

Report on Progress

2nd PRME Report

PRME Principles for Responsible
Management Education

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Preface

Pforzheim University and our Business School have made significant progress since 2009 when we delivered our first PRME report. The most important step forward has been our successful accreditation by AACSB International. This highly respected, independent evaluation confirms that we provide high quality in business education overall and that our strategic planning is on the right track. This includes PRME and supports our efforts to integrate its principles into our activities.

We see the implementation of PRME as a process of continuous improvement. We will inform and prepare our university members (including students and colleagues) with respect to current and future corporate challenges in the fields of economic, ecological and social sustainable development. We aim at enabling them to competently and critically analyze ethical and sustainability issues and to understand how CSR can transform challenges into win-win-situations for both, company and society. However, we attach the same priority to the ability of university members to understand the limitations of CSR and responsibilities of other stakeholders. Hence, we aim at enhancing the critical knowledge to draw conclusions in an informed and rational way without the need to enforce a change in personal values.

Some more specific aspects which might be mentioned here include

- Offering a new undergraduate program on Resource Efficiency Management.
- Improvements in our curricula based on learning goals and outcome assessment (e.g. the new module “Sustainable Globalization” in our MBA program).
- Contributions to research especially in the field of ecological sustainability, e.g. resource efficiency, and social sustainability, e.g. “base of the pyramid” issues.
- Stakeholder involvement extending our traditionally intensive dialogue with companies to sustainability issues.

This report focuses on the activities in the Business School because this is where our management education primarily takes place. In our School of Engineering the Business Engineering programs are also very management-oriented and therefore the report covers at least some PRME aspects in this area. We also mention some interesting examples of other units of the university.

Please find more details in this report. The principles have inspired many colleagues and students and we want to thank all of them for their contributions. A very special role has been played by Dr. Jürgen Volkert and by Kerstin Anstätt with their outstanding commitment to PRME and in writing this report.

We are convinced that we are heading in the right direction to constantly improving our responsible management education and we really appreciate the role of the PRME initiative that provides a central orientation for us to learn from best practice experiences of universities all over the world in order to proceed successfully. We really appreciate the role of PRME and have learned that discussion and implementation of the principles inspires innovative steps and has thus helped us to further advance management education at our university.



Prof. Dr. Martin Erhardt
Rector of Pforzheim University



Prof. Dr. Rudi Kurz
Dean of Business School



Prof. Dr. Matthias Weyer
Dean of School of Engineering



Prof. Michael Throm
Dean of School of Design



Executive Summary

Since signing the United Nations Principles for Responsible Management Education (UN PRME) in 2008 and our first Report on Progress Pforzheim University created various new initiatives and further developed its key strategies. Our main goal is to promote a clear and critical understanding of corporate responsibility for global sustainability at Pforzheim University. This 2nd PRME Report will give an overview of our main strategy for implementing PRME, our major achievements and experiences from January 2009 until July 2011 and planned key objectives. From our point of view the principles are closely connected to each other and a variety of our implemented activities contribute to different principles at the same time. Therefore, in order to guarantee a complete overview for readers that are interested in information on individual principles, some activities are mentioned several times in different principles.

Since 2009, our PRME-related company contacts have been further extended and intensified. Large new research projects have been launched in the field of social sustainability while our research on ecological sustainability has further developed its long standing strength at our university. A clear focus and considerable effort has been devoted to Principle 2: Values - Academic Activities and Curriculum Change: CSR and Sustainability and Principle 4: Research – Applied Science on CSR and Sustainability as we aim at

strengthening the systematic incorporation of corporate responsibility and sustainable development issues into our curricula.

An analysis of all our degree programs should help us to learn about the already integrated aspects and to find possible improvement opportunities. Step by step we want to provide attractive opportunities to our faculty, students and practitioners to discuss and further develop our curricula and contribute to this development whenever needed. We are convinced that a successful change can only take place through serious involvement of all relevant stakeholders.

Feedback following the publication of our first report has provided the opportunity to assess and clarify a number of important open questions, notably that:

- We want to implement critical knowledge and skills on “*Strategic CSR*”, i.e. on ways of strategic management to take into account social and environmental issues in order to increase the long-term economic value of the company.
- Our PRME initiative aims at enabling our students to deal with corporate sustainability issues in an *informed and critical way* – not at changing or “overriding” our students’ personal values.
- We will not predetermine any normative tendency towards a certain interpretation



of the sustainability topic. Instead, we fully respect the academic freedom and allow each colleague to take responsibility for how he or she will enable students to reflect and act in an informed and critical way regarding sustainability challenges.

Pforzheim Business School can be perceived as a major driver of our university's PRME initiative. But we would like to emphasize that in our other Schools PRME-related activities are also being implemented. In this report, we also provide information on activities of the School of Engineering and School of Design, especially related to Principles 2 and 4. We are convinced that our PRME strategy and objectives will contribute to enabling our students to cope with future challenges related to social responsibility and sustainable development challenges.

In addition to the portfolio of activities described in the last PRME report we were

able to initiate a remarkable variety and number of new initiatives and activities often pushed by the PRME process. Regularly organized activities that have already been mentioned in the last report will not be described again in this report. A detailed list of PRME relevant publications, research projects, guest lectures and degree theses at Pforzheim University can be found in the separately attached Appendix.

The following diagram gives a first insight into the comprehensive portfolio of activities linked to the PRME process and reveals the challenge of coordinating all activities. At the beginning of each principle we will highlight the special branch of the diagram related to the corresponding principle that gives an overview of further developed activities and new activities (in blue) before describing all activities in more detail:

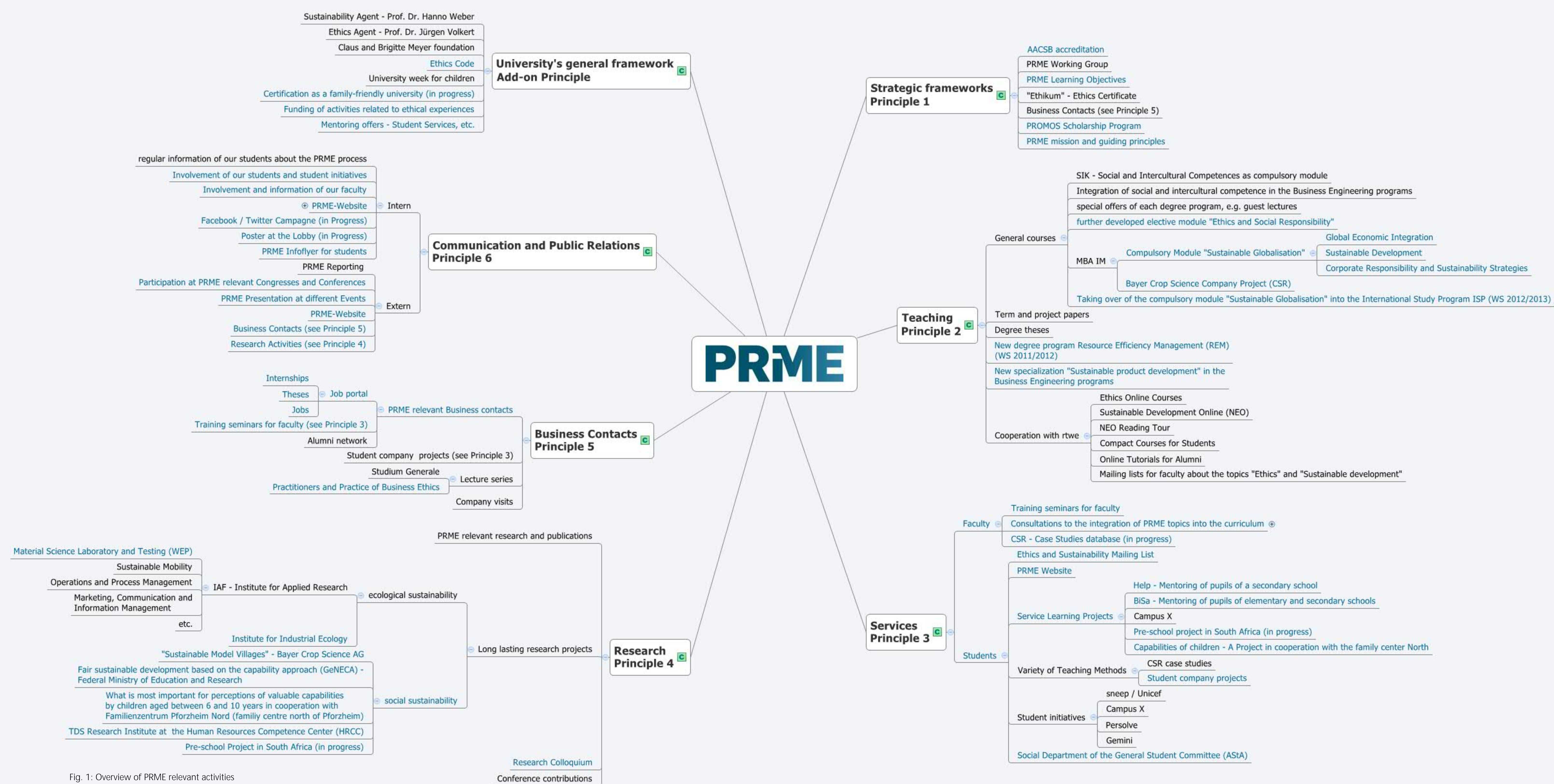


Fig. 1: Overview of PRME relevant activities

Principle 1: Purpose - Corporate Social Responsibility for Global Sustainability

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.

Strategic Overview

The successful AACSB accreditation, the new scholarship program PROMOS "Responsible Management" and the recommendations on a further development of the Business School's mission and guiding principles and the program goals and learning objectives of each degree

program can be highlighted as major achievements in Principle 1. The following diagram gives an overview of established and new and/or further developed (in blue) PRME relevant strategic activities at Pforzheim University. The individual activities are described in detail in the section Major Achievements.

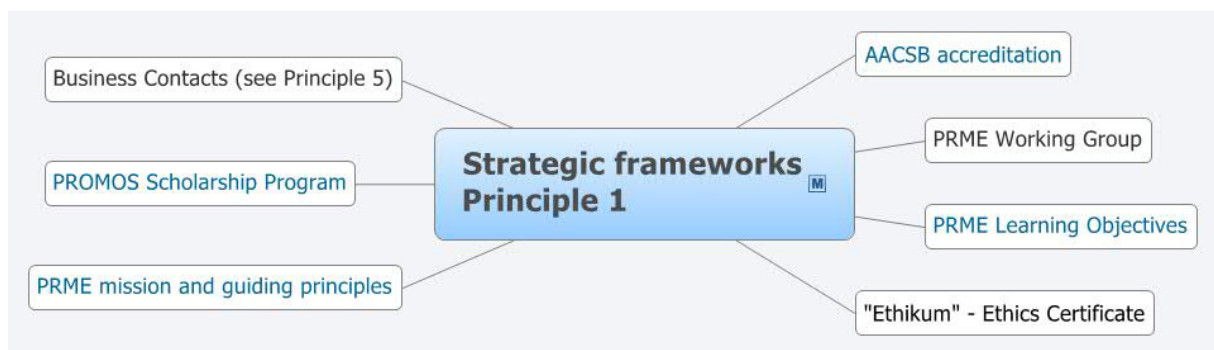


Fig. 2: Overview of established and new and/or further developed (in blue) PRME relevant strategic activities at Pforzheim University

Pforzheim University is continually engaged in improving the quality of its degree programs. Its engagement has been confirmed recently by the successful AACSB accreditation that has only been achieved by

a small number of Business Schools in Germany so far. Furthermore Pforzheim University has achieved an excellent evaluation in the CHE (Center for Higher Education) University Ranking 2011/12 that

also underlines the excellent reputation of the Business degree programs of Pforzheim University Germany-wide. Pforzheim Business School commands a leading position related to the overall reputation for academic studies and teaching. The results of the ranking especially demonstrate its excellent international orientation, job market preparation and practice support. Pforzheim Business School sets great store by close cooperation with corporations in order to be able to consider current practical requirements.

