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1 Preliminary Remarks

The aim of this report is to renew HHL’s commitment to the Principles of Responsible Management Education (PRME) and to show major achievements that have been accomplished since the publication of the last report in 2009.

After a one-page introduction of the school, a note from the Dean and our mission statement, the report will describe how the PRME are implemented at HHL. The ways in which we seek to employ the principles have basically been the same compared to the last report. Thus, the report will not be divided into the single principles, but concentrate on the achievements and prospects within the various fields of action. HHL will continue to work on these fields of action in order to enhance the application of PRME. Specific attention will be given to the further development of co-teaching. According to our current experiences – which are confirmed, as it were, by the ongoing discussion on ethics education –, the implementation of a more systematic approach of integrated teaching of Business Ethics is as important as challenging. As described below in section 7, we will work in 2012 on a concept to foster this crucial element of an effective teaching of business ethics.
2 HHL – Leipzig Graduate School of Management at a Glance

- HHL – Leipzig Graduate School of Management was founded in 1898 as Germany’s first business school.
- We hold leading positions in German university rankings.
- In April 2004, HHL received the highly-respected accreditation by AACSB International. The accreditation was re-awarded for a further five years in April 2009.
- HHL has set itself the goal of educating effective and responsible business leaders through its “Integrated Management” approach. In addition to its international focus, the synthesis of theory and practice is central at HHL.
- HHL offers:
  - a Full Time Master Program (21-24 months) and a Part Time Master Program (24-30 months) leading to the degree Master of Science (M.Sc.)
  - a Full Time Master Program in General Management (MBA, 12-18 months) and a Part Time Master Program in General Management (MBA, 24 months) for professionals
  - a three-year doctoral program, which can also be completed by professionals with the appropriate qualifications
- HHL’s subsidiary HHL Executive GmbH offers company-specific and open enrollment executive education.
- About 120 students are enrolled each year.
- Our 1,300 alumni are ambassadors for HHL worldwide, working in and representing dozens of countries, and a variety of high-value industries. Also, HHL counts among its alumni some of the most dynamic German entrepreneurs who have founded more than 120 companies and created over 2,500 jobs in the past ten years.
- HHL offers a global experience on campus and at more than 100 partner universities.
- Further information: www.hhl.de
3 Note from the Dean

HHL is one of Germany’s most traditional business schools and ranks amongst the leading business schools in Europe. As a state-recognized university with the ability to award doctorates, we aim for educating effective, responsible, forward-thinking entrepreneurial business leaders through outstanding learning, research and practice. This is affirmed by our AACSB accreditation as well as the latest Financial Times Ranking that ranked our Entrepreneurship-Programm No. 1 in the world and our M.Sc.-Programm amongst the Top 20 worldwide.

Within the research and education at HHL the principles of PRME are an integral aspect. We encourage and teach our students to become responsible managers who are aware of the various impacts of their work on society and nature. To underline this mission we integrate several ethical and philosophical elements into our curricula, as well as support charity events organized by students and support our local community. Sustainable economics are also part of our research activities and are emphasized by our Chair of Economic and Business Ethics. Therefore the PRME are not only part of our mission, but are one of the key aspects of our work at HHL.

Andreas Pinkwart
Prof. Dr. Andreas Pinkwart
Dean
HHL - Leipzig Graduate School of Management

4 Our Mission

"We educate effective and responsible business leaders through excellence in teaching, research and practice."

This mission implies that the business leaders we educate have clear values and adhere to high ethical standards. They are responsible economically, socially and environmentally and endeavor to run their businesses in a sustainable manner. We have committed ourselves to continuous improvement and to the application of the Principles for Responsible Management Education (PRME) because we believe that excellent leadership not only requires knowledge, competence and skills but also a strong sense
of responsibility. Our aim is to promote and support the development of our students with regard to their professional as well as their personal capabilities.

5 Welcome Days

Under the theme "Sustainability and Responsibility in Day-to-Day Business" the second day of HHL’s Welcome Days is dedicated to communicate to the newly enrolled students right from the start that sustainability and responsibility are central both to day-to-day business and HHL’s teaching alike. The students have the opportunity to catch a glimpse of corporate responsibility and sustainability activities of the participating companies as well as the relevance of the current topic.

In 2010 the Welcome Days focused on a debate on values and demographic change. The introductory speech by Dr. Michael Junker of Accenture, one of the partner companies, was entitled “Leading through values”. He emphasized that “…leadership means forming a community of values, in which all involved can find/rediscover themselves and their own values.” The second day was organized by the Dr. Werner Jackstädt of Business and Economic Ethics. Students could find out how the sponsor companies Accenture, BASF, Evonik, Generali Deutschland and econsense implement strategies to face demographic change. In the afternoon students worked in groups to answer questions posed by the companies. Among others, they had to identify key desired future employer characteristics, e.g. in terms of work-life-balance.

