

# 3<sup>RD</sup> PRME REPORT

Management Center Innsbruck – The Entrepreneurial School<sup>®</sup>



**PRME**

This is our **Sharing Information on Progress (SIP)** Report on the Implementation of the **Principles for Responsible Management Education**

November 2017

**mentoring the motivated.**

# **3<sup>rd</sup> prme report.**

MCI MANAGEMENT CENTER INNSBRUCK

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## **re-commitment to prme 2017.**

With our third Sharing Information on Progress Report, Management Center Innsbruck (MCI) re-commits strongly to implementing and living the Six Principles defined by PRME. Our commitment to responsible management education is not only part of our mission, but an integral part of how we see ourselves and how we operate as a leading higher education institution in 2017 and beyond.

The past two years have seen significant shifts in the political, social and economic landscape both in Europe and globally. The challenges are manifold, and higher education institutions have a large part to play in how they will be met and surmounted. Through committing ourselves to responsible management education and the Sustainable Development Goals (SDGs), we take full responsibility for our role in this effort. At MCI, we pertain that responsible management education in all its facets is not a niche subject that may or may not be tagged on to business education. It has become – or should be - the accepted standard, the new normal, a core part of each business school's programs, projects, processes and practices. We consider both PRME and the SDGs as drivers as well as useful frameworks that support us in our undertaking to develop activities that support and spread ethical, sustainable, and globally responsible business practices and essential leadership skills.

As this report shows, we have committed significant energy and investment to continually strengthen our educational offering, intensify our research efforts, encourage student engagement, and transfer knowledge. We have also collaborated with our partners and communities to deepen and expand responsible management awareness, practice and action. We have made good progress towards achieving the goals we set for ourselves in 2015, having gone well beyond our plans for some goals. For others we still have work to do. To this end, we have set ourselves ambitious goals for the next two years and beyond.

The present report serves to provide both the MCI community and our external partners and stakeholders with an insight into our PRME activities and an outlook on future goals. It will be a useful vehicle to stimulate awareness and discussion in our community, and to help us focus on growing the impact of our activities through the inclusion and engagement of all parties concerned.

When reading this report, you will be inspired by the dedication, enthusiasm, energy and hard work with which so many at MCI strive to meet our social, environmental, and ethical responsibilities - as an institution, in groups, and as individuals. Yet there is still much to do. The challenges and opportunities around us are significant. The task to encounter them in responsible, ethical, socially just and environmentally sustainable ways is ours, and that of the future leaders and managers whom we educate. We fully commit to the role we have to play in this, and will continue to enact it through continued commitment to PRME and our contribution to the Sustainable Development Goals.



**Dr. Andreas Altmann**

*Rector*

A handwritten signature in black ink, consisting of a series of loops and curves, positioned below the printed name and title.

## **executive summary.**

This report describes the key activities we have undertaken at MCI over the past two years to implement, expand and deepen responsible management education and the Sustainable Development goals. Instead of trying to cover everything, we have described the most significant initiatives that illustrate our efforts at an organization-wide level as well as selected high impact activities led by staff and students. For the first time, we have also referenced our activities that contribute directly to the SDGs in the areas of research and organizational practice and process.

### **Education**

With regards to education, we have both strengthened and expanded responsible management education as a core element of our programs in business & society and extended our extracurricular offering to support students in developing their awareness and skills in various facets of responsible management and make them understand that this set of competencies is an important part of their personal and career development.

### **Research**

In research, MCI staff made a range of intellectual contributions in areas such as EU integration and ethics, gender equality, sustainable health care management, whistleblowing, migration and refugees, CSR and others. Also, over the past two years MCI students produced in excess of 100 theses at both bachelor and master level focusing on sustainability, CSR, ethics, social entrepreneurship, and diversity, with some of them winning prestigious scientific awards. Several of our research areas are directly supportive of the SDGs.

### **Student engagement**

Student interest and engagement in responsible management initiatives is growing, and we continually strive to foster awareness and collaboration. Our students have contributed to and initiated a range of activities that support disadvantaged students. They enthusiastically engage in real world projects with social impact, work with non-profit organizations, assist disadvantaged social groups, or get engaged in social entrepreneurship.

### **Partnerships, dialogue and community outreach**

The selection of Professor Markus Frischhut as Jean-Monnet Chair for EU Integration & Ethics and of Professor Belachew Gebrewold as a member of the UN Global Compact for Migration Stakeholder Steering Committee are impressive examples of the individual contributions our staff make to resolve difficult ethical and social challenges. Our collaboration with the regional PRME chapter DACH remains strong, with PRME coordinator Professor Johannes Dickel contributing as a member of the steering committee, and our engagement in two chapter working groups. Through our program of alumni talks, distinguished guests and a range of specific conferences and events, we continue to offer high caliber platforms for participants to learn from and engage with top figures from the world of business, politics, the arts and public life.

### **Processes and practices**

As a committed PRME school, we are keenly aware of the importance of living the values we espouse. Over the past two years, we have implemented a range of processes and practices to improve our staff and students' well-being, to support and promote diversity and gender equality, and to be more sustainable in our operations. These are represented in the context of the SDGs in this report.