Our practical contacts also confirm that local companies as well as Multinational Enterprises (MNEs) are increasingly in need of knowledge on Corporate Social Responsibility (CSR) and Sustainability. Our students should be prepared to be able to cope with these subjects. Because of this we are further developing our curricula and research in close cooperation with corporations. Thus improving the quality and appropriacy of our degree programs also calls for focusing on current and important topics like CSR and sustainable development.

By signing the UN PRME Pforzheim University has aimed at emphasizing and intensifying its long standing experience in integrating sustainability issues into its degree and research programs. We are dedicated to creating a favorable environment for our students, staff, faculty and other stakeholders to enhance critical reflection and discussion and acquire competence on matters of corporate

responsibility and global sustainable development without moralizing. The objective of our PRME initiative is not to communicate a philosophy of life and to influence the students' values, but to enable the students to think critically and to act and judge difficult situations in an independent way. Our students shall acquire competences and tools to successfully cope with these challenges and to meet social expectations by transforming sustainability challenges into win-win situations for both, society and companies.

During this first implementation phase of PRME, we had a lively discussion about the implementation of PRME and potential conflicts with the constitutional principle of academic freedom at our university. In this context we want to emphasize that we will not prescribe any normative interpretation on a certain interpretation of the sustainability topic. We will, of course, continue to fully respect the academic freedom of research and teaching. We see it to be the responsibility of each colleague to decide how he or she will enable students to think and act in an informed and critical way regarding new sustainability challenges. Hence, in taking our common task seriously, i.e. to provide an updated and practically relevant curriculum to our students, our PRME initiative has to be convincing and to rely on our colleagues' interest and willingness to further develop curricula in an informed way that meets with the goals of each of our programs and corporate requirements. What the PRME team can and will do is to provide any information, help or

assistance that are needed and make existing PRME initiatives more transparent.

Reviewing the recent management debates, Strategic CSR and sustainable development issues are obviously important topics in the corporate and academic world. As Pforzheim University attaches great importance to internationalization, the fact that long-term corporate value maximization in emerging markets requires us and our students as future managers to competently deal with environmental and social challenges that are not present in the same way in our countries with a well-ordered legal and economic framework. At the same time, our students and we have to be aware of the various drawbacks and limitations of CSR as a strategic management device, notably that developmental ambitions going beyond an economically sustainable win-win strategy (so called "Ethical CSR") are and will be out of reach of most companies - a fact that has also been confirmed by recent economic findings. Nevertheless, strategic CSR is a highly prevalent topic in multinational companies as well as in small and medium sized companies and corporations explicitly expect our students to gain appropriate knowledge and abilities in this field.¹

We see this as a major reason to provide our students with the necessary knowledge and

skills, in a differentiated, informed and critical way. Thus, we are going to try to find optimal solutions in cooperation with each degree program in order to integrate relevant topics of corporate responsibility and sustainable development into those courses that are linked with these questions. We would like to enable our students to gain an insight into these questions from their studies' specific point of view.

At present ethical issues are part of our common program goal 4 – Ethical awareness: "Students are able to develop business ethics based strategies and to apply them to typical business decision-making problems." And as far as classical (business) ethics issues are integrated into the courses the AACSB alignment matrix of each degree program is helpful for the PRME-team to identify initial important issues in the programs. However, there is still the need to provide information on the scope of ethics in the PRME context as the term ethics in German sounds somewhat far away from real world issues.

Moreover, PRME often has to explicitly stress that sustainability is an important issue in our PRME commitment (as it is not always associated with the ethics issue). Therefore, our PRME-experiences call for more explicitly integrating sustainability goals and issues into our mission, program goals, and learning objectives.

In WS 2009/2010 we performed a pilot assessment in order to gain insight into the students' ethical awareness. On a voluntary basis students were invited to this

¹ Schwalbach, J.; Schwerk, A. (2008): Corporate Social Responsibility in der akademischen Lehre. Systematische Bestandsaufnahme und Handlungsempfehlungen für ein Curriculum. Berlin: CCCD, p. 23f.



assessment. During a meeting the students were given case studies dealing with ethical issues. The two assessors asked challenging questions during the discussion. Although the small sample is not representative the numbers indicate that there is potential for improvement. Therefore the PRME working group recommends a more concrete integration of not only ethics but also sustainability aspects into the program goals and learning outcomes and is going to work out a proposal. Furthermore the PRME working group recommends integrating the aspect of sustainable development and the associated responsibilities into the mission and the guiding principles of Pforzheim Business School. The proposals for the modifications will be developed in intensive internal discourses and presented to the Faculty Council which has to agree to the recommended modifications.

In order to get more insight into our students' level of knowledge on CSR and sustainability more substantially we will integrate questions on CSR and sustainable development into a survey of the 6th and 7th semester students in WS 2011/2012.

We consider the integration of the topics of corporate responsibility for global sustainable development in teaching, practice and research at Pforzheim University as a long term structural task that we would like to solve in cooperation with all stakeholders in an optimal way. This process can only be advanced by internal discussions, critical reflections and discourses. Therefore we welcome a mutual

exchange of ideas and alternatives as well as of concerns and difficulties. We see the present PRME report on progress as an important internal communication tool to lay bare and to discuss our PRME objectives and the further course of action.

Major Achievements

PRME Working Group

The PRME Working Group consisting of faculty of different degree programs aims at developing appropriate solutions to integrate topics of corporate social responsibility for global sustainable development into our curricula and research activities. Since starting its work the PRME Working Group has developed a strategy on how to promote and to foster the integration of PRME at Pforzheim University. Moreover it has discussed its planned implementation process with all relevant stakeholders, e.g. faculty, staff, students and corporations. The planned implementation process of PRME to integrate sustainability and CSR aspects into our existing curricula in close cooperation with the degree programs and practitioners has gained overall recognition and encouraged us to follow our chosen strategy. We have learned that early and continuous communication on PRME and the related objectives is especially crucial.



The Association to Advance Collegiate Schools of Business (AACSB) - AACSB International Accreditation



Pforzheim University concluded its AACSB accreditation process successfully and earned accreditation for its degree programs in Business in August 2011. Thus, Pforzheim University belongs to the group of only ten currently accredited AACSB academic institutions in German speaking countries. In Germany seven universities earned this distinguished accreditation, in the state of Baden-Wuerttemberg two institutions are now AACSB accredited.

Ethics Certificate (Ethikum)

Pforzheim University maintained its leading position in the award of the Ethics Certificate (Ethikum) in comparison with other Universities of Applied Sciences in Baden-Wuerttemberg. Since 2009 45 students in comparison to 107 students in total in Baden-Wuerttemberg have been awarded the Ethics Certificate at Pforzheim University.

The Ethics Certificate is a certificate of the State of Baden-Wuerttemberg awarded by the "Department of Ethics in Technology and Science" (Referat für Technik- und Wissenschaftsethik RTWE). The Ethics Certificate is awarded to students who have worked intensely on ethical issues and questions related to business ethics, sustainable development, corporate social

responsibility and/or social and intercultural competencies.

We improved the information about the Ethics Certificate and the PRME process by offering

- a voluntary information event at the beginning of each semester.
- improved information on our PRME Website (see: www.hs-pforzheim.de/prme) and Ethikum Website (see: www.hs-pforzheim.de/ethikum).
- a new sustainability and CSR mailing list in order to inform interested students about interesting job opportunities, events, etc.

New Scholarship program - PROMOS „Responsible Management“

In order to provide opportunities for the basic learning experiences on challenges, potentials and limitations of CSR in the developing world, Pforzheim University has launched its new scholarship program PROMOS. Students who are going to study in developing or emerging countries are able to apply for a PROMOS scholarship provided that they focus on issues of globalization, business ethics, CSR, developing economics, sustainable development and/or environmental economics in courses of one of our several partner universities in those countries. All scholarship holders have to take part in a two-day-seminar for introducing PRME and evaluating, presenting and reflecting their results before and after their stay abroad.

Key Objectives

During our first phase to survey all existing activities that contribute to the goals of PRME we have learned that there is a variety of different projects and activities initiated by faculty, staff and students. In order to further develop the information about all existing initiatives, we aim at implementing PRME as a platform where all relevant activities can be displayed and communicated altogether. We have begun this work by integrating all activities on the PRME Website. Furthermore a group of interested students have proposed to organize a special event to provide information on all projects and activities to all students, faculty and staff and to promote the PRME process at Pforzheim University.

In our mission statement we have already announced that we will address our responsibility to society and enable our graduates to contribute to corporate responsibility. But nevertheless we would like to further develop our mission and to implement the goals of PRME that means the topic of sustainable development, as an

integral part of the mission statement. The evaluation of the current mission was on the agenda of the initial Advisory Board meeting in March 2010. One of the topics was the impact of PRME on the school's mission. An integration of CSR and sustainable development aspects in the mission and guiding principles is planned in 2012. Furthermore we will integrate these aspects into the program goals and learning outcomes as well.

At the moment PRME is not operationalized for the long-term, but as a two-year project, including a 10 % reduction of teaching load for one professor and a 50 % staff member for two years. It has turned out that this is insufficient. While the internal curriculum development is continuing on schedule, there is no time left for sufficient external contacts with corporate representatives, NGOs, media etc. and internal communication. Notably corporate representatives have strongly recommended devoting more capacity to the PRME dialogue and communication as they feel that Pforzheim University has achieved a lot that should be shared with other stakeholders.

Principle 2: Values - Academic Activities and Curriculum Change: CSR and Sustainability

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.

Strategic Overview

We are continually engaged in integrating sustainable development and corporate responsibility issues into the curricula of our degree programs. The following diagram shows our main activities and teaching offers in this field. Our further developed elective module “Ethics and Social Responsibility” for all our Bachelor students, the compulsory module “Sustainable

Globalisation” of our MBA in International Management program and our new Bachelor degree program Resource Efficiency Management (REM) can be highlighted as major engagements in this field that are specified in the section Major Achievements.

