master's programme ‘International Management M.A.’
3) Courses in ‘Environmental Management’ and ‘Quality Management’ for students in the master’s programme ‘Project Management M.A.’
4) Elective certificate courses in ‘Environmental Management’ and ‘Quality Management’ for all interested students of IHI Zittau
5) Courses for master and doctoral students: ‘Philosophy of Science – Academic Integrity’

Furthermore, our university stands for the values of Global Social Responsibility in diverse partnerships and joint activities. We also organize several events like conferences or discussions to maintain dialogue about business ethics and responsibility (see Principle 5 and 6).
Principle 3: Method
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

1) The stand-alone master’s programme ‘Business Ethics and CSR Management M.A.’

Since October 2009, IHI Zittau offers a new master’s programme ‘Business Ethics and CSR Management M.A.’. Target group are mainly students of business administration, but also alumni of other branches of study, such as law or social sciences.

According to the practice of CSR management, the master’s programme is interdisciplinary: During the first semester, some theoretical management basics are taught. In the second and third semester specific contents of philosophy and economics, business ethics, governance and compliance, corporate social responsibility, social theory and institutional theory are discussed. In the fourth semester, students are obliged to write a master thesis.
An overview over the main lectures and courses:

### Basic Obligatory Module G: Basic Social Scientific Knowledge of Management Theory
- Strategic Management
- Human Resource Management
- Introduction into the Methods of Empirical Social Research
- Principles of Economic Law
- International Management
- Principles of Economic Theory and the Economic Way of Thinking

### Specialized Obligatory Subjects – Module I: Philosophy and Economics
- Philosophical Principles of Economic Sciences
- Principles of Practical Philosophy
- Philosophy of Language
- Applied Ethics: Theories and Cases

### Specialized Obligatory Subjects – Module II: Business Ethics
- Basic Conceptions of Business Ethics
- International Business Ethics
- Case Studies in Business Ethics
- Crime in the Market Context

### Specialized Obligatory Subjects – Module III: Corporate Social Responsibility (CSR)
- CSR as Managerial Philosophy
- Conceptions of Corporate Responsiveness
- Practical Implications of CSR
- Instruments of CSR

### Specialized Obligatory Subjects – Module III: Institutional and Cultural Theory
- Transcultural Institutions
- Intercultural Communications
- Organization – Structure and Process
- Corporate Organization and Corporate Culture

### Elective Obligatory Subjects – Module I: Governance & Compliance
- Governance in a Liberal Business Society
- International Corporate Governance
- Compliance and Management of Values
- Sustainability Reporting

### Elective Obligatory Subjects – Module II: Social Theory
- Sociology of Modernity
- Social History of Human Labour
- Sociological Perspectives on Globalisation
- Selected Problems of Economic and Industrial Sociology

### Elective Obligatory Subjects – Module III: Methods of Social Research
- Quantitative Methods of Empirical Research
- Qualitative Methods of Empirical Research

### Study Trip Referring to Selected Topics of Elective Obligatory Subjects

### Master Thesis with Disputation

Detailed description of the lectures’ and seminars’ content is provided in the module handbook for the study programme (in German, [http://www.ihi-zittau.de](http://www.ihi-zittau.de)).
2) Specializations in master’s programme ‘International Management M.A.’:

Furthermore, we integrated PRME-related content into the master’s programme ‘International Management M.A.’ in the form of two possible specializations to choose:

- **Specialization ‘International Business and Global Society’** (the following lectures and seminars are mandatory for students of ‘International Management M.A.’ electing this specialization):
  - International Business Ethics (lecture and seminar)
  - International Corporate Governance – Basics of the liberal internal (legal) structure of a company (lecture)
  - Intercultural Communication (lecture and seminar)

- **Specialization ‘International Environmental Management’** (the following lectures and courses are mandatory for students of 'International Management M.A.' electing this specialization):
  - Basic Conditions of International Environmental Management (lecture and seminar)
  - International Approaches to Environmental Management Systems (lecture and seminar)
  - Operational Environmental Management (lecture and seminar)

3) Courses in master’s programme ‘Project Management M.A.’:

In the master’s programme ‘Project Management M.A.’ students encounter the sustainability values in the courses ‘Quality Management’ and ‘Environmental Management’.

- **Quality Management** (lecture and seminar):

  The goal of the course is to educate responsible future managers, who are strongly customer-oriented, understand the role of the customer as an important stakeholder of the company and want to satisfy customer needs with high-quality products.