## about mci.

Management Center Innsbruck is a young higher education institution in the heart of Europe that combines science, economy and consulting to the unique concept of an international Entrepreneurial School®. Founded in 1995/96, Management Center Innsbruck has earned a top position in the international landscape of higher education. Today, more than 3,400 students, 1,000 faculty, and close to 250 partner universities from all over the world, and countless graduates and employers highly value what we offer.

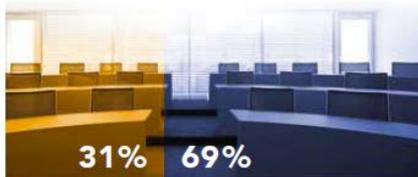
MCI offers undergraduate, graduate, non-graduate, and post-graduate educational programs, as well as continuing education programs to junior and senior managers from all levels and sectors. MCI has a strong focus on application and practice-orientation, with study programs and research in the fields of business, social sciences, life sciences and technology. A number of prestigious international awards and accreditations (e.g. AACSB and FIBAA) attest to the quality of our programs, services, processes and practices.

Our motto “Mentoring the Motivated” highlights our agenda: to support motivated people who want to build their future through quality higher and continuing education, and accelerate their personal and professional development. Many of our students are future (and current) leaders in business and society. Responsibility, ethics, accountability and integrity are key values we strive to impart on them through the PRME related activities described in this report.

### Key figures

**3,230**  
Students

Including Executive Masters & Certificate Programs;  
not including Corporate Trainings, Seminars, Conferences



**31%**

Technology &  
Life Sciences

**69%**

Management &  
Social Sciences

**8,967**  
Graduates

Including from Certificate Programs

### Team & Faculty

full-time equivalent

**185**

Internal Faculty

**41**

Administration

**8**

Executive Education

External Faculty

**35**

Nations

**796**

### BACHELOR 6 semesters

Business Administration	G&E	E	ONLINE
Biotechnology & Food Engineering	G&E		
Business & Management	G&E	E	FT PT
Management, Communication & IT	G&E		FT
Management & Law	G&E		FT
Mechatronics	G&E		FT PT
Nonprofit, Social & Health Care Management	G&E		FT
Social Work	G&E		FT
Tourism Business Studies	G&E		FT
Environmental, Process & Energy Engineering	G&E		FT PT
Industrial Engineering & Management	G&E		FT PT

### MASTER 4 semesters

Biotechnology	G&E		FT
Entrepreneurship & Tourism	G&E	E	FT
European Master in Health Economics & Mgmt.		E	FT
International Business & Management		E	FT PT
International Health & Social Management		E	FT
Food Technology & Nutrition	G&E		FT PT
Management, Communication & IT		E	FT
Mechatronics & Smart Technologies	G&E	E	FT PT
Social Work, Social Policy & Management	G&E		FT
Strategic Management & Law		E	FT
Environmental, Process & Energy Engineering*	G&E	E	FT PT
Industrial Engineering & Management	G&E		PT

### EXECUTIVE EDUCATION & DEVELOPMENT

#### EXECUTIVE PHD

#### EXECUTIVE MASTER

General Management Executive MBA	G&E		
International Business MBA		E	ONLINE
Management & Leadership MSc	G&E		PT
Innovation & Intellectual Property Rights MSc	G&E		PT
International Business & Tax Law LL.M.	G&E		PT

#### CERTIFICATE COURSES CLASSIC + COMPACT

#### MANAGEMENT SEMINARS

#### CORPORATE TRAININGS

#### TECHNICAL TRAININGS

#### SUMMER / WINTER SCHOOLS

E = English, G&E = German & English, EP = English in preparation FT = Full-time, PT = Part-time,  
ONLINE = Blended learning (online & attendance modules); \* subject to accreditation of intended changes:

**E ONLINE**

NEW in 2017: Master in Corporate Governance & Finance



# 1

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.

MCI became a PRME signatory in November 2011. We are one of the founding members of the DACH chapter PRME, which was established in 2014 in the course of the UN Conference on Principles for Responsible Management Education hosted by the MCI. As “The Entrepreneurial School®”, we maintain an entrepreneurial philosophy in our provision of services, in our interaction with all our stakeholders, in our organizational set-up, and in our active management of a broad network of partners. This entrepreneurial spirit is also apparent in our approach to responsible management education. We strive to be innovative and agile, collaborate both locally and internationally, and invest our energies and resources wisely, thus creating value for both our immediate community and society at large. Our purpose is illustrated through our mission and strategy, our achievements over the reporting period, and the organizational support structures for PRME.

## MISSION STATEMENT

At MCI, we see Responsible Management Education as a strategic attitude, and our commitment to the six PRME principles is reflected in our mission and evident in other strategic plans and measures.

**Responsibility to society** is explicitly mentioned in the MCI mission statement and referred to in various key performance indicators, target values, and activities.