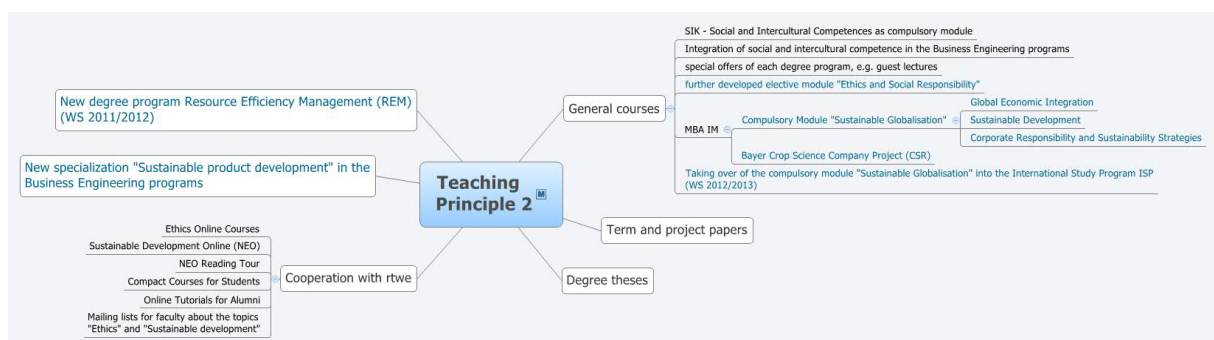


Fig. 3: Overview of established and new and/or further developed (in blue) PRME relevant teaching activities at Pforzheim University

Issues of social responsibility for sustainable globalization played a prominent role even before we committed ourselves to the implementation of the PRME principles. There are different examples that confirm our engagement in this field, e.g.:

- the (elective) courses on “Ethics and Social Responsibility”,
- the lecture series on “Practitioners and Practice of Business Ethics”, including close contacts to responsible corporate decision makers,



- our research activities on environmental and social sustainability.

However, on the one hand, we knew that some of our students had established a high level of competence and impressive profile in these fields and on the other hand, we could not really ensure that all our students would acquire the necessary basic competence and skills in this field.

As we are convinced that future corporate decision makers have to be able to rely on sound competence to operationalize responsible management, we see the PRME initiative as a promising opportunity to further develop our complete curriculum to ensure a coordinated and systematically responsible management education for *all* our students and for streamlining and highlighting the emphasis that we have wanted to lay on these topics even before participating in the PRME network.

The time restrictions of each degree program have been immense. But we are convinced that critical knowledge and skills for these relevant management aspects must be part of our curricula in a suitable manner.

To do this we have been convinced by academic publications and corporate practice that responsible management education is essential for all programs. In order to provide reasonable integration and to give our students a satisfactory understanding of those important questions related to their main subject, we prefer to integrate the topics into all courses and

contexts that are associated with CSR and sustainable development. Raising critical awareness and competence of our students on PRME-relevant issues is a process that we want to promote from the beginning through systematic, practice-oriented courses. Our main goal is to enable our students to apply long-term critical thinking and innovative sustainable management solutions for global business challenges. We would like to encourage our students to take into account possible side effects of their management decisions and to enable them to act successfully by integrating strategic CSR issues into their decision-making.

We are conscious of the challenge of overall curriculum integration, especially related to the assurance of appropriate provision of the contents as not all our academic lecturers can and want to be outstanding CSR or sustainable management experts. But in order to be able to guarantee a highly qualified education we offer training seminars to our faculty in order to promote know-how exchange. Furthermore we put a high priority on the close cooperation with corporations in order to better understand the recent and future business challenges. The main goal is to impart practical knowledge to our students that they will need in their daily work. Moreover, we aim at promoting know-how exchange and discussions on CSR for global sustainable development between all faculty and staff both of Business School and of the School of Engineering and Design. We have learned that there are promising



interdisciplinary approaches that can be used to generate synergy effects.

Our efforts in implementing the goals of PRME into our curricula are accompanied by the support of other academic activities, e.g. guest lectures. We want to provide different opportunities to our students to learn about CSR for global sustainable development and future challenges corporations have to cope with and to build up special knowledge in this field if they want to.

Major Achievements

Discussions on PRME and detailed overview of PRME relevant courses

As a first step, we established a *detailed overview* of all courses on all programs to identify their present state. We want to know which topics are provided where in order to identify redundancies and potentials for further development.

Our last PRME report has already contributed to a further development of individual teaching and lectures series. There are a number of courses that already provide information about CSR topics, e.g.:

- the bank management seminar of the Bachelor degree programs regularly includes topics of sustainable investment, bank crisis and Islamic Banking.
- the economics seminars of the Bachelor degree programs often offer in depth investigations in the field of CSR or sustainability. Exemplar topics of SS 2010 are, e.g.: economic consequences of corruption in international trade,

Corporate Social Responsibility in international trade, Child labor – causes, impacts and counter strategies, global governance gaps, CSR and private governance.

We have learned that there is often a subtle or explicit awareness that PRME is a new and relevant topic in practice. This mix of awareness and information has created different groups within our faculty, each imposing their own challenges: a first group who show an active and explicit awareness of this important topic have tried hard to get reliable information and then started to provide some initial (however mostly isolated) course elements in their programs. We will use PRME to assist this and other groups in our curriculum development to get a clear perception of the topics which are relevant by “on-demand” invitation of corporate, NGO and academic representatives to give input into specific topics. Others are aware that there is “something” new which might be important but have no further information. They are often rather insecure and afraid of implementing something that they are not familiar with. For this group, we offer training seminars giving information on diverse aspects of CSR and even more specific topics related to their field of study. The goal of these two-day seminars in our curriculum development is to replace the lack of information, insecurity, fears and skepticism by an informed perception of necessity, opportunities and limitations provided by the PRME topic (see also Principle 3). However, we will also learn as



much as possible from any counter-arguments in productive discussions.

Building on this, we will be able to discuss some ideas with the faculty teams of how to further develop their specific programs and courses to achieve a systematic and coordinated responsible management education as a second step.

Further developed elective module “Ethics and Social Responsibility”

In our Bachelor and Master degree programs we were able to implement new lectures dealing with CSR and sustainable development topics. The *elective module “Ethics and Social Responsibility”* has also been further developed and offers courses with an improved focus on CSR and sustainable development issues, that means:

- environmental management,
- business ethics,
- sustainable development in English and German
- economic and social history, the latter being further adapted to our requirements to educate our students in CSR and sustainability questions.

MBA in International Management specialising in CSR strategies

An outstanding example for the integration of CSR topics into the curriculum is the curriculum of the *MBA in International Management*. By integrating issues of Sustainable Globalization and Corporate Social Responsibility as a concrete learning objective the students shall be able to

identify, analyze and handle the challenges of global sustainability and develop awareness of social and corporate responsibilities. Our MBA in International Management has already offered the elective module “Sustainable Globalization”. The first part of the module in the 2nd semester contains courses on “Global Economic Integration” and “Responsibilities for Sustainable Development”, the second part in the 3rd semester includes the seminar “Corporate Responsibility and Sustainability Management”. This module will be implemented in winter semester 2011/2012 as an obligatory module for all Master students in order to prepare them satisfactorily for the future challenges arising from globalization. Furthermore a CSR company project in cooperation with the Bayer CropScience AG is a considerable part of the PRME relevant curriculum.

The project is focused on the development of sustainable model villages in India as a CSR engagement of the Bayer CropScience AG in cooperation with Pforzheim University students and researchers (for further information see Principle 3 and 4).

New degree program Resource Efficiency Management

In addition to the planned integration of CSR and sustainable development topics in the already existing degree and master programs, a new degree program Resource Efficiency Management will be launched at Pforzheim Business School in winter semester 2011/2012. The degree program is based on management issues strongly



linked with the subjects of resources, environment and production engineering. The degree program will be supervised by the Institute for Industrial Ecology of Pforzheim Business School.

Increasing number of CSR / sustainability degree theses
 More and more students are interested in writing their degree theses on topics of CSR and sustainable development. A list of degree theses is attached in the Appendix of the report.

Sustainable Development Online Seminars
 In addition to the offer at Pforzheim Business School our students are encouraged to participate in different *online seminars* of the "Department of Ethics in Technology and Science" (Referat für Technik- und Wissenschaftsethik RTWE) that foster discussions on topics of Sustainable Development and Ethics.

School of Engineering:
 Department of Business Administration and Engineering:
 Besides a sound education in the field of management and engineering the provision of social skills is an integral part of the Business Engineering programs. Social Skills, e.g. team leadership, and cross cultural management are trained continually throughout the whole degree program and are taught by acquiring theoretical knowledge and through different case studies in different courses, e.g. in the course management techniques. This approach in provision of social skills is

comparable to the social and intercultural competencies (SIK) module that is compulsory for all Bachelor students in the Business School. The business Bachelor students are trained in key qualifications such as social skills (communication and team work), methodical competence (the power of persuasion and credibility) and also intercultural competence in training seminars in the first and second study phases as well as integrated into the specialized academic modules.

A new specialization „*sustainable product development*“ in the Business Engineering programs will be implemented and new faculty recruited for the teaching of these specialized topics.

By recruiting new faculty specialized in sustainable development issues Pforzheim University aims at broadening its competences and receiving new academic input in these fields.

School of Design:
 In addition to our management and engineering related courses we provide an exemplar insight into sustainability topics that are taught at the Pforzheim School of Design. Fashion in a globalised world is required to think about CSR and sustainable development topics. Thus our Fashion students deal with topics of sustainable management, sustainable production and ethical fashion especially in the course „Design and Branding“ that is taught by an external consultant and gives excellent practical insights. The lecture Business law

also includes basic information on CSR and sustainable development.

In January 2011 the School of Design of Pforzheim University organized an extraordinary exhibition named "Grotesque Global" that presented "Grotesque Products for Grotesque Changes". The exhibition showed stimulating results of students of the degree programs Industrial Design and Master of Arts in Creative Direction about concepts of products that are able to change consumers' awareness. Furthermore 6th semester students of the degree program "Visual Communication" presented their work dealing with the topic "cradle to cradle, sustainability and "over-civilization" ("Cradle to cradle, Nachhaltigkeit und Zuvielisation"). The students critically investigated the principles of the Global Compact.

Academic Activities

At Pforzheim Business School a number of lectures held by practitioners are organized regularly in order to give our students as much practical insight as possible and to prove the relevance of challenges of business ethics and sustainable development in their daily work. A list of lectures is attached in the Appendix of the report.

Key Objectives

After having established an overview of the relevance of sustainable development and CSR topics in our management degree programs, the degree programs are now

able to start further integrating CSR and sustainable development topics in a more systematic way. The further development of the curricula is planned in close cooperation with the program's faculty, staff and students, the PRME working group and with practitioners that can help us understand future corporate challenges and provide support in identifying relevant topics for our curricula. We will continue the integration of CSR and sustainability topics into our curricula, thus safeguarding our students' acquisition of knowledge and skills in the fields of corporate responsibility and global sustainable development in order to be able to cope with future global challenges in these fields.

Pforzheim Business School is going to appoint four new professorships in the field of Industrial Ecology and Operations Research and Energy and Material Flow Management in order to broaden the competences in the field of sustainable development. Furthermore the team of the new bachelor degree program will be increased by another more specialized professorship in this field and the degree program aims at acquiring an additional endowed professorship next year. The new faculty will enrich the variety of already existing competences at the Business School and also offers the opportunity to benefit from these capabilities in courses of other degree programs. We strive to promote a know-how exchange in these fields.

Principle 3: Method – Learning by Doing and Real Life Experiences

Principle 3

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

Strategic Overview

Since publishing our last PRME Report we could further develop different offers for our faculty and students to promote responsible management education and social commitment in different projects and

initiatives as shown in the following diagram and described in the section Major Achievements.