  Main contents of the course:
  - Quality as a task for the whole company
  - Quality Management Systems (goals and content, standards, design and implementation, auditing and certification)
  - Methods and tools of Quality Management

- **Environmental Management** (lecture and seminar):

  Key issues discussed during the course:
  - Overview of management systems, especially quality management
according to the ISO 9001;
- Integrated environmental management approaches;
- Requirements on environmental management systems according to the ISO 14001 and EMAS
- Cost-benefit-effects of environmental management systems: Evaluation of economic efficiency and ecological effectiveness of environmental management systems;
- Auditing and certification of environmental management systems (ISO 9011 and ISO 17021);
- Low-threshold environmental management systems (e.g. Ecoprofit)
- Integration of management systems;
- Overview of health and safety management systems;
- Requirements on health and safety management system according to the OHSAS;
- Requirements on integrated management system according to the German standard VDI 4060.

4) Elective courses in Sustainability Management for all interested students

All interested students may take part in the TÜV certificate courses (TÜV - Technischer Überwachungsverein - Technical Inspection Association):

- Certificate course ‘Environmental Management Representative’
- Certificate course ‘Quality Management Representative’

5) Courses for master’s and doctoral students: ‘Philosophy of Science – Academic Integrity’

For our young scientists we organize once a year a course in Philosophy of Science with the focus on the academic integrity. The main goal of the seminar is to show, what the ethical rules are in scientific work and which practices in research activities are considered as unethical. IHI Zittau has a written Code of Ethics for scientists and several rules for handling of potential malpractices.

Key issues discussed during the course:

- Cheating and methodologically flawed scientific working
- Scientific malpractices (Forging, Trimming, Cooking)
- Ethical rules in scientific work
- Code of Ethics for scientists at IHI Zittau
- Ombudsman and ombudsman procedure by the German Research Foundation (DFG - Deutsche Forschungsgesellschaft)
- Disciplinary proceedings against faker/falsifier
- Authorship, co-authorship and honorary authorship
- Quotation and misquotation, reference boosting
- Double Blind Review
- “Copy & Paste”-syndrome
- Case studies in scientific malpractices
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.

IHI Zittau was founded to research and to teach on environmental, economic and social issues, connected with the transition in Middle and Eastern Europe. This academic profile reflects the triple bottom line and the core issues of responsible management. Research activities on these fields are undertaken inter alia in the department of Social Sciences. Here are the main research areas of the department:

- Republican concept of corporate ethics
- Business ethics: conceptual basis and areas of application
- Philosophy of science, in particular in business and management studies
- Corporate Social Responsibility as a management philosophy
- Social and environmental standards in the globalisation era
- Stakeholder management: discourse between companies and NGOs
- Teaching business ethics in academia
- Teaching business ethics in Middle and Eastern Europe
- Ethics and banking: the example of Islamic Banking
- Ethics and finance: prevention of manipulations of the balance through whistle blowing
- Basic income scheme
- Ethical climate in organizations
- Economic crime and business ethics
- Sociology of crime and law
- Power and micro-politics in companies

Current research projects:

- Teaching Business Ethics in Middle and Eastern Europe (since October 2006)
- Supply Chain Management in the Automobile Industry (since October 2009)
- Study and Ethics - International comparative survey of plagiarism by university students (since April 2010)
- Training course for CSR Manager (since January 2011)
Selection of publications (last 24 months)

[In English language]


[In German language]


- Brauweiler, J.: Anspruchsgruppenanalyse (Fallbeispiel), S. 763-767.
- Brauweiler, J.: Kooperatives Umweltmanagement (Fallbeispiel), S. 805-809.
- Sommer, P.: Unternehmenspflichten am Beispiel einer Brauerei (Fallstudie), S. 793-795.
- Sommer, P.: Immissionsschutzrechtliche Genehmigung am Beispiel eines Biogaskraftwerkes (Fallstudie), S. 797-803.
- Sommer, P.: Anwendung von Umweltmanagementinstrumenten (Fallstudie), S. 811-818.
- Sommer, P.: Umweltgerechte Gestaltung von Großveranstaltungen (Fallstudie), S. 827-833.

The textbook “Integratives Umweltmanagement” (Integrative Environmental Management) edited by Matthias Kramer is one of the results of the project “The development of environmentally-oriented education and counselling skills - the example of a German-Polish-Ukrainian-Kazakh cooperation” (runtime 2006 – 2009). The main goal of the joint project between IHI Zittau and partner universities in Poland, Ukraine and Kazakhstan was the establishment of teaching and consulting competencies in the field of environmental management in the Ukraine and Kazakhstan through an international transfer and country-specific adaptation of
knowledge (see our PRME Communication on Progress 2009, Principle 3). The textbook was published in German (2010), Russian (2011), and Ukrainian (2012). The Polish translation is forthcoming.