- **Quality teaching:** High quality teaching secures our position among the leading academic institutions in the German speaking world
- **Intellectual contribution:** Our intellectual contribution is applied, business-relevant and solution-oriented
- **International orientation:** Our strong international orientation generates know-how, prestige and added value for our customers
- **Customer- and service-orientation:** Our customer- and service-orientation is exemplary
- **People and Culture:** Our corporate culture thrives on mutual trust, commitment of our employees, entrepreneurial spirit and **responsibility towards society**
- **Brand:** MCI's brand is internationally renowned and stands for performance, professionalism, knowledge and competence
- **Network:** Our international network creates a competitive edge and added value for our stakeholders
- **Innovation:** Ongoing innovation forms the basis of our market position and ensures our competitiveness
- **Infrastructure:** Our excellent infrastructure creates an attractive and stimulating environment

## 2015 KEY OBJECTIVES – STATUS

In our second SIP Report in November 2015, we defined several objectives that we committed to achieving in the following two years. Below is an overview of these objectives and a brief status report on progress for each objective.

key objectives	progress & achievements	status
Winter School on Business Ethics	The “Winter School Business Ethics” was conducted in February 2016 and 2017 with 38 participants overall. Feedback was overwhelmingly positive. The winter school will be offered again in February 2018.	Achieved To be continued
Continued systematic integration of responsible management principles into all curricula (e.g. lectures, winter schools, summer schools)	Learning goals for all programs in business & society were defined and tested as part of the Assurance of Learning process (AOL) twice in all relevant programs. Every program now has either a dedicated Business Ethics core course, or core courses that are strongly focused on aspects of responsible management.	Achieved To be continued
Advancement of concepts serving the expansion and acknowledgement of extracurricular activities for students in PRME-related competence fields	The Certificate of Responsible (Self-)Management was offered to students in the program “Engineering and Management” at undergraduate level. The “Responsible Leadership” certificate started in winter term 2017/18, aimed at the graduate students in the engineering program. Extracurricular certification is now being expanded through the digital badge “Responsible Management”, which is available to all MCI students (pilot in winter term 2017/18).	Achieved To be continued
Initiation and promotion of MCI student initiatives in the context of PRME	Student initiated projects were conducted in various relevant areas. Further collaboration with student representation bodies is planned for 2018.	Ongoing
Cooperation and support of the 3 <sup>rd</sup> Responsible Management Education Research Conference from November 9 to 10, 2016 at the IMC University of Applied Sciences Krems	MCI participated both in the planning of the conference and through presentations by MCI staff at the conference.	Completed
Cooperation with the working group of the PRME Chapter DACH	Several meetings and workshops with PRME Chapter DACH partners were conducted, with a special focus on curriculum development through the specific DACH working group.	Ongoing
Reinforcement of connection with the UN Global Compact Network Austria	Collaboration with UN Global Compact Network Austria in research on the feasibility of the SDGs in Businesses of the Global Compact Austria (Master thesis Florian Sachenbacher)	Ongoing

## INFRASTRUCTURE AND SUPPORT FOR PRME

Whilst MCI does not have a dedicated PRME office, our PRME coordinators Johannes Dickel and Regina Obexer, several committed staff members, central services, as well as cross-departmental representatives are involved in planning, implementing and monitoring PRME initiatives at MCI.

### PRME Coordinators

Professor Johannes Dickel has served as MCI PRME coordinator since the MCI became a PRME signatory in 2011. This year, additional resources were allocated to the PRME effort, with Regina Obexer joining Professor Dickel as co-coordinator.

In order to develop our internal capability, Regina Obexer participated in the leadership program “Launching and implementing a Responsible Management Education Program” at Copenhagen Business School in September 2017.



**Professor Dr. Johannes Dickel**  
MCI PRME Coordinator



**Regina Obexer**  
MCI PRME Co-coordinator

### Learning Solutions

The MCI Learning Solutions department provides faculty with advice and support in questions of higher education teaching, with know-how and expertise related to educational media and with training and support for online and blended learning. The department also organizes workshops and other capability development offerings to support lecturers in the development of innovative teaching and learning scenarios, and is responsible for coordinating assurance of learning processes in collaboration with the departments.

Over the past two years, the Learning Solutions team has become increasingly involved in PRME activities in supporting the MCI PRME coordinator through centralized services (coordinating PRME initiatives, reporting, and planning for faculty development). This involvement will be intensified in the near future, with a focus on planning and organizing faculty development opportunities in coordination with the HR department, resource selection and creation (in particular case studies for responsible management education), communication and reporting and ongoing administrative support.

### Career Center

As part of our commitment to facilitate the transition from study to employment, and to support graduates in their further professional development, MCI's Career Services offer students and graduates convenient career counseling (including C.V. checks, seminars, coaching etc.) as well as access to internships, job opportunities, career platforms and to MCI's institutional networks. The MCI Career Center has repeatedly been ranked “Best Career Services” in Austria in the annual Universum Rankings, and is valued highly by our students.