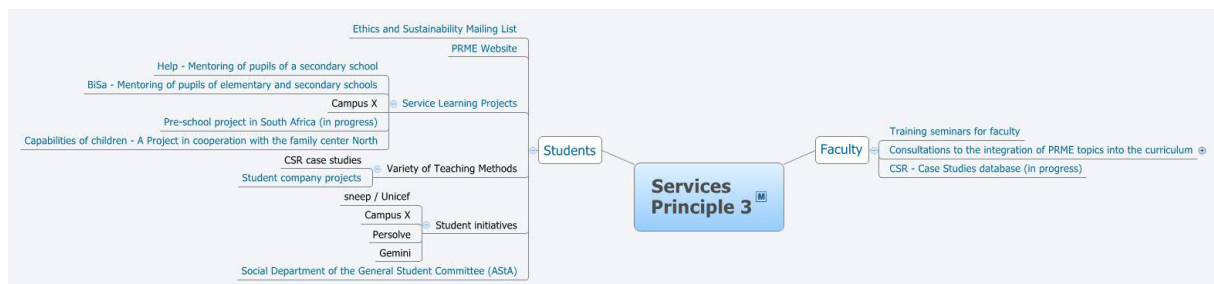


Fig. 4: Overview of established and further developed/new (in blue) PRME relevant services at Pforzheim University

The education of responsible managers who are able to critically assess and successfully meet the challenges caused by the increasing importance of corporate responsibility for sustainable globalization processes requires not only competences but also opportunities for faculty and students to gain practical experiences. To fulfill this prerequisite of responsible management education, we apply and will

further develop a variety of methods and instruments to both faculty and students that support an appropriate environment and up-to-date teaching methods. Our students already have the possibility to join different initiatives and projects dealing with topics of CSR and global sustainable development that enables them to expand their own intellectual horizons and to gain further valuable insights and experiences.



Major Achievements

PRME-Website

To improve the overview and transparency of our current CSR and sustainable development projects and initiatives, we have further developed our PRME Website as an information platform on all existing offers for students, staff and faculty (see: www.hs-pforzheim.de/prme). Now, the new website contains general information about the PRME process at Pforzheim Business School and special support for faculty and services for students, e.g. job portal with offers for CSR and sustainability internships, degree theses and job opportunities. The Website will continually be updated. Thus the Website should provide a quick overview and give students, staff and faculty useful hints if they would like to engage or cooperate in CSR and/or sustainable development activities.

Case Studies and Simulation Games

We are dedicated to enhancing the variety of our teaching methods and are selecting and elaborating various case studies in the field of CSR and sustainable development as support tools for our faculty that can be used in different courses. At the moment we are building up a database of CSR case studies that can be used to search for suitable cases.

Furthermore a new simulation game was implemented in the "Environmental Management" course in 2009/2010 about Life Cycle Assessment of products.

Increased number of student company projects

Our discussions with our program directors have revealed that a growing number of students are particularly motivated to carry out projects dealing with CSR and sustainable development topics. Furthermore corporations are increasingly being confronted with and becoming interested in responsible management questions. Thus, our degree programs often offer CSR company projects. In the Bachelor degree program Advertising and in the M.A. in Creative Communication and Brand Management CSR company projects in cooperation with NGOs or corporations are regularly offered. In the following we will give an overview of some exemplar company projects:

In our MBA in International Management (MBA IM) program we have succeeded in directly combining PRME relevant company contacts, teaching and research into one project line, building on the module "Sustainable Globalization". In their second semester, students learn about global economic integration and challenges of global sustainability. Afterwards, 1-2 students have the opportunity of an internship at Bayer CropScience AG's Model Village Project in India that aims at increasing Indian farmers' productivity and value added but at the same time at improving social and environmental sustainability in the villages. Our students have the opportunity to actively contribute to the further implementation of this project. Back in Pforzheim, in their 3rd



semester they can implement their practical experience in a “company project” together with other MBA students where they, in direct cooperation with Bayer CropScience AG, draw conclusions for the further development of the model villages from a strategic management point of view. Further input is provided for them in this semester through our “Corporate Responsibility and Sustainability Management” course (see Principle 2); finally thesis projects provide the opportunity of a practice check of students’ strategic management ideas at the headquarters of Bayer CropScience and also in India. What our MBA in International Management students say themselves about the Bayer CropScience AG Project: Sustainable Model Villages in India see later in the special section (see page 25f). Complementing these company-student cooperations, a research team of Pforzheim University evaluates the impact of what the company and students have independently implemented based on a comparison of the development in the model villages with the performance of comparable control villages (see Principle 4).

In the bachelor degree program Human Resources Management the students have to work on a practical case in the seminar „Organisation Development / Change Management” (HRM4012). The students act as consultants in an organisational change process. They will better understand the meaning of different change and development projects by working on these practical examples and they will be enabled

to develop appropriate solutions in small consulting-teams. The students will be accompanied and advised by mentoring sessions of the professor and other experts. The topics and practical fields of the cases are changing, but the students learn to find solutions for complex practical situations under consideration of often difficult social aspects.

In our master degree program MBA in Human Resources Management & Consulting so called Knowledge Transfer Projects are an integral part of the study program. Based on the Action Learning concept the students work on real life projects related to their own practical experience. Thus, the students are enabled to transfer their theoretical knowledge to practical problems and to critically discuss different solution alternatives in teams.

Service Learning

Learning by doing! Students can gain most valuable experiences and a better understanding of theoretical knowledge by participating in projects related to real life, such as Service Learning projects where students are engaged, e.g. in social projects. At Pforzheim University our students and faculty have the opportunity to engage in various projects:

- There is a new mentoring project HELP (Help – Engage – Learn – Profit) for pupils of a secondary school who have achieved the minimum level of a secondary school in Germany (Hauptschule) (since WS 2011/2012).



- In cooperation with BiSa (citizen engaged in school, in German: Bürger in der Schule Aktiv) our students can support pupils of elementary and secondary schools and offer individual mentoring.
- the sneep/UNICEF student initiative group supports pupils aged between 6 and 10 years and helps them to do, e.g. their homework in the context of the project in cooperation with the Familienzentrum Nord (family center north) and the City of Pforzheim (further information see Student Initiatives in this chapter).

By participating in such projects, our students have the opportunity to experience the meaning of responsibility in real life and to also broaden their horizons on the challenges and impacts of an emigrational background that many of these children and young adults have. And last but not least these experiences are also useful for their future career as corporations attach increasing importance to social skills and voluntary engagement.

Resumption of the Work of the Social Department of the General Student Committee (AStA)

The General Student Committee (AStA) has again resumed the work of the Social Department. The activities of the Social Department are focused especially on:

- mentoring offers for students,
- assistance in the parents' network and help for students with children,

- support of the Service Learning offers HELP and BiSa.

The main goal of the Social Department is to support students in difficult situations and to increase the attractiveness of student life and of the university.

Student Initiatives

At Pforzheim University there is a variety of different student initiatives that are engaged in social projects. In the following we will give an insight into some exemplar activities.

- Sneep / UNICEF: The already existing UNICEF student initiative has merged with the recently founded sneep group at Pforzheim University. Sneep (Student Network for Ethics in Economics and Practice) is a platform and forum for students interested in business ethics. The foundation of a sneep group at Pforzheim University contributes to the promotion and further development of the issues related to business ethics by organizing lectures and fostering company contacts in this field. Students of the sneep / UNICEF initiative have engaged in a research project on the capabilities of children in Pforzheim in cooperation with the city of Pforzheim and the family centre north (Familienzentrum Nord). Together with their academic advisors, and building on the children's perceptions using interactive stories the students have explored what the children, aged 6-10 years and often with a migration background, perceive to be most valuable for a good life. Based on this



and other stakeholders' feedback, strengths, limitations and remedies to improve the children's well-being can be identified. To gain trust and a mutual understanding for discussing these very personal issues the sneep/UNICEF students played with the children and supported them in doing their homework in the first project stage.

- Persolve: The student initiative Persolve is focused on presentation skills, trainer qualification training and job application training especially for students and trainees. Persolve implemented special job application training for young prisoners in July 2011. The training was very successful and is planned to be repeated.
- Campus X: As career platform and organizer of the Recruitment Fair "X-Day" at Pforzheim University Campus X regularly implements Corporate Responsibility and sponsoring projects, mostly fundraising campaigns, in cooperation with companies, e.g. for handicapped people. But Campus X also supports special activities through man power.
- Gemini: Gemini is a group comprising of students of Pforzheim University, which focuses on consolidating the bond between German students and exchange students. The purpose of this group is not only to ensure that exchange students have an enjoyable stay in Germany, but also to foster the exchange of knowledge and culture. In order to accomplish this, both counterparts indulge in several activities

such as: group excursions, cultural events and the operation of an international coffee shop; which serves as a basis for the making of new acquaintances and for the learning of other languages.

Training seminars for faculty

The integration of CSR and sustainable development topics in our curricula places high demands on our faculty staff (see also Principle 2). In order to support our faculty in teaching these topics we regularly offer training seminars dealing with CSR topics. There, interested faculty can get up-to-date information from practitioners and/or researchers. The results and possible effects on the current management studies teaching are discussed with colleagues and practitioners in order to guarantee up-to-date teaching. The topics are changing and can even be tailored to special interests, e.g. a special seminar CSR and Communication took place in 2011. The organization of these training seminars received very promising feedback.

Key Objectives

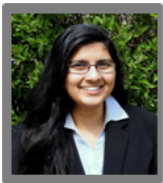
As we have identified a broad available range of different competences in the field of CSR and sustainable development at Pforzheim University, we aim at working out a transparent overview of existing research and teaching capacities. The main goal is to facilitate networking, know-how exchange and the integration of the topics into our curricula. This overview will include information about lecture contents, projects, seminars and research capacities as

well as company contacts in the field of CSR and sustainable development.

Furthermore we will continue and advance our offer of training seminars for faculty. Especially more specialized seminars can optimally be used to further develop our curricula and to discuss relevant aspects.

In addition to the training seminars we will expand our offer of CSR and sustainable development case studies for different subjects as an additional support tool that can be used to facilitate the integration of CSR and sustainability aspects into existing courses.

What our MBA in International Management students say about the Bayer CropScience AG Project: Sustainable Model Villages in India



Achana Srinivasan: “Taking part in the CSR project of Bayer Crop Science in India gave me the opportunity, to contribute in some way to my society. I have learned that we have a million ideas, but when we get down to work with actual people in the villages we need to provide more practical solutions.”



Nadiah Sulaiman: “The project has an interesting scope, as it enables me to use my professional and academic knowledge to further develop and improve on life in the model villages in India.”



Qiong Wang: “The Bayer project gave me a precious chance to see, as an MBA student and future manager, how my work could benefit the people in need, and at the same time, to enhance the profitability of a multinational company.”





Anshu Airan: "It was highly motivating for me that I was doing something for the needy people of my country. And an interesting thing I learnt was that CSR activities could be strategically implemented to achieve rural development along with the business goals thus creating value for both the sides."



Parvesh Dabur: „I have been convinced by the Bayer project that long term sustainable and win-win growth models are feasible for the rural and underdeveloped regions. Definitely proper planning, management and timely investments in the beginning are a must from the corporate or governmental stakeholders."