In 2011 the Welcome Days dealt with current societal challenges as well. Karl-Erivan Haub, CEO of the Tengelmann Group, gave a keynote speech on leadership. The second day, again organized by the Chair of Business and Economic Ethics and supported by Deutsche Bank, Henkel and Bosch, focused on the “Code of Responsible Conduct for Business”. This code has been developed by the Wittenberg Center for Global Ethics (Wittenberg, Germany) and leading business representatives of international companies with significant participation of Prof. Dr. Andreas Suchanek, both holder of the Dr. Werner Jackstädt Chair of Business and Economic Ethics at HHL and chairman of the management board of the Wittenberg Center for Global Ethics (see also section 13).

In the afternoon, students worked on tasks with reference to the Code and afterwards presented their results to the audience. The subsequent feedback of the students as well
as the company representatives confirmed the win-win-character of this event, since not only the students got remarkable insights in how companies deal with issues like reduction in personnel or sustainability challenges related to products like detergents, but also the company representatives expressed their satisfaction with this day.

6 HHL Courses

In HHL’s academic programs, core and elective courses address ethical issues and questions of sustainability in the context of business and economics, sensitizing the students, stimulating their commitment and strengthening their sense of responsibility. About one-third of our core and elective courses address social, environmental, and ethical issues either directly or indirectly.

Integral part of all study programs is the course business ethics or corporate responsibility, respectively.

In the two years since the last report some progress has been made to improve the content of the courses against the background that teaching business ethics is rather challenging (a brief description of key learnings will be given in our contribution to the inspirational guide).

As doctoral students do not necessarily have a degree from HHL (and therefore might have not studied ethics before depending on their educational background), we also integrated business ethics in the doctoral program. This course is called Philosophical Underpinnings of Management Research. The aim of this course is to deepen participants’ understanding of the methodological as well as ethical presuppositions of economic theories and their application.

7 Co-Teaching at HHL

Based on previous experiences, HHL continued the practice of co-teaching sessions where ethical aspects were integrated in the topics of Marketing, Supply Chain Management and other courses. We had, however, also to learn, that due to time and other constraints it is often rather difficult to intensify this way of co-teaching. Therefore, HHL plans for 2012 and the following years to set up a more systematical way to promote co-teaching, thereby also fostering the necessary integration of Business Ethics
and other constituents of the study programs. The idea is to establish a course and to develop corresponding course material which aims at helping the students to recognize (and remember, sort of) ethical aspects when dealing with specific concepts, tools, and theories of business administration. This course will draw on the preceding course Business Ethics as well as various core courses (Accounting, Marketing, Supply Chain Management, Economics of Incentives and Information etc.) and will aim at integrating the perspectives.

8 Field Projects

"Field projects" are mandatory (Full-time MSc-program) or facultative (Full-time MBA-program) elements of the study programs which run in close cooperation with industry or social or cultural institutions. As a result, our students are given opportunities to take part in projects in a variety of ways. Within the field projects they solve the real problems that companies face. In this way our students are identifying solutions that may be crucial to the success and innovative ability of the project partner. Although most field projects are focused of typical business issues, some them are also directed toward topics which are intimately connected with ethical aspects.

8.1 Selected profile: Global Demographic Shifts – in cooperation with Allianz SE

The field project supervised by the Dr. Werner Jackstädt Chair of Business and Economic Ethics was conducted by a team of five MBA students together with Allianz SE in 2011.

Considering revenues and market capitalization, Allianz SE is the world biggest insurance company and one of the leading financial services companies. Therefore, it lies at the heart of their business to find answers towards questions of demographic change. These topics are dealt with by the Government Relations and Public Policy Division at Allianz SE.

The key goal of the project was to develop a model of how to influence the decision of having children, with a focus on non-monetary incentives. In a first step, the group worked their way through a nearly endless amount of demographic data, taking their home countries (Germany, Mexico, South Korea, and Spain) as a starting point. Using
these results as a basis, a decision model was designed. One of the results was that e.g. for Germany a culture of pro-children should be created by using the media and working together with various NGO’s.