With the launch of the Winter School Business Ethics as part of the Career Services program in 2016, the pilot project digital badge “Responsible Management”, and a series of other PRME related workshops, there is a growing emphasis on responsible management awareness and competence as core transversal skills that we at MCI see as an important aspect of job-readiness for our students. A core skillset weaved into the various offerings of the Career Center are reflective skills, self-awareness, and self-efficacy.



“Self-Awareness, self-reflection, and a responsible mindset are key transversal competencies that are very much valued by employers. At MCI Career Center, we offer a range of learning pathways for students to develop and practice these skills.”

**Brigitte Huter**  
*Head MCI Career Services*

## AOL Group

Assurance of Learning (AOL) is a major initiative driven by the MCI quality processes that we commit to in the context of AACSB accreditation. In order to ensure faculty participation and to create sustained ownership across the MCI departments offering programs in busi-

ness and society, the MCI has established the AOL working group with representatives from faculty and administrative staff across all these programs. In addition to AOL related activities, the group is also concerned with PRME related topics. PRME is a standing item on the agenda of the regular meetings of this group, prompting discussions on PRME activities, and members act as disseminators of information between central initiatives and the departments. Some of the meetings are dedicated mainly to PRME, and on those occasions additional staff members (including the MCI’s technical and engineering programs) are invited to attend the meeting. Topics discussed over the reporting period include

- the establishment of learning outcomes related to ethical and socially responsible problem solving (bachelor level) and scientific working (master level)
- the development of assessment rubrics to measure these (including a dedicated workshop open to all MCI teaching staff in 2016)
- and new initiatives such as the digital badge “Responsible Management”, a report on the MCI’s “Ethics in research” working group, and the Sustainable Development Goals.



“ Embedding responsible management education into our assurance of learning goals and quality assurance processes ensures that they are not one-off activities but are part of a sustainable, ongoing effort to equip our students with the mindset and competencies they need to lead and work responsibly in an increasingly complex world. ”

**Professor Dr. Claudia Mössenlechner**

*Head Learning Solutions Department & Deputy Head MCI Academic Council*

## Center for Family Business

Responsibility and sustainability are core principles upon which the MCI Center for Family Business is built. Established in 2015, the center supports small and medium-sized enterprises in the region, which are often family based. Typically, family businesses feel deeply obliged to follow the values promoted by the UN Global Compact and put sustainable and responsible management principles before short-term profit maximization. The MCI Center for Family Business supports SMEs in this endeavor, with a special focus on sustainable business models for long-term success.



“ Family businesses are very concerned about sustainability and their environmental and social impact. The MCI Center for Family Business supports them at many levels. ”

**Professor Dr. Anita Zehrer**

*Head Center for Family Business*

## STUDENT ENGAGEMENT

MCI students have full membership in the Austrian Students' Union (ÖH) and regularly elect cohort representatives, study program representatives, and representatives at MCI level (ÖH MCI). The active involvement and participation of students in decision-making processes are a core principle followed at MCI. Apart from student input through course evaluation and direct exchange with heads of department, student representatives are members of the Academic Council and are involved in strategic work and decision making at that level.

The ÖH MCI has a specific portfolio for social initiatives and also organises a range of activities to support and assist students with diverse needs, and contributes in awareness-raising on topical issues. Examples in 2016 and 2017 include:

**Financial hardship:** The ÖH MCI provides financial support for students who find themselves in sudden financial hardship.

**Public transport concessions:** Financial support for students older than 26 years who are not eligible for public transport concessions (10% concession on their annual or semester tickets).

**Bike repair service:** The ÖH MCI sponsors bike repair services in spring, where students can have minor repairs made on their bikes at each of the MCI campuses. In addition, bike repair stations are financed by ÖH MCI in collaboration with MCI facilities management.

### **MCI Hang-Outs and other events**

ÖH MCI organizes regular events with people from business, politics, and public life, with short talks and discussions for MCI students. For 2018, a focus on women is planned, including women in technology, women in leadership, and gender equality. In November 2017, Julian, a young man with Autism/Asperger syndrome, will talk about his life story to raise awareness for and solidarity with people with special needs.

### **Canteen vouchers**

Students who have less than 200 Euros available for food each month can apply for assistance and receive a concession for meals in the student canteen.

Collaboration and joint events or activities together with the MCI PRME coordinators is planned for 2018, with regular meetings and a view to create awareness and action around PRME and the SDGs. Representatives from the MCI ÖH have also articulated their intention to connect with students from other PRME signatories in Austria

## **SOCIAL ENTREPRENEURSHIP**

Social entrepreneurship is an important facet of our activities at the Entrepreneurial School. Over the past years, we have led and contributed to a range of activities supporting social entrepreneurship initiatives amongst our students.

### **MCI Creativity Award**

The MCI Creativity Award is a competition for students to present entrepreneurial ideas – both for-profit and non-profit – and a draft business plan for each of the ideas. Similar to a large-scale business plan competition, the MCI Creativity Award asks students to pitch their ideas, provides space for feedback, and give the participants the opportunity to win one of the generous awards of up to 2.000 Euros. Over the last few years, the number of social entrepreneurship ideas submitted to the MCI Creativity Award stands at 25% percent, which highlights students' growing awareness that social challenges can also be addressed by entrepreneurship.