Piyush Dhawan: „India is a country with 23 languages. I speak English and Hindi but I needed an interpreter for the interviews in Telugu. The interviews with the farmers required a lot of sensitivity. To give the people a sense of reassurance, many consulting discussions take place in the local temples. The people do not expect to be told lies close to their God."

Further information about the project can be found in the section Major Achievements of Principles 2, 3 and 4 as the project ideally combines teaching, research and practice.



Principle 4: Research – Applied Science on CSR and Sustainability

Principle 4:

Research: We will engage in conceptual and empirical research that furthers our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.

Strategic Overview

At our University research on ecological sustainability conducted by our Institute for Applied Research (IAF) and the recently founded Institute for Industrial Ecology has a long standing tradition. In addition to their research portfolio research projects in the field of social sustainability, mainly

focused on CSR topics, have been established and further developed as shown in the following diagram. Our individual research activities are described in the section Major Achievements.

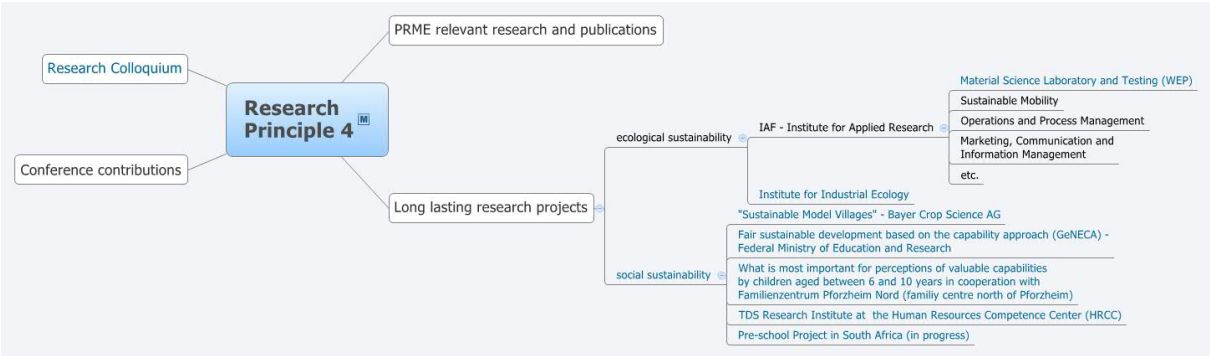


Fig. 5: Overview of established and new (in blue) PRME relevant research activities at Pforzheim University

Corporate responsibility for global sustainable development is not only an important issue related to the degree programs of Pforzheim Business School, but applied research in this field also plays an

important role. We perceive applied research as an important opportunity to find out more about the relevance for corporations and its contribution to global sustainable development. By using these



results, applied research contributes importantly to the advancement of the current management studies and curricula. It helps to better understand the topics of CSR for global sustainable development and its relevance for the management of corporations. Applied research can help to promote the topics and to lead a discussion about potentials but also limits of CSR with both its supporters and its opponents. Thus Pforzheim University sets great store by continually conducting applied research in this field and at Pforzheim Business School a research cluster is currently being developed that is focused on the important future topics of 21st century climate protection and resource related issues. Close cooperation with corporate partners is foreseen and will be actively promoted.

Major Achievements

New Institute for Industrial Ecology

In June 2010 a new Institute for Industrial Ecology has been formed from the working group energy and material flow management of the existing Institute for Applied Research (IAF). The new institute aims to especially promote the topics energy and material flow management. The research team of the Institute for Industrial Ecology will focus on the metabolism between industrial society and environment, especially on "material efficiency" and "operational energy and material flow management" as well as on modeling product and production systems.

The results and especially the acquired methodological competencies of the more specific research team shall also be transferred to the new Bachelor program Resource Efficiency Management and thus contribute to knowledge transfer into the economy.

The following research projects are examples of the research focus of the Institute for Industrial Ecology:

- KosoK – The consumer between subjective and objective evaluation of the consumer goods' influence on climate and risk adverse consumer behavior: The project is focused on the investigation of consumer behavior and its influence on climate change. (project manager: Prof. Dr. Mario Schmidt, email: mario.schmidt@hs-pforzheim.de)
- PCF-KMU - Product Carbon Footprint for SMEs: The Product Carbon Footprint shows, how much green house gas is emitted in the life cycle of a product. This project investigates how applicable the method of product carbon footprinting for small and medium sized enterprises is. (Project manager: Prof. Dr. Mario Schmidt, email: mario.schmidt@hs-pforzheim.de)

Further projects are listed in the Appendix of the report and additional information can be found on the following Website: <http://umwelt.hs-pforzheim.de/en/home/>.



Further research activities of the Institute of Applied Research (IAF)

At Pforzheim University different further PRME relevant research projects are investigated. Some exemplar projects are mentioned in the following in order to show the variety of research activities:

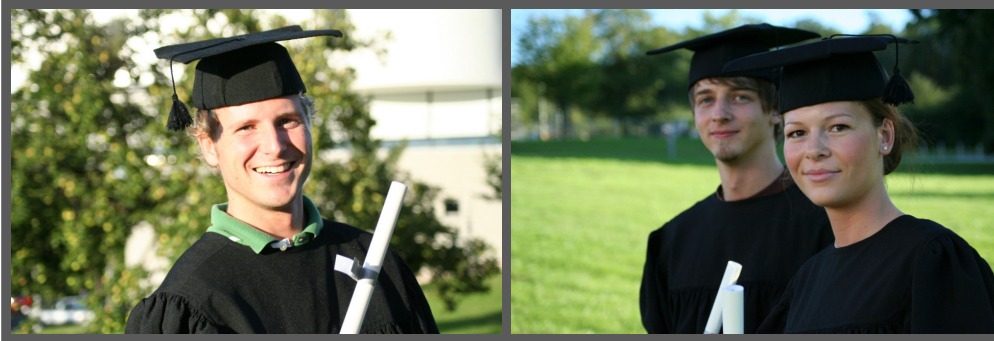
- Bistabile Electrowetting Displays – This is a long-term industrial funded project dealing with epaper displays. Electrowetting Displays have positive properties, such as bistability, high reflectivity, etc. This technology has high potential under consideration of implementing “green technology” that will become more and more important in the future. (Project manager: Prof. Dr. Karlheinz Blankenbach, email: karlheinz.blankenbach@hs-pforzheim.de).
- Which energies do secure our mobility of tomorrow (in German: Welche Energien sichern die Mobilität von morgen?) – Because of the limited availability of oil the mobility of tomorrow has to be secured by alternative energies in the long run. This project is focused on the question, which other alternative could be considered in the future. (Project manager: Prof. Dr. Stefan Haugrund, email: stefan.haugrund@hs-pforzheim.de):
- Sustainable mobility and new business models (in German: Nachhaltige Mobilität und neue Geschäftsmodelle): Two research projects at Daimler AG and at KIT (Karlsruhe Institut of Technology) aim at investigating synergies between practice and research and at gaining new

findings on sustainable mobility for sciences and corporations. (Project manager: Prof. Dr. Guy Fournier, email: guy.fournier@hs-pforzheim.de).

Material optimization projects of the Material Science Laboratory and Testing (WEP)

The Laboratory for Material Science and Testing (in German: "Werkstoffentwicklung und Prüflabor – WEP") is part of the Mechanical Engineering department at Pforzheim School of Engineering. The WEP is involved in different research projects that contribute to sustainable development by optimizing different materials and alloys and minimizing negative effects as for example electrical conductivity or an optimized heat transfer. The following projects give an insight into the research activities of the WEP that are implemented in cooperation with different partner research institutions and companies:

- OptiFahr - analyzing and optimizing the constant bending fatigue behavior of highly-dynamically stressed components of catenary wires made of low Mg-alloyed copper-based materials: The catenary components of electric trains are exposed to increasing highly-dynamic strains. Through an optimization of joining and material development these building parts will be improved significantly. The project aims at improving both the conductivity of the materials and thereby the reduction of the energy loss in addition to the mechanical strength of the material.



Thus the operating reliability, the availability and the profitability of railway lines can be constructed more efficiently. (Project manager: Prof. Dr.-Ing. Norbert Jost, email: norbert.jost@hs-pforzheim.de)

- Development of new beryllium-free and high-strength copper-based micro molding alloys: The main goal of the project is to replace the toxic element beryllium in copper-beryllium alloys by another comparable substitute in order to avoid negative ecologic and harmful effects. (Project manager: Prof. Dr.-Ing. Norbert Jost, email: norbert.jost@hs-pforzheim.de)

Further projects of the WEP are listed in the appendix of the report.

Further CSR research project activities

Further long term CSR research projects in cooperation with companies or organizations have been implemented. In the following we will mention some long-term research projects that illustrate the engagement of faculty of Pforzheim Business School in CSR topics:

- Research project funded by the German Federal Ministry of Education and Research: Fair sustainable development based on the capability approach (Gerechte Nachhaltige Entwicklung auf Grundlage des Capability-Ansatzes - GeNECA). On behalf of the ministry's program line "Sustainability in Economics" and in cooperation with the Institute for Applied Economic Research Tuebingen (IAW), the Ludwig-

Maximilians-University Munich (LMU), the German Institute for Economic Research (Deutsches Institut für Wirtschaftsforschung -DIW Berlin) and the Helmholtz Centre for Environmental Research (UFZ). Our part of the project aims at conceptualizing and analyzing corporate impacts on sustainability and sustainable development governance (networks) from a Human Development and Capability Perspective. (Project manager at Pforzheim Business School: Prof. Dr. Juergen Volkert, email: juergen.volkert@hs-pforzheim.de)

- Scientific evaluation project of the Bayer CropScience initiative "sustainable model villages in India" by different professors of Pforzheim Business School. (Project manager: Prof. Dr. Juergen Volkert, email: juergen.volkert@hs-pforzheim.de) (see Principle 2 and 3)
- What is most important for perceptions of valuable capabilities by children aged between 6 and 10 years in cooperation with Familienzentrum Pforzheim Nord (family centre Pforzheim north) and the city of Pforzheim. (Project manager: Prof. Dr. Juergen Volkert, email: juergen.volkert@hs-pforzheim.de) (see Principle 3).

Human Resources Competence Center (HRCC) – research on sustainable Human Resource Management

The Human Resources Competence Center (HRCC) coordinates the existing teaching and research activities in the field of Human Resource Management at Pforzheim Business School. As part of the HRCC, the



TDS Research Institute for Human Resources Management is concerned with the question of how to implement sustainable strategies in organizations through the following project:

Beyond Business Partner - The new sustainable role of HRM: Sustainability is of ever growing importance in the 21st century and organizations have to adapt to this new trend in order to ensure their well-being. Based on the contingency theory and the criticism of the HR Business Partner this research project wants to specify the new role of HRM as the Sustainability Principal in organizations. (Project manager: Prof. Dr. Stephan Fischer, email: stephan.fischer@hs-pforzheim.de)

Furthermore Prof. Dr. Konrad Zerr and Prof. Dr. Stephan Fischer worked together on the research project "Changing Values?" that was conducted by the Steinbeis-Beratungszentrum Marketing - Intelligence - Consulting, Achern. The project was concerned with value-oriented management from the perspective of freelancers and employees. Central findings include the results that freelancers appear to be more value-oriented than employees and that fairness is the most important value for employees and can also increase the identification with their company. The project (Project manager: Prof. Dr. Konrad Zerr, email: konrad.zerr@hs-pforzheim.de).