Selection of speeches/lectures:

[In English language]


Aßländer, M. S.: “Social Responsible Investment – A New Driver for CSR Movement?” (Together with Markus Schenkel, University Kassel.) Workshop contribution at the conference “Social Responsibility Entrepreneurship and the Common Good” at the ESC Rennes (F), 07.01.2010.


Burkatzki, E.: “Corruptive crime and economic cultures within the European Union – Theoretical considerations and empirical findings.” Presentation at the 10th International Conference on Current Issues of Sustainable Development at the Opole University / Poland, April 2010.

Burkatzki, E.: “Students’ moral beliefs regarding good scientific practice – an informal institutional capital of science?” Presentation at the 11th International Conference on Current Issues of Sustainable Development at the Opole University / Poland, April 2011.


[In German language]


Aßländer, M. S.: „Corporate Social Responsibility – Von welcher Ethik reden wir?“ Vortrag anlässlich der IPAA-Schulungstage auf Einladung des Instituts für Personalführung, Arbeitsrecht und Arbeitswirtschaft e. V., Westfalenhalle, Dortmund, 23.03.2010.


Burkatzki, E.: „Korruption und institutionelle Anomie in der Europäischen Union.“ Vortrag gehalten auf der Internationalen Arbeitstagung Korruption, soziales
Vertrauen und politische Verwerfungen der DGS-Sektion Europa-Soziologie an der Friedrich-Schiller-Universität Jena, 07.2011.


Sommer, P.: „Der Energiemix des deutschen Energiekonzeptes 2050 im Fokus nachhaltiger Entwicklung“, VIII. Internationale Wissenschaftliche Konferenz „Nachhaltige Entwicklung der Gesellschaft zwischen Erwartungen und Realitäten“ der Deutsch-Kasachischen Universität (DKU), Almaty (Kasachstan), 04.03.2011.
**Principle 5:** Partnership

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

**Principle 6:** Dialogue

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

There are several projects at IHI Zittau that support dialogue among different groups and facilitate interaction between science and business. The most of these activities are of long duration and/or take place in scheduled time intervals.

1) IHI Zittau cooperates with the prestigious European Business Ethics Network (EBEN), the German national network of EBEN - Deutsches Netzwerk Wirtschaftsethik (DNWE e.V.) and the Austrian national network of EBEN - Österreichisches Netzwerk Wirtschaftsethik (ÖNWE).

Examples of issues discussed during the annual conferences of DNWE e.V.:

- **Religion – Source of Irritation and / or Resource in the Economic System**
  Bonn, 19th – 20th March 2010

- **Trust in Comparability – International Standards of Ethical Management**
  Hamburg/Elmshorn, 8th – 9th April 2011

Together with the Saxon local working group of DNWE e.V., the department of Social Sciences at IHI Zittau organizes the annual conference called *‘Business Ethics Talks in Zittau’* (*‘Zittauer Gespräche zur Wirtschafts- und Unternehmensethik’*). Invited are representatives of business and science, students and doctoral students. In the past years, we discussed the following issues:

- **Value Orientation, Value Conflicts and Value Management in Corporations**
  8th – 9th September 2006

- **Economic Crime, Institutional Order and Ethics**
  14th – 15th September 2007

- **Finance and Ethics**
  12th – 13th September 2008

- **The Company as a Glass House? – Transparency and Informational Autonomy in Private Corporations**
  18th – 19th September 2009

- **Business Ethics in the Digital Information Age**
  15th – 16th October 2010
Business Ethics in Academic and Non-academic Education
14th – 15th October 2011

2) Furthermore, in 2011, students of the master’s programme ‘Business Ethics and CSR Management’ founded a local working group of sneep (Studentisches Netzwerk Wirtschaftsethik – Students’ Network of Business Ethics) in Zittau. They engage in different projects with the goal to connect the theory and the practice of Business Ethics. Every second Monday our students hold an open talk about business ethics issues. The so-called ‘Monday’s Discussion about Business Ethics’ is an open discussion session, starting always with an introducing speech or lecture of the invited guest speaker. Not only scientists and students of IHI Zittau take part in the discussion, but also representatives of the local business, interested inhabitants of Zittau and other invited guests. Topics discussed in 2011 were inter alia:

- Fair Trade: goal, organization and challenge
- Emission trading
- Sustainability Reporting of Nuclear Power Companies
- Corruption in the European Union
- Sustainable Investments
- Ethics in Agriculture

Please find more information about ‘sneep’ and the current issues of the Monday’s Discussion at http://www.ihi-zittau.de/cms/de/802/sneep-Zittau/.