### **StartUp Tirol**

MCI's subsidiary StartUp Tirol – a startup center supported by the Tyrolean higher education institutions – is increasing its efforts in the field of social entrepreneurship both by raising awareness through different workshop formats and conferences and through coaching and counseling social entrepreneurship start-ups. What is more, social entrepreneurship start-ups are also eligible for start-up grants.

### **EEE Project: embedding entrepreneurship education**

Social entrepreneurship is important to MCI's teaching activities as well. An initiative in this context is the Erasmus+ funded project), where the MCI project team develops an Entrepreneurship Teaching Toolkit for both commercial and social entrepreneurship. The toolkit will be available online in early 2018 and is intended to provide modules that lecturers in higher education can use in their courses.

>> <http://www.eee-project.eu>

# PRINCIPLE 2 | VALUES

## 2

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.

Responsible Management Education has many facets. Our aim at MCI is to prepare our graduates to enter the world of business with responsible management awareness, competencies and skills. We want them to tackle the challenges they will encounter based on a sound understanding of ethics, social and environmental impact, and with a reflective and responsible mind-set. In this section, we highlight a range of activities which show the values we hold, and demonstrate how we contribute to tackling the most burning social and ethical issues of our immediate context.

### JEAN MONNET CHAIR AT MCI: EUTHICS - EUROPEAN INTEGRATION & ETHICS



In September 2016, Professor Markus Frischhut, LL.M. was selected Jean Monnet Professor of European Integration and Ethics at Management Center Innsbruck. Named after one of the EU's founding fathers, Jean Monnet, this chair is funded by the European Union (EU) through its Erasmus+ programme and aims to support activities in the field of EU integration.



“EU law does not only increasingly refer to the concepts of ethics and morality, but also touches upon very sensitive issues, which require ethical consideration. Through the Jean-Monnet Chair activities, we are highlighting the nexus between EU law and ethics.”

**Professor Dr. Markus Frischhut**

*Jean Monnet Professor of European Integration and Ethics*

This chair closely cooperates with *ethucation*, an independent network for ethics and bioethics. For years, Professor Frischhut has focused his research and teaching on the relationship between EU law and ethics. The appointment to the Jean Monnet Chair for the next three years is proof of the relevance of the topic and underlines the impact of EU integration on almost all aspects of life and current pressing issues (e.g. refugees / migration; new health technologies, etc.). It is recognised that there is a need for both expansion and deepening of teaching and research on European integration and ethics.

Since September 2016, the Jean Monnet Chair has conducted research and raised awareness amongst students and the wider public via a range of activities:

- Kick-off conference: International and multidisciplinary conference “Healthcare in Europe – A Safe Haven?”, on 26 and 27 September 2016 at MCI, with almost 160 participants from 21 nations and four continents
- Online course on “EU integration and ethics”: MOOC (Massive Open Online Course) available both as a purely online course (for participants external to the MCI) or as blended course (1<sup>st</sup> day kick off and final session at MCI; meetings in-between via webinars) for MCI students. The aim of the course is to raise awareness for ethically sensitive issues. It is made highly accessible in that it does not require any pre-knowledge and it open not only to MCI Bachelor and Master students, but also to interested people outside MCI. The first offering was highly successful with about 50 participants attending in the face-to-face and online sessions, and with further people accessing the course materials asynchronously. A second offering of the course starts on 20 November 2017.
- Various guest speeches of EU experts (decision-makers in Brussels, e.g. from the European Parliament) in regular MCI courses attended by over 140 students, as well as open lectures for the wider public with some 320 participants.
- In the context of building active citizenship and creating awareness for legally and ethically challenging topics, the younger generation has also been involved. Between May and July 2017, the Chair has given several guest lectures at different high schools (HTL, NMS, etc.) in Innsbruck to discuss topics of the impact of the EU and examples of ethical dilemma. This activity reached around 80 high school students.
- Research and guest speeches by the Chair in Innsbruck and worldwide
- Involvement of experts on the topics of EU decision-making processes as well as ethics (partly members of the Chair’s advisory board) in regular courses, as well as in open lectures.

The target group of the various events and course are different groups of students (both regular MCI students and others via the MOOC), the wider public invited to guest speeches at MCI, as well as pupils in secondary schools. Research addressing not only colleagues (peer-reviewed journals as well as books at well-known publishers; Routledge, Edward Elgar, etc.), but also short introductory books written for the general public.

>> <https://jeanmonnet.mci.edu/news>.