Research Colloquium – improved knowledge transfer

Pforzheim University has initiated a new forum to discuss current research projects

with faculty of the different Schools. The goal of the so called research colloquium is to give information on and to promote current research topics and their results. Thus the required competencies of innovative fields shall be transferred to a broader audience. Topics for the further development of CSR and sustainable development aspects have been an integral part of the research colloquium so far, e.g.:

- "Resource efficiency in companies – Lean Production further developed? Methods and practical experiences of recent years" by Prof. Dr. Mario Schmidt
- "Conceptions of well-being: justification, use and limits – The example of the "Capability-Approach" by Prof. Dr. Juergen Volkert
- "ABS for Bicycles and Ebikes" by Prof. Juergen Wrede
- "Energy data acquisition as an element of efficient production" by Dr. Peter Saile.

The research colloquium will be continued twice a semester as an additional discussion forum to support and promote applied research at Pforzheim Business School.

Publications and Conference Contributions

As result of the variety of research activities at Pforzheim Business School, there are a number of contributions at international conferences and PRME relevant publications. An overview of relevant publications can be found in the appendix of the report.

Key Objectives

Up-to-date applied research plays a key role in acquiring knowledge on CSR for sustainable development. Therefore research activities will be further supported and advanced in the future. We have learned that especially a better networking of already existing research activities and an improved information exchange and

interdisciplinary transfer is needed. Therefore we will promote continuous information and discussion of PRME relevant research topics, e.g. by composing an overview of the existing research competencies at Pforzheim Business School. Hence, also here PRME can be used as a networking platform in order to share existing experiences.

Principle 5: Partnership – Broaden our CSR and Sustainability Horizons

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 jointly explore effective approaches to meeting these challenges.

Strategic Overview

We are continually engaged in fostering our business contacts in order to learn from corporations' experiences in implementing sustainable development and corporate responsibility strategies. Our new job and internship portal, our training seminars for faculty in cooperation with different

practitioners and our lecture series "Practitioners and Practice of Business Ethics" demonstrate our main activities in this field. The following diagram gives an overview of all our activities in fostering business contacts that are specified in the section Major Achievements.



Fig. 6: Overview of established and further developed (in blue) PRME relevant Business Contacts at Pforzheim University

How do corporations deal with questions on CSR and sustainable development, which challenges play an important role and how do corporations solve connected problems? Which knowledge do they need and expect from future managers? Our objective is to investigate future ideas and topics for our curriculum in close cooperation with leading corporations in these fields. We are convinced that practical advice is needed in order to provide an up-to-date study for our students. By discussing PRME with representatives of different corporations, it has been emphasized that CSR and sustainable development issues are gaining more and more importance for management. We are keen to find out more about the corporations' challenges and their requirements for future managers. And we are convinced that close interaction will be useful for both sides in order to develop effective approaches to cope with future challenges especially resulting from the ongoing globalization processes. Thus, Pforzheim Business School cooperates continuously with managers of local SMEs, and also multinational enterprises in different ways.

We see our Alumni network as an important platform to keep in touch with our former students and to benefit from their know-how and practical experiences through a regular exchange which is helpful for continuous advancement of our curricula.

Hence, interaction with companies is an important success factor for the implementation of all PRME principles, which is why Pforzheim Business School fosters a close relationship with companies.

Major Achievements

New internal CSR job portal

An increasing number of our students are interested in learning more about CSR and sustainable development and in gaining practical experience in these fields. Thus, we have built up an online job site with specialized offers of internships, degree theses and jobs in the field of CSR and sustainable development. Therefore, we stay in contact with companies that are engaged in CSR and sustainable development and which are interested in cooperating with students and faculty.

Students looking for internships or job opportunities in the field of CSR and/or sustainable development can find information on our PRME-Website (see: <http://www.hs-pforzheim.de/De-de/Wirtschaft-und-Recht/Fakultaet/PRME/stellenboerse/Seiten/Inhaltseite.aspx>).

Variety of PRME relevant guest lectures

Pforzheim Business School regularly involves representatives of different companies and NGOs in CSR or sustainable development lectures, e.g. in the context of the "Studium Generale" or the lecture series "Practitioners and Practice of Business



Ethics“ (“Praxis der Wirtschafts- und Unternehmensethik“).

Training seminars for faculty

Also our training seminars support our faculty in investigating these new issues, build on our close cooperation with and involvement of experienced and responsible practitioners (see Principle 3).

All these cooperation activities help Pforzheim Business School to better the corporate perception of CSR and sustainable development, its relevance for business interactions and its requirements for future managers.

Key Objectives

We already have continuous cooperation with several companies, but we are aware that there is still further potential to build up a useful network. Therefore one of our future objectives is to extend and to foster our company contacts in relation to CSR and sustainable development topics. Especially concerning the further development of our curricula we intend to establish a company network that can give us specific advice for each degree program.

Principle 6: Dialogue – Our Stakeholder Involvement

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.

Strategic Overview

After having established a sound understanding about PRME and different PRME relevant activities in teaching and research, we decided to promote the PRME process more intensely at Pforzheim

University. The following diagram shows our internal and external communication and public relations instruments for the promotion that are described in detail in the section Major Achievements.

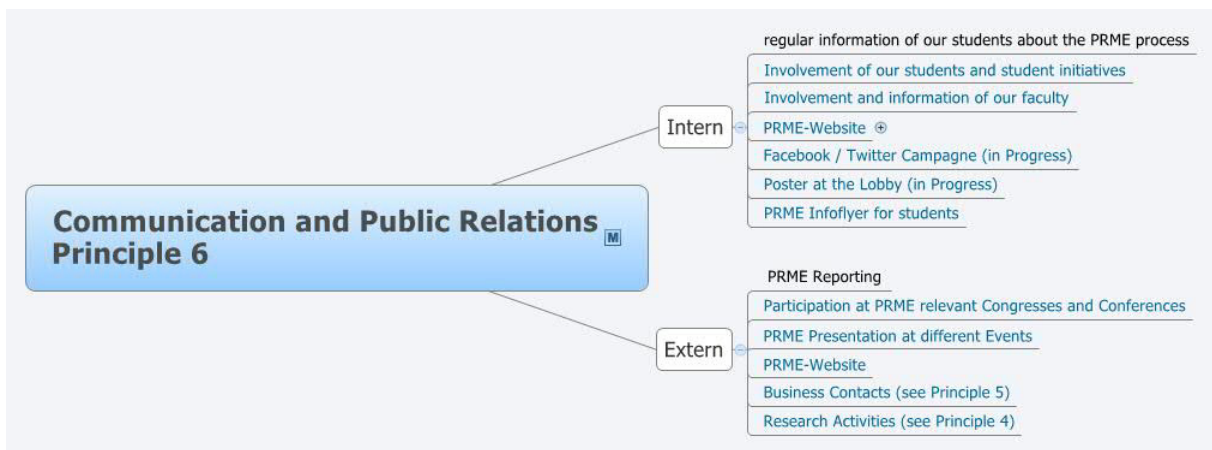


Fig. 7: Overview of established and further developed (in blue) PRME relevant Communication and PR activities at Pforzheim University

The successful implementation of such an overall strategic subject of further developing management education like PRME requires continuous stakeholder involvement to get more ideas, insights, recommendations and critiques. Therefore Pforzheim Business School aims at a continuous discussion on its PRME process with all stakeholders, such as faculty, staff and students, corporate partners, NGOs, community groups and initiatives as their involvement is indispensable to reaching our goals. As we proceed further, we are always interested in know-how exchange with other institutions and corporations and we highly appreciate a lively exchange and discussion of experiences and ideas on potentials but also limits of corporate responsibility for global sustainable development.

Major Achievements

Involvement of our students

In order to achieve an optimal integration of CSR and sustainable development topics in our curricula we foster a dialogue with our students in the PRME process to learn from their expectations and suggestions and to agree on important contents in cooperation with them. We are convinced that our students also have important potential and a role to play when it comes to initiating change. We have been able to motivate a group of students that are interested in further supporting the objectives of PRME at Pforzheim Business School and in giving us advice on the implementation process from their students' point of view. Furthermore we have started an exchange with different student initiatives and the General Student Committee (AStA) and agreed on closer cooperation as several topic overlaps and synergy effects could be used.

Involvement of our faculty

An internal discussion process about PRME and its implementation has been conducted in the context of our survey on relevant aspects in our curricula. Thus we set great store by an involvement of our faculty in the further development of the process.

Continuous dialogue with practitioners

We foster a continuous discussion and dialogue on topics of social responsibility and global sustainable development with different practitioners, e.g. as part of the lecture series "Studium Generale" or "Practitioners and Practice of Business Ethics" or as part of the training seminars for our faculty that also enables a critical discussion with other educators from other Business Schools. In Principle 5 we have highlighted our focus on business contacts as an important part of our responsible management education at Pforzheim Business School.

Networking and information exchange at conferences and events

Further important discussion forums are different conferences in the field of corporate responsibility and sustainability. Thus, Pforzheim Business School, e.g. regularly takes part and presents its PRME process in the yearly German CSR Forum – Forum EnviComm in Stuttgart which offers an important networking opportunity with other universities, corporations, NGOs and

experts working in the field of CSR. Faculty and staff of Pforzheim University is regularly engaged in conferences, e.g. through own conference contributions.

Pforzheim University also supports different events discussing the relevance of social responsibility and sustainable development in the economy, e.g. at the "Women Economic Days 2009".

Research activities

We perceive our research activities as an important part of discussing and debating critical issues on global social responsibility and sustainable development with different stakeholders, e.g. experts, practitioners, faculty and ministries.

Key objectives

Our goal is to systematically continue our exchange and discussion of the PRME process with our students, staff and faculty. Especially the cooperation with the new student group, the AStA and other initiatives will be consolidated to further promote our PRME initiative.

Finally we want to re-emphasize that strengthening and broadening of our business contacts remains an important objective in the future, as we are convinced that a critical dialogue with practitioners is needed in order to guarantee satisfactory development of an up-to-date curriculum.

Add-on Principle: Responsible Business School - Setting Good Examples

Add-on Principle

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

Strategic Overview

To achieve a fair and responsible working environment, Pforzheim Business School offers different mentoring and support opportunities in order to act as a good example. The main contributions are

described in the following diagram. A detailed description of the new and further developed offers can be found in the following section Major Achievements.