8.2 Further examples of HHL student´s field projects since 2009

- Analysis of conflict in the area of workforce reduction and to this effect the development of a concept for the appropriate entrepreneurial accomplishment of public discourses concerning this matter (Wittenberg Center for Global Ethics)
- Stakeholder relations - sustainability stakeholder strategy for multinational enterprises (Bayer AG)
- Marketing Concept for the Positioning of pluriSelect GmbH (pluriSelect GmbH)

9 HHL Summer Schools

The aim of the Summer Schools, which a part of the Doctoral Program, is to impart new insights from fields of Business and Economics to students, presented by leading scholars, to give them time to discuss the progress in their research with supervisors and fellow students, and to foster the sense of community among doctoral students. Summer Schools take place in June or July of each year.


From June 20-24, 2011 HHL held another Summer School in its Doctoral Program. During the 5-day event, students broadened their knowledge in the topic of leadership. The aim of the Summer School was not only to confront the doctoral students with leading academics and practitioners on current challenges, but also to strengthen the social exchange among its student body. The Summer School agenda included following topics (among others):

- Leadership Ethics
- How could a sustainability-oriented entrepreneurship look like?
- Aspects of Entrepreneurship and Leadership
- Behavioral Decision Making: Studying Decision Behavior of Leaders
- Motivation, Charisma, Visions
- Leadership – Aspiration and Reality
Heuristics for Prudent Decision-making

10 HHL Discourse/Forum

The HHL Discourse Round Table provides a forum for the exchange of ideas between representatives from the business world, professors, students and members of the public on topics as diverse as globalization, the future of labor, the opportunities and risks associated with biotechnology, and corporate responsibility. The annual event takes place with high-profile guests from business, the media, politics, and non-government organizations.

10.1 “That’s just not done…” (2010)

About 200 guests responded to an invitation to participate in the HHL discourse organized by the Dr. Werner Jackstädt Chair of Business and Economic Ethics on November 2, 2010. The theme of the evening was “That’s just not done…”, linking in with HHL’s mission to educate effective and responsible business leaders. Discussions evolved between Dr. h. c. mult. Maucher (former CEO and current Honorary Chairman of Nestlé S.A.), Sylvia Schenk (lawyer and former chairperson of Transparency International), Prof. Dr. Andreas Suchanek (holder of the Dr. Werner Jackstädt Chair of Business and Economic Ethics and Director of the Wittenberg Center for Global Ethics) and Professor Götz Werner (founder and co-owner of the dm-drugstore and Professor of Entrepreneurship at the Karlsruhe Institute of Technology). The event was chaired by Dr. Ursula Weidenfeld, founder of the website www.das-tut-man-nicht.de (“That’s just not done”). The evening started with an introduction into the topic, prepared by a students’ team that conveyed typical conflicts in the business world. Taking up these issues, participants heatedly debated strategies and concepts relating to corruption, layoffs and child labor. This edition of the HHL discourse had broken attendance record so far, proving that questions of economic and business ethics are complex and challenging – and of great interest to the public.

10.2 “Rethinking Management – What have we learned from Recent Crises?” (2011)

How to regain the trust which people have lost in the functionality of markets and their actors and to avoid future crises? These and other highly topical questions were at the
center of attention at the 2011 HHL Forum which took place on November 16-17, 2011. Many decision-makers from economy and science enriched the event. Presentations and workshops dealt with following topics:

- How sustainable are existing leadership models?
- Changed requirements for tomorrow’s management training
- Corporate governance – separating the wheat from the chaff?
- Compliance – rules and regulations vs. ethical values
- Curricula at business schools put to the test?

11 HHL Scholarship for Effective and Responsible Leadership

Since 2009 HHL – Leipzig Graduate School of Management has been offering the Scholarship for Effective and Responsible Leadership. The scholarship, each to the value of EUR 15,000, covers part of the tuition fees of the full time Master Program in Management leading to the degree M.Sc. It targets future business leaders and supports the HHL mission "educate effective and responsible business leaders through excellence in teaching, research and practice.” Selection criteria include a first degree in business or economics, a high GMAT score as well as the submission of an essay. Essay topics deal with effective and responsible leadership, e.g. “Are Global Markets Promoting or Destroying Global Solidarity” (2010), “After the Financial Crisis: Is the Shareholder Value Still Relevant? (2012, March intake) or “The Code of Responsible Conduct for Business – An Assessment” (2012, September intake). Candidates chosen for the final round are invited to a scholarship selection day at HHL and are expected to demonstrate leadership qualities, willingness to achieve high goals, as well as commitment in the area of sustainability.