## RESEARCH ETHICS FRAMEWORK



Research ethics is concerned with the ethical foundations of research and the tension between research interests on the one hand and compliance with general norms and values on the other. To formalize and intensify ethical reflection with respect to empirical investigation, the MCI has recently started efforts aiming at the definition and consequent implementation of an assessment process for research projects undertaken by both MCI students (i.e. bachelor and master theses) and faculty. That is, for studies who plan to involve human participants, students/researchers will be asked to complete a self-assessment form highlighting relevant ethical considerations and submit this to a (so far provisionally) established research ethics committee. The committee, which currently consists of a chairperson appointed by the head of the academic council, at least two MCI faculty members and, in cases of bachelor/master theses, of the respective thesis supervisor, evaluates the intended research procedure and, when necessary, provides feedback and advice.

Three MCI departments have been testing the above described procedure and provided feedback. A total of seven research projects (i.e. five student and two faculty projects) were subject to a prototypical assessment. Relevant ethical discussion points included the consideration of underage study participants, studies involving participants with difficult life experiences (e.g. refugees), as well as the collection and processing of sensitive data.



“Our students need to understand the ethical foundations of research and the tension between research interests on the one hand and compliance with general norms and values on the other.”

**Dr. Stephan Schlögl**

*Assistant Professor, Management, Communication & IT  
and Coordinator working group "Research Ethics"*

The insights gained from these initial cases were on the one hand used to gradually roll out the assessment process to other MCI departments; on the other hand they have shown that the field requires additional, much broader reflection. In particular, it has been recognized that assessing the compliance with standards and values may only be justified if those standards and values are fully embraced by the members and bodies of the evaluating organization (i.e. the MCI). Such, however, requires the joint

development, documentation and respective communication of what one may call an ethics guide or more comprehensively an Ethics Charta. Initial work on such a document is scheduled for the upcoming month.

One of the outputs of the working group so far are several resources for students to support them in understanding and applying ethical standards in research such as a template for an informed consent form, and a general overview of the ethics assessment process. Further work is in progress in collaboration with the Academic Council.

### MCI SUPPORT FOR REFUGEES



Over the past two years, Europe has been challenged by the influx of thousands of refugees both from the Middle East and from Africa. MCI has actively contributed to assisting refugees in this difficult situation, both through supporting individuals and through a number of activities and projects.

#### **Belachew Gebrewold – a member of UN Global Compact for Migration Stakeholder Steering Committee**

MCI Professor Belachew Gebrewold was selected in July 2017 as a member of an Informal Advisory Group which will assist the Economic Commission for Africa (ECA) and the High-Level Panel on International Migration in Africa (HLPM), which was formally launched on 6 June 2017, in identifying priority areas to focus its initiatives on migration.



“The global compact for migration will be the first, intergovernmentally negotiated agreement, prepared under the auspices of the United Nations, to cover all dimensions of international migration in a holistic and comprehensive manner.”

**UN for Refugees and Migrants, 2017**

**Professor Dr. Belachew Gebrewold**  
*Head of Department and Studies Social Work*

The advisory group has the responsibility to define the niche focus areas to guide the HLPM on its role to provide an African narrative on migration and contributes in designing and shaping the ECA research agenda as well as a planned program of work on migration. The HLPM is composed of fourteen eminent persons both within and outside Africa, including the representative of government, private sector, academia and civil society.

The HLPM and GCM are aligned to Target 10.7 of the Sustainable Development Goals (SDGs) which commits member states to create an enabling environment that expedites the contributions of migrants to sustainable development, by facilitating “orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”.

The advisory group members were selected based on the expertise on African migration issues and will assist in identifying the gaps that exist in programmatic and policy responses to African migration and recommend the niche focus areas that ECA should focus on and have impact on knowledge generation and policy influence. Consequently, the identified focus areas will guide the advocacy work of the HLPM.

Professor Gebrewold was also selected Mid-June 2017 as member of the Stakeholder Steering Committee for the global compact on migration preparatory process.

>> <https://refugeesmigrants.un.org/>

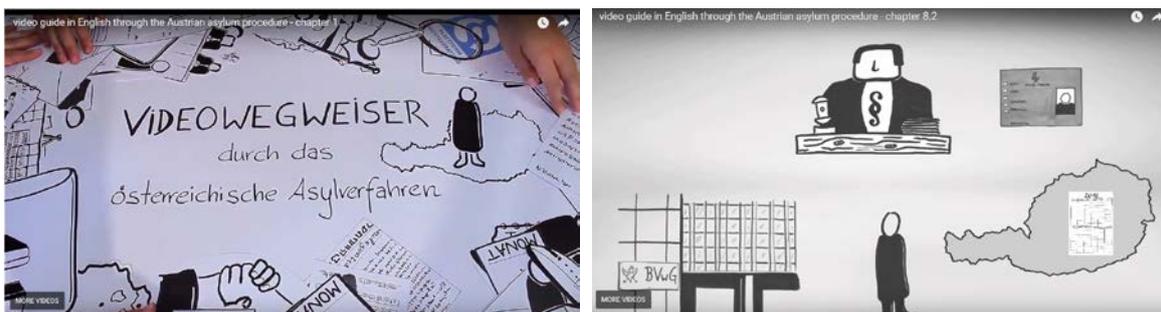
### **Refugees as students at MCI**

To assist individual refugees in their transition to Austria and to help them gain foot in the labour market here, MCI has both accepted and supported individual refugees as students in some of our regular programs, and supported a group of some 30 refugees in attending German classes at MCI's language center.