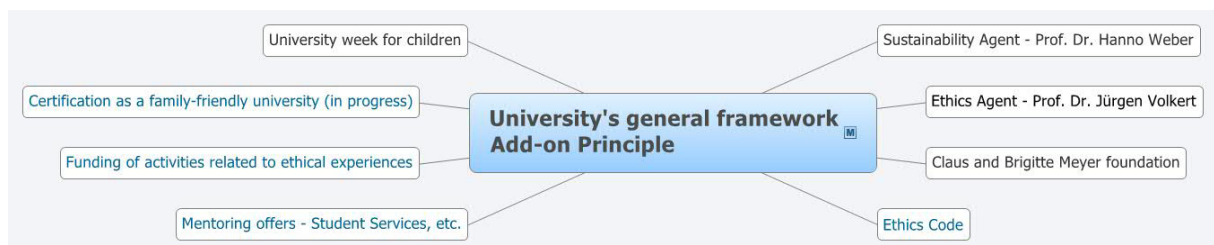


Fig. 7: Overview of established and new (in blue) PRME relevant responsible practices at Pforzheim University

Major Achievements

Ethics Code of Pforzheim Business School

As a public educational institution, Pforzheim University has a special social responsibility and serves as an example to the community. To fulfill this responsibility, the Business School has developed guidelines for its teaching, research and

administrative staff. In addition to defining regular tasks, these guidelines give an ethical orientation for daily activities, and they shall sensitize the faculty members to issues of trust, fairness and respect. An ethics committee ensures that the goals of this code of ethics are met. The ethics committee consults with the faculty board to refine this code of ethics. Everyone in the Business School community may address the members of the ethics committee to

mediate conflicts. The committee engages only at the request of both conflicting parties and with the explicit goal of resolving the conflict.

Mentoring offers

The department “student services”, founded in 2009, has been implemented at Pforzheim Business School in order to give students satisfactory consulting and support if they have problems to continue to manage their studies. Such offers are also available for specific degree programs, e.g. for the Bachelor degree program Taxation and Auditing. They provide special mentoring for their students through continuous support in small groups during the whole course of their studies. The main objective is to help them work out individual learning objectives and strategies.

Claus und Brigitte Meyer foundation

The Claus and Brigitte Meyer foundation aims at funding science and research at Pforzheim University and furthermore concentrates on the sponsoring of students in difficulties in order to enable them to continue and successfully complete their studies, if no other funding alternatives are available.

Funding of activities related to ethical experiences

Pforzheim Business School receives funding from a private sponsor in order to increase its offer in providing practical experiences related to ethical issues to its students, i.e. guest-lectures by practitioners, internship opportunities in international development projects, etc.

University week for children

Pforzheim University regularly organizes a university for children in order to introduce what studying means and to give them inspiring insights into the academic life of our university.

Key Objectives

Family-friendly University

Pforzheim University supports the compatibility of family and working life and aims at family-friendly study and working conditions. In order to further develop our engagement in this field, Pforzheim University is going to take part in the certification as a family-friendly university by the berufundfamilie gGmbH. Thus a family-oriented culture should be established in our guiding ideas and a conception on how to implement family-friendly structures at Pforzheim University should be developed in cooperation with faculty, staff and students of all departments of our University.

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Appendix - 2nd PRME Report of Pforzheim University

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The following overview reveals a diversity of publications, research projects and activities dealing with PRME-relevant topics at Pforzheim University that contributes to a responsible management education by transferring knowledge about corporate responsibility and sustainable development. The list makes no claim to be complete. This overview supplements the 2nd PRME Report of Pforzheim University in order to better demonstrate the current teaching and research activities at Pforzheim University.

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Research Projects

Current project examples of the Institute for Industrial Ecology (INEC)

CliCCC: Climate & Carbon Calculator for Companies

Corporate Carbon Risk Management: Which economic risks will a company take if it wants to discharge greenhouse gases in the future or purchase – consciously or unconsciously – from its supply chain? Information about cumulative CO₂ emission from the whole production chain is not only relevant for environmental and climate protection but also gives valuable advice about future market risks to companies.

Project members: Dipl.-Volksw. Christian Haubach, email: Christian.haubach@hs-pforzheim.de;
Dipl.-Volksw. Clemens Raqué, email: Clemens.raque@hs-pforzheim.de

CCaRMa - Corporate Carbon Risk Management

In the project “Corporate Carbon Risk Management” risks for companies which arise from impacts of climate change are evaluated. Aim is the development of a risk management of direct and indirect risks from climate impacts on companies. This enables companies to realize, assess and safeguard against these risks. Through a modular composition all risk factors are incorporated to the risk management of climate impacts. One focal point lies on the supply chain risks and interdependencies between impacts of climate change and resource prices. Based on the approach of cumulative emission intensities developed by Pforzheim University and different finance instruments the risks of loss for companies are calculated. Companies are supported by such a so long not existing management of climate risks in decision making concerning supplier selection, investment decision and site selection which minimizes the risk of negative impacts through climate change. On the one side “Corporate Carbon Risk Management” can be incorporated as a part of the whole risk management in existing analyzing instruments. On the other side the module “Carbon Supply Chain Risk” can be also used alone for analyzing the supply chain. Therefore this instrument supports German companies in their strategic alignment against the challenges of climate change. Thus the

instrument of “Corporate Carbon Risk Management” safeguards the sustainability of companies.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

DyLiC - Dynamic Life Cycle Assessment

The method of Life Cycle Assessment (LCA) plays a central role for environmental assessment of products, processes and procedures especially since the ISO standardization in 1997/2006. It is one of the most successful analyzing instruments in a transdisciplinary area of application. Methodically composition of modular data of single industry processes to a total system has become widely used to describe the object of investigation with its material and energy amount. In doing so linear limitational technology models are assumed. The total system is mostly conducted and calculated with the aid of linear activity analysis. This approach has several parallels to cost and performance accounting in economic theory or production theory. But the LCA approach does not further take on experiences and developments of the last decades in this field. Since LCA gives assistance for decision making in technical economic context the implications and limitations of the applied method are of importance, i.e. for investment decisions or environmental policy. For this method development that relies to methods of cost and performance accounting or production theory is pursued.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

WaSchBerR

Water use in the supply chain and the consideration of regional risks
In this project, an indicator system for the accumulation of regionally weighted water intensities in the global production shall be developed. Unlike the CO2 footprint the regionality of the scarcity of resources must be taken into account.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

MaRess (completed)

Material efficiency and resource conservation - An Analysis of material flows, sectors, categories of need, and the development of strategies and instruments

The Institute of Applied Research at Pforzheim University is – besides 30 other project partners – involved in the project MaRess, commissioned by the German Federal Environment Ministry and the Federal Environment Agency. The project is run under the direction of Wuppertal Institute. The starting point of this project is the ever increasing problem of environmental damages caused by the extraction and exploitation of resources, going hand in hand not only with ecological but also with societal (e.g. insecurity of supply, resource conflicts) and economic drawbacks (esp. high/volatile raw material prices). The aforementioned factors point out the brisance of the topic that should therefore be analysed further. The aim of the project is to make substantial progress in our knowledge regarding four core questions on increasing efficiency and conserving resources:

- Firstly, the project aims to discover ways in which resource efficiency may be augmented.

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- Secondly, it aims to develop approaches for target-group-specific resource efficiency policies.
- Thirdly, the project is to collate and analyse results from impact analysis at macro- and microeconomic level.
- The fourth component is the expert monitoring of concrete implementation steps and of how the agenda is set, as well as the publication of results.

Within the MaResS-project the Institute of Applied research at Pforzheim University contributed to work package 4: "Innovative resource policy approaches at the microscopic level: instruments and approaches close to companies".

Further information on the projects of the Institute of Industrial Ecology can be found on the following website: <http://umwelt.hs-pforzheim.de/en/research/>.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

REFFIM (completed)

Resource Efficiency Management for SME

Resource efficiency resounded throughout the land – but despite high efficiency potential and associated cost savings it is no topic that runs by itself in German companies. REFFIM aims therefore for the component of public communication. The project investigates the orientation of measures to be realized by companies (in particular SMEs) and there by the relevant target groups (in particular executives). From this an efficiency marketing concept shall be developed, which picks up new approaches from so called business campaigning. Furthermore appropriate means and information offers will be developed and provided.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

KOMSA (completed)

Combination of Optimization Methods and Material Flow Analysis to Improve Operational Material Use

The project serves the innovative connection of IT approaches for operational and interplant flow analysis with optimization methods from business administration and information management. The goal is to increase productivity in production systems through the identification of inefficiencies in the use of raw materials and energy and by simultaneously presenting optimization strategies. To date, both approaches (material flow analysis and optimization) have been, at most, analyzed separately on an instrumental software level, which has led in particular to some utilization in small and medium enterprises. To increase the relevance of this "material flow-based optimal planning" for operational decision-making, it is necessary to look beyond the inefficiencies and determine how throughput parameters of production can be selected in order to achieve a local or global - economic or ecological – optimum.

Open research questions include: how can advanced algorithms of "global optimization" be linked with approaches of material flow modelling in such a way that they can be applied quasi universally to production systems?

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

Co2-Project: Technologies for Greenhouse Gas Reduction in Semiconductor and Solar Cell Production (completed)

This project aims to assess new technologies and concepts that further the reduction of greenhouse gas emissions and mark energy efficient and effective solutions for the semiconductor and solar panel industries. The main objective is the evaluation of new exhaust gas treatment technologies in semiconductor and photovoltaic cell production (e.g., point-of-use abatements, electrically operated plasma burners in combination with catalysts) and the optimization of overall factory strategies for the reduction of greenhouse gas emissions. The focal point for INEC (former IAF) is the evaluation of reduction potentials of greenhouse gases based on different scenarios for technical plant configuration and the assessment of typical potentials for CO₂ reduction with different technical approaches. As a result, a tool for decision-making in the factory planning process of semiconductor and photovoltaic cells plants will be developed, which will meet the requirements of the industry for an effective and economical method.

Project manager: Prof. Dr. Mario Schmidt, email: Mario.schmidt@hs-pforzheim.de

Current research projects of the Material Science Laboratory and Testing (WEP)

ThermalOptiCell

Optimised application of metal-based cellular structures from the thermal and energetic point of view in order to improve the ecologic efficiency of a heat store: This research project is focused on the demonstration of the connection between geometric and thermal characteristics. On the basis of the scientific findings and in order to achieve the optimal thermal characteristics the required structures of open cell metal foams can be developed. This enables a target-oriented and optimized application of open cell metal-based structures that optimally fulfils thermal characteristics in special application fields. (Project manager: Prof. Dr.-Ing. Norbert Jost, email: norbert.jost@hs-pforzheim.de).

CCMSE - Center of Computational Materials Science and Engineering

In this highly cooperatively designed project the WEP works mainly on special solidification structures which have been built in casting processes. The WEP develops metallographic techniques that enable the preparation and documentation of the tridimensional real microstructure. This data is the basis for the creation of mathematical tridimensional data models that can be used for further computer-based material optimizations. (Project manager: Prof. Dr.-Ing. Norbert Jost, email: norbert.jost@hs-pforzheim.de)

Guest Lectures

Guest lecturers within the scope of the lecture series “Practitioners and Practice of Business Ethics” and “Studium Generale”):

13/05/2009: Sylvia Schenk, Chairwoman of Transparency International Germany will discuss questions on “What has it got to do with me? Transparency and moral courage against corruption.

18/12/2009: Werner, Heinz; Heinz Werner GmbH – Textile Trade Company: Risk evaluation: political, economic and social risks with a focus on trade-defense-instruments.

18/12/2009: Werner, Heinz; Heinz Werner GmbH – textile trade company: Sustainable strategies of companies with a focus on global problems in the agro-food field.

19/05/2010: Mori, Margherita, Management Professor at L’Aquila University, Financial Institutions, in Italy: Coping with a Natural Disaster: The Case of L’Aquila.