12 Dr. Werner Jackstädt Chair of Economic and Business Ethics

The chair, headed by Prof. Dr. Andreas Suchanek, centers its work on the theory-practice dialog concerning corporate responsibility: On the basis of a theoretical conception the chair orients towards the practical problems and, thus, works on the question how profit and morals can be reconciled. Here, the golden rule is applied: Invest in the conditions of social cooperation for mutual advantage!
Research includes:

- Economic and business ethics
- Corporate responsibility
- Management of values, trust, and integrity
- Methodology of social sciences

Courses include:

- Business Ethics
- Corporate Responsibility in a Globalized World
- Philosophical Underpinnings of Management Research

Furthermore, the chair is in charge to develop a new co-teaching course.

13 Wittenberg Center for Global Ethics

Since 2004, Dr. Andreas Suchanek is not only professor at HHL but also member of the Wittenberg Center for Global Ethics (WCGE); since 2005 he is also member of the board and academic director of the center. In 2009, Dr. Arnis Vilks, professor for Microeconomics at HHL, became also member of the board.

The WCGE was founded in 1998 at the initiative of Andrew Young, former US Ambassador to the United Nations, and Hans-Dietrich Genscher, former German Foreign Minister. Individuals from politics, business, academia and faith-based organizations as well as corporations and organizations support the mission of the Wittenberg Center. It is an independent, international, not-for-profit and inter-denominational organization.

The center focuses on strengthening the ethical competencies of present and future decision makers in business, politics, and society and aims to increase awareness of social issues, to foster open, transparent discussion and to offer possibilities of responsible action. Founded on solid theoretical concepts it creates opportunities to foster and implement ethics and morality under the conditions of globalization, competition and market economy.
The cooperation between HHL and WCGE offers excellent opportunities to foster especially the 5th and 6th principle which may be exemplified by the following project, the “Code of Responsible Conduct for Business”:

In 2008, the Wittenberg Center launched the initiative "Investing in Trust" as a response to a loss of trust in the market economy system, in corporations, and its decision makers. In cooperation with representatives from companies, politics, science, churches, trade unions and nongovernmental organizations the Center elaborates on the questions of how responsibility in business can be put into practice and made visible in a competitive market economy.

In the course of this dialogue process an initiative of companies was created which developed the "Code of Responsible Conduct for Business". This Code was signed initially by the heads of 21 leading German companies, e.g. Josef Ackermann (Deutsche Bank), Jürgen Hambrecht (BASF) and Hermann Scholl (Bosch) and presented to the public on 25th November 2010. Since then, further companies joined the initiative so that up to now 41 corporations and three organizations have expressed their commitment to the Code of Responsible Conduct (http://www.wcge.org/html/en/leitbild-prozess.htm).

Even though the process is not officially related to HHL, the fact that Prof. Suchanek is closely involved offers various opportunities in research and teaching to integrate conceptual ideas about Business Ethics with practical experiences (in both directions). Visible implications were, e.g., the aforementioned field project about conflicts in the area of workforce reduction or the presentation of the code at this year’s Welcome Day with presentations of three corporations. Furthermore, the code is regularly a topic in the courses which allows also to get students’ feedback that can in turn be transferred back to the process itself.

14 HHL Student Activities

14.1 Student Initiatives

Besides their studies HHL students are very active in organizing extracurricular activities. The various student initiatives are all founded and led by HHL students. They organize conferences, negotiation competitions as well as charity activities. Examples for those initiatives are:
• **Accelerate@HHL**: An initiative organizing company visits in different cities to get to know the local entrepreneur scene.

• **Business Students Without Borders (BSWB)**: An initiative to primarily contribute to projects in the Leipzig area as well as in developing countries. Students organized the charity event “Christmas in a Shoebox”. Students wrapped gifts for children in Eastern Europe. BSWB encouraged the HHL community to donate money by placing returnable bottles into special containers. Money collected that way was used to finance the transport of the gifts to Eastern Europe. BSWB also supported Lichterball, an event organized by Wege e.V.¹

### 14.2 Charity founded by HHL alumni

United Generations, a charity founded by HHL alumni, aims to make a contribution to the efforts undertaken by the United Nations to facilitate the construction of societies for all ages. Founded in 2008, the not-for-profit organization’s core activity is to foster intergenerational programs (IPs) with a compelling value proposition, more specifically to develop, pioneer, rollout and promote new IPs and to integrate and enhance existing IPs. United Generations (UG) is represented by a growing number of volunteering members around the world. The UG team consists of professionals, academics and students who voluntarily contribute their free time and expertise to create value for society. HHL supports the young charity organization and encourages students, alumni and its staff to become socially active within UG. For further information, see [www.unitedgenerations.org](http://www.unitedgenerations.org).

¹ An association supporting mentally ill people
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