### **Projects supporting refugees**

#### ***Legal advice – for Human Rights***

In collaboration with the platform “Rechtsberatung - FÜR MENSCHEN RECHTE”, students from the programs Management & Law and Social Work contributed to an initiative which primarily focused on the revision of an innovative and award-winning project. The “Videowegweiser durch das österreichische Asylverfahren” (a video guide to Austrian asylum procedures) enables refugees and the interested public to independently find information, in eight languages, on the process, stages and legal aspects of the asylum seeking procedures in Austria. Within the scope of the project, students dealt with the revision of the legislative text and discussed EU legislation and human rights violations of asylum seekers.



>> <http://plattform-rechtsberatung.at/videowegweiser/en>

### ***Education and job training for refugees***

This project is designed to help refugees get oriented in the Austrian job market. Students work on a concept to provide information on Austrian labor law, business practices and conventions, and the education system. Providing a platform that connects various stakeholders in the process of preparing refugees for the Austrian labor market, the project is an important contribution to the integration of refugees.

### ***Flight Moves: Flight and asylum in public discourse***



In summer term 2016, a series of events on the topic "Flucht bewegt: Flucht und Asyl im öffentlichen Diskurs" (Flight moves: Flight and asylum in public discourse) was organized by the MCI Department of Social Work in cooperation with several NGOs and the organization "Haus der Begegnung". Events included talks about topics such as media images of asylum seekers and racism, political discourse with regards to flight and asylum and culminated in the panel discussion "Flight moves: civil engagement – opportunities and challenges for social work" on 8 June 2016 at the MCI. As a particular highlight of this event, the winner of the short film contest "Flight moves – civil engagement in focus", which was also part of this initiative, was screened.

### ***Project „Back Home- Reintegration of returnees and socially deprived families to Kosovo“***

In this project, MCI lecturer Katharina Ehikioya-Lang works in collaboration with Caritas Tyrol and the Mother Theresa Society in Kosovo. Together, they support 120 families who are returning refugees from Germany and Austria who have had their asylum claims denied. The organisations support the families during their re-integration phase, with finding work, etc. Katharina provides assistance for project management, reporting, professionalization and improvement of consultation services, new methods, and other social work related issues.



“Refugees in Austria have little opportunity to determine their own lives because of national regulations. It is therefore not surprising that they are facing challenges at various fronts.”

**Katharina Ehikioya-Lang**

Lecturer and Research Assistant, Department of Social Work

## Helping Edward Snowden's Guardian Angels

In March 2017, MCI hosted Robert Tibbo, Human Rights Lawyer based in Hong Kong and Montreal, for a series of talks and best practice lectures. Under the title "Rescuing Edward Snowden. When information becomes a global threat", Robert Tibbo told captive audiences the story of his encounter with Edward Snowden in Hong Kong in 2013, where they met after Snowden had told journalists his story and provided them with evidence of a massive domestic spying operation in the United States. At the time, secret services were closing in quickly, and Snowden needed to get out of Hong Kong. It was Robert Tibbo who came up with the daring plan to hide Snowden in the one place no one would ever look – the Hong Kong refugee community.

Robert Tibbo held several classroom sessions and a large, open lecture at the MCI in which he talked not only about the exciting story of getting Edward Snowden from Hong Kong to security in Russia, but also – and more importantly – about the issues surrounding state surveillance, the need to protect whistleblowers, and the plight of refugees in Hong Kong. One of the refugees who helped Robert Tibbo hide Edward Snowden addressed the MCI audience via a video stream from Hong Kong, and talked about her situation in a country that violates human rights for refugees every day.



*Robert Tibbo with MCI staff and students*

More than 300 students took the opportunity to listen to the rescuer of Edward Snowden. After the guest lecture, MCI students started – together with the MCI team – a donation campaign for "Snowden's Guardian Angels" to support the refugee families. Student and staff donations were matched by the MCI, and the total sum came to over 9,000 Euros for Snowden's helpers in Hong Kong.



“ We consider this engagement not only as an act of loyalty and solidarity with the families who are now in a difficult situation but also of importance to freedom, democracy, rule of law and civil society. ”

**Dr. Andreas Altmann**  
*Rector*



## PRINCIPLE 3 | METHOD

# 3

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



“PRME is not about moralizing but about modernizing management education for a new economic paradigm that enables us to leave an equally good if not better world to future generations.”

**Professor Dr. Johannes Dickel**

*MCI PRME Coordinator*

Our progress in increasing the focus on Business Ethics and responsible management both in our curricular and extracurricular programs has been substantial. As of 2018, all of our programs in business and society will have one or more core courses covering business ethics and responsible management as a central component. Learning objectives with a focus on ethics and societal impacts in problem solving and scientific work have been defined and measured in each program in the business and society area. In terms of extracurricular offerings, the Winter School Business Ethics, first offered in 2016, has been well attended and enthusiastically received by our students. Other learning opportunities include selected workshops and seminars, a digital badge “Responsible Management” for all MCI students, and relevant certificates in selected programs.