11/06/2010: Killius Philipp, Ernst&Young GmbH, Senior consultant, Climate Change and Sustainability Services (CCaSS): “Sustainability and business cases in companies”.

18/11/2010: Dr. Brekau, Uwe, Bayer CropScience AG, CSR department: Bayer CropScience Child Care Programme: from Challenge to Opportunity.

30/11/2010: Ruedel, Oliver, Oekom Research: „Oekom Country Rating - country analysis about ecological and social criteria with a focus on sustainable investment.

1/12/2010: Ruedel, Oliver, Oekom Research: The success strategy with sustainable investments.

19/01/2011: Werner, Heinz; Heinz Werner GmbH – Textile Trade Company: Entrepreneurial responsibility and contribution of governmental positions for sustainability through the new CSR-Norm ISO 26000

03/06/2011: van Ootegem, Luc; Verhofstadt, Elsy, University of Gent, Belgium: Well-being (happiness and/or capabilities) and sustainable development". The speakers explained and discussed conceptually and empirically recent conceptions of the welfare economics from a sustainable development perspective.

29/06/2011: Straub, Frank, chairman of the administrative board of the BLANCO group and chairman of our university council: Motivation – key factor of ethics management – a field report concerning the stakeholder management at Blanco.

Degree Theses

Diploma and Bachelor theses of the Bachelor degree programs of Pforzheim Business School:

Advertising

CSR – A challenge for communicative and moral catering by corporations. Represented in the development of CSR concepts (2009)

Brand communication for the target group LOHAS under specific consideration of the reliability factor (2009)

The communicative aspect of resource efficiency improvements of marketing in KMU. (2009)

From polluting to green lifestyle? Ecological product change with time. (2009)

Corporate Social Responsibility in the midst of the blogosphere -The resonance of CSR-provision on the brand perception of Web 2.0 (2009)

Marketing of non-profit organizations with Social Network Sites. Case Study: betterplace.org (2009)

Corporate responsibility as a possibility of business-profiling in the cosmetic branch. (2010)

The future of sustainable consumption -How can a consumer control his weaknesses? (2010)

Motivation research - Third Sector- an image analysis about nationally and internationally operating help organizations (2009)

Oh beautiful? An Overview of the Life and branding world of LOHAS as case study for the natural cosmetic market -Weleda- (2009)

The sustainable-living perspective of LOHAS; a Mega trend? (2009)

Fairly handled foodstuff - a psychological market analyses of the motives and approaches of fair trade (2009)

The male-cosmetic market on the natural lane-Status quo and insight of the brand alverde MEN (2010)

Crisis-communication – Requirements, tasks and responsibility of community work (2010)

Instruments of CSR-Communication as a practical example of the delivery house Walz GmbH (2010)

CSR: The communication of corporate responsibility and its meaning to markets (2010)

Business Law

Corporate Compliance – A strategic analysis of the deployment of a Compliance-Management-Systems at EnBW (2009)

Lawful observation of Third Party Managements in compliance to German and Swiss law (2009)

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Regionalism versus Multilateralism - The conflict between Regional Integration Agreements and the GATT/WTO (2009)

The article of EuGH for the deployment of Union-targeted environmental protection as an example of jurisdiction for the originator principle (2010)

The impact and possibilities to fight money laundering. (2010)

Compliance in the field of auditing - Arrangements to protect the trustworthiness. (2010)

The fight against white – collar crime in companies under consideration of the BDSG-Novelle II 2009 purchase data protection. (2010)

The legal aspects of hiring severely disabled employees (2010)

Controlling, Finance and Accounting

Future development of Emissions trading, and their consequences on the yearly balance sheets at IFRS and HGB (2009)

Environmental Shareholder Value (2009)

Considerations to the strategy of a non-profit company using the example of the “Gesellschaft für Beschäftigung und berufliche Eingliederung” (Organization of employment and organization of Activity and occupational rehabilitation (2010)

Corporate Governance at STIHL on the example of Economic Value Added (EVA) – Relevance, theory and application concept. (2010)

Global Value Chain Management - Existing approaches and own conceptual proposals. (2010)

Human Resources Management

Introduction of International competence management at Robert Bosch GmbH - Diesel Systems (2009)

The general concept development of a future and resource-oriented Talent Relationship Managements at Mieschke Systems (2009)

Employee Guidance innovation-oriented business Systems. (2009)

Transfer security in advance- training businesses – an example of international sales and marketing of Celesio AG Systems (2009)

International dispatching at OSRAM: Deployment for the phase-out through the mother group Siemens as well as the adaption of Siemens-guideline Systems (2009)

Consequences of diversity in Team-Head guidance, and Mastery in Mercedes-Benz Systems, Rastatt branch. (2009)

Employer branding, and the effects of employer-Awards on employees and applicants. Case Study: Wüstenrot & Württembergische AG in Stuttgart Systems (2009)

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Airbus – development and provisions for the improvement of work satisfaction of the employees of the A380 Order Management Centers of Airbus (2009)

Development of the organizational structure for Non-Profit Organization -Himalaya-Projekte e.V.-based on an empirical analysis (2009)

The implementation of western standards in a business location, as pre-condition for the international employment system. (2010)

Chances and barriers in corporate integration managements in the background of demographic changes (2010)

Consequences of demographic changes in the form of offers for further studies. Case Study: The EnBW Academy (2010)

Optimising the training quality at Tyco Electronics in Niefern (Dissertation Semester 2010)

International Business

Is green the new black? Ecological models as new market for luxurious businesses (2009)

Comparison of the deployment of CSR in France and Germany as an example of the family-owned Witzenmann and Michelin (2009)

Consumer-Oriented CSR-Communication in Commercial enterprises (2009)

Corporate Social Responsibility as an example of touristic functioning and challenges (2009)

Global Sourcing with focus on the supplier selection process, especially in Low-Cost Countries with reference to BorgWarner BERU Systems GmbH (2009)

The Concentrating Solar Power Industry - a Business Field Analysis of an established Renewable Energy Project Developer (2010)

Marketing and Fundraising Strategies for Charitable NGOs (2010)

Poverty reduction through “Markets for the poor”? Conceptualization and analysis of the "Base of the Pyramid" –Strategy (2010)

Success Criteria in the development of Cause-related Marketing campaigns with respect to Non-Profit Organisations (2010)

The voluntariness of global CSR: Potentials, Problems and Limitations (2010)

Is BEHR GmbH & Co. KG losing potentials in Eastern Europe on the basis of the current Low-Cost Country sourcing strategy? (2010)

Branding and product piracy in the pharmaceutical industry - Cause, follow-up and measures of abatement. Case study: The European Union and India. (2010)

Innovative Ideas: Profitable and Sustainable Market Entry Strategies at the Bottom of the Pyramid (2010)

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Host government policies towards attracting FDI - How can host-country governments of developing countries actively attract FDI in a time of global competition (2010)

Expatriation - An analysis of problems and challenges firms and employees face when being involved in foreign assignments (2011)

International Marketing

Sustainable communication at DM-drug store markets and customer perception. (2009)

Cultural Differences affecting International Marketing. A comparison between France and Germany (2010)

Intercultural competence as a possible success factor in international establishment; Case Study the BMW group I (2010)

Market and Communication Research

What effects did the FIFA World Cup 2010 in South Africa have on the perception of its sponsors in Germany? (2010)

Marketing

Concept for the internalization of online- donation shops. MyGoodShop- for child-aid works – Our litter brothers and sisters. (2009)

Professional Social Marketing - A comparison of commercial marketing with Non-Profit-Marketing (2009)

The development of comprehensive country- communication concepts in Caravanning Markets as an example of Fuel Cells System VeGA (2009)

Corrupt Organizations – Analysis, tracking and counter-measures (2009)

Career-readiness training activities for young people regarding §§ 61, 61a SGB III – an empirical analysis, possible successes and failure factors in the Agency area Nagold (2009)

Corporate Social Responsibility – Political contribution to enhance corporate acceptance of responsibility ()

Sustainable marketing- A strategic advantage for future-oriented entrepreneurship through conceptual acting and practicing, in the deployment of green market strategies. (2010)

Sustainable Marketing: Marketing in money-stress of sustainable development and the economic success of a corporate (2010)

Do good and talk about it- Corporate Social Responsibility as an instrument in enterprise marketing (2010)

Cultural challenges and entry point for a worth-based marketing communication of PAUL HARTMANN AG focusing on China (2010)

Purchasing and Logistics

Analysis of "Balanced Scorecard" as a Management tool in Chi-Management. (2009)

Environmental Impact of Pfizer's Distribution - Measuring the Carbon Footprint of International Domestic Distribution, and Blockbuster Product. (2009)

Ecological and economic practical studies of highway access. Malsch-Muggensturm (2009)

Electric-powered mobility – Development of a public-works model for Germany (E-mobility - development of a business model for public). (2009)

Qi Management – Undertaking of martial arts principles in management (2010)

Qi Management – Chinese philosophy of life and management (2010)

Corporations in change: Change Management and new challenges for enterprises (2010)

Colleague motivation as an indicator in performance improvement in the context of Asian Martial Arts artists (2010)

Sustainable Construction- Changing requirements and the planning und provisions in the view of sustainability in the construction industry (2011)

Master Theses of the Master degree programs of Pforzheim Business School:**Controlling, Finance & Accounting (M.A.)**

The Impact of Corporate Governance and Sustainability on Business Success: Reflections in the Context of Value Based Management. (2010)

Information Systems (M.Sc.)

Improving Organizational Transparency through Corporate Performance Management in Global Competence Center for Systems Integration of an international market (2010)

International Management (MBA)

Strategic Corporate Social Responsibility of Multinational Companies in Cameroon: Development Impact on Local Communities. (2009)

Bachelor and Master theses of the degree programs of Pforzheim School of Engineering:**Bachelor Business Administration and Engineering**

Alternative drive trains: Comparison between Industrialization und Energy efficiency (2009)

Change Management - A high performance culture in business establishment. (2009)

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Deployment of Lean-Instruments of Truck Operating Systems in the development of prototypes (2009)

Preparation for the market entry in the field of „Renewable Energies“, with possible consideration of a strategically relationship with SEW. (2009)

Infrastructures for battery-operated electric vehicles – How will a electric vehicle become suitable for daily use? (2010)

Brand development potentials of electro mobility in the federal republic Germany. (2010)

Vehicle to Grid - Functionality and potentials. (2010)

Electric vehicle - An option for our future mobility. (2010)

Development of a model to optimize industrial premises energetically through identification of energy efficient potentials for the P3 (2010)

Electro mobility - Opportunities and challenges of the future. (2010)

Microalgae - Fuel of the future? (2010)

Global management in linked up supply chains. Starting with a product idea - leading to customer benefit. (2010)

Corporate Governance in medium sized companies – Use of the Balanced Scorecard and knowledge about the use of corporate governance and suggestions to develop this sector (2009)

Bachelor Mechanical Engineering

Emission technologies to guarantee sustainable mobility and environmental protection (2009)

Master Business Administration and Engineering

The development of maturity grading models for the measurement of Lean Management activities in logistic centers (2010)

Operative deployment of Lean-Management in the painting industry (2010)

Stand: September 2011