3) Since January 2010, the Department of Social Sciences at IHI Zittau participates in the ‘International Working Group on Business Ethics Education’ (IWBEE). The IWBEE is an international and interdisciplinary association of scholars, students and practitioners interested in business and society, business ethics, sustainability, or CSR. The goal of the working group is to clarify what business ethics education is about. The IWBEE has the vision to create a leading multi-stakeholder platform for knowledge development and knowledge exchange, specialized on the role of ethics in business practice and education, and to become a leading provider of advice, support and service in course and curricula development for business ethics and CSR for higher learning institutions and business organizations. Detailed information about the IWBEE you may find at http://www.wiwiss.fu-berlin.de/institute/marketing/International_Working_Group_on_Business_Ethics_Education___IWBEE__/index.html.

4) We are also engaged in dialogue with companies and corporations. The best example are the so-called ‘Talks at Banz’, PUMA’s annual stakeholder dialogues. From the very beginning, Professor Albert Löhr continuously takes part in the meetings, moderates the discussions and gives summary talks.

5) At the governmental level, Professor Albert Löhr also takes part in the national debate on CSR ‘CSR in Germany’, founded by the German Federal Ministry of Labour and Social Affairs in January 2009. The forum consists of about 40 representatives from the business community, civil society, trade unions, academia
and policy-making. It gives advice and support to the German Federal Government in the development of a national CSR strategy. The comprehensive goal of the activities of the forum is the promotion of sustainable corporate management and shaping the social and ecological dimensions of globalization.

6) Since 2007 IHI Zittau and some other German universities cooperate with the German-Kazakh University Almaty (Deutsch-Kasachische Universität, DKU), in order to transfer German know-how in higher education to Kazakhstan. The aim of the project is to educate Kazakh and Middle Asian future managers, particularly in Economics, Finance, Environmental Management, Sustainability Management and Engineering. The project runs till the end of 2012 and is founded by German Academic Exchange Service (DAAD).

The German-Kazakh University Almaty was founded in 1999 by German and Kazakh lecturers and lectors in Almaty, which is an important Middle Asian centre of industry and finance. There are about 600 students in different bachelor’s and master’s programmes at the university.

The main goal of the joint project is to offer high quality study programmes in the Kazakh region and to establish a centre for German and European higher education there. Meanwhile, DKU has developed and has become an international university. There were three important steps on this way:

- Development of the existent Faculty of Economics at DKU
- Establishment of a Faculty of Industrial Engineering and Economics at DKU
- Establishment of a Faculty of Engineering at DKU

Within the joint project bachelor’s and master’s curricula have been designed, the personal of DKU has been enlarged and further qualified (inter alia in Germany) and some German lecturers have been involved in teaching. Furthermore, double bachelor’s degrees (German – Kazakh) have been set off that support an intensive student exchange. Additionally, laboratories have been furnished, the library has been enlarged and IT infrastructure and IT processes have been enhanced. The project team coordinates also the marketing activities of DKU.

Up to now following degree programmes were developed within the joint project:

Faculty of Economics:
- Marketing (bachelor’s programme)
- Finance (bachelor’s programme)
- Management (bachelor’s programme)
  - Specialization in Management of Companies
  - Specialization in Environmental Management
- International Business Management (master’s programme)
- Finance (master’s programme)

Faculty of Industrial Engineering and Economics:
- Business Informatics (bachelor’s programme)
- Telematics (bachelor’s programme)
- Transport Logistics (bachelor’s programme)
- Logistics (master’s programme)

Faculty of Engineering and Ecology:
- Energy and Environment Engineering (bachelor's programme)

For further information, please look at www.dku.kz.

7) Finally, IHI Zittau has started a new project in January 2011 in cooperation with the Kolping Academy Bamberg (Germany). Together with the academy, we prepare a certificate course in CSR Management for manager in small and medium-sized companies.
Conclusion

In 2010 and 2011, we have actively integrated the Principles for Responsible Management Education in our teaching and research. We are glad to have successfully started the new master’s programme ‘Business Ethics and CSR Management M.A.’ that is perceived to be unique in Germany and attracts several students to study at IHI Zittau.

Furthermore, we do research in Business Ethics, Corporate Social Responsibility and Sustainability and Environmental Management and are present at the important conferences of EBEN and other Business Ethics events.

Finally, our strong cooperation with German and Austrian Business Ethics Network (DNWE e.V. and ÖNWE e.V.), as well as discussion panels and conferences organized at IHI Zittau, sensitise our students to responsible and sustainable thinking.

In the future, we will continue our teaching and research work. We want to intensify our cooperation with business, especially within the context of the joint project with the Kolping Academy Bamberg and develop a new teaching programme in Corporate Social Responsibility for managers.

We will continuously report on our activities concerning the implementation of the Principles for Responsible Management Education.

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Research report 2009-2010 (in German)
Download: http://www.ihi-zittau.de/de/dnl/forschungbericht2009-2010.3735.pdf

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