### CURRICULUM DEVELOPMENT

At MCI, we are committed to embed PRME values deeply into our academic activities and curricula, and to support and enable effective learning experiences to develop responsible leadership competencies in our students. One of the main avenues of this deep integration is the establishment of common learning goals across all business programs, which is conducted as part of our quality assurance measures. In 2012, the MCI implemented a process whereby common learning goals consistent with the qualification profiles and competencies expected from MCI graduates, were established across business programs. There are four common program goals and one specific program goal for bachelors programs as well as two common program goals and up to two specific program goals for masters programs.

As part of our commitment to supporting students in developing competencies for responsible decision making and social and ethical considerations in problem solving, we included these aspects into all undergraduate and graduate business programs. For 2016 - 2021, these specific learning objectives are formulated as follows:

**Undergraduate Learning Goal**

Our students can approach problems **responsibly** considering **ethical issues**.

**Graduate Learning Goal**

Our students can act according to **ethical principles** when doing scientific work.

Using common assessment rubrics, achievement of these goals were tested in all programs, with varied outcomes. Where goals were not achieved, discussions amongst faculty were held to determine what changes were required. This led, in some programs, to the introduction of further learning experiences in certain courses, and to changes in syllabi.

Importantly, from 2015 – 2017, there was an increase in courses specifically focusing on business ethics in several of our programs. Most of our undergraduate and graduate courses now have one or more core and compulsory courses about business ethics and aspects related to PRME as listed below.

Bachelor Programs	Relevant courses
<b>Tourism Business Studies</b>	<ul style="list-style-type: none"> <li>❖ Sustainable Tourism Development</li> <li>❖ Family business management</li> <li>❖ Intercultural management</li> </ul>
<b>Management &amp; Law</b>	<ul style="list-style-type: none"> <li>❖ EU Integration and Ethics</li> <li>❖ Business Criminal Law</li> <li>❖ Multiculturally Sensitive Behaviour</li> <li>❖ Leading Sustainability Initiatives in Organizations: A Global Perspective</li> </ul>
<b>Business Administration Online</b>	<ul style="list-style-type: none"> <li>❖ Language Culture and Ethics in Business</li> </ul>
<b>Management, Communication &amp; IT</b>	<ul style="list-style-type: none"> <li>❖ Business Ethics</li> </ul>
<b>Non Profit, Social &amp; Health Care Management</b>	<ul style="list-style-type: none"> <li>❖ Human Rights &amp; Ethics</li> </ul>
<b>Business &amp; Management</b>	<ul style="list-style-type: none"> <li>❖ Intercultural Leadership &amp; Business Ethics</li> <li>❖ Economics, Ethics &amp; Responsibility (start 2018)</li> <li>❖ Societal &amp; Cultural Contexts</li> </ul>

Master Programs	Relevant courses
<b>International Business &amp; Management</b>	<ul style="list-style-type: none"> <li>❖ Leadership, business ethics &amp; change</li> </ul>
<b>Strategic Management &amp; Law</b>	<ul style="list-style-type: none"> <li>❖ Business Ethics</li> <li>❖ Cross-Cultural Business</li> </ul>
<b>Entrepreneurship &amp; Tourism</b>	<ul style="list-style-type: none"> <li>❖ Cross-Cultural Competencies &amp; Ethics</li> <li>❖ Sustainability &amp; Tourism</li> <li>❖ Global Economics</li> </ul>
<b>Corporate Governance &amp; Finance</b>	<ul style="list-style-type: none"> <li>❖ Business Ethics</li> </ul>
<b>Management, Communication &amp; IT</b>	<ul style="list-style-type: none"> <li>❖ Business Ethics and Global Responsibility</li> </ul>
<b>International Healthcare Management</b>	<ul style="list-style-type: none"> <li>❖ Human Rights &amp; International Social Law: EU, Migration &amp; Law</li> <li>❖ Human Rights &amp; International Social Law: European Social &amp; Labor Law</li> </ul>
<b>Social Work</b>	<ul style="list-style-type: none"> <li>❖ Ethics of social work</li> <li>❖ Human Rights &amp; International Social Law: The Legal Frame for Social Institutions</li> </ul>

## NEW PROGRAMS

In 2016 and 2017, the MCI also launched two new programs that are both strongly based on the concept of responsible management: The European Master on Health Economics & Management (EU-HEM), an Erasmus Mundus Joint Master Degree, which as a whole focusses on the societal relevance of healthcare, and the Master in Corporate Governance & Finance, a program offered in blended learning mode, that emphasizes the core competencies of responsible leadership in a corporate context.

## STUDENT PROJECTS WITHIN CURRICULAR ACTIVITIES

Many of our programs engage students in real world projects as part of the regular curriculum to expose them to the world of work, to enable them to apply the theories, models, tools and techniques they learn in realistic settings, and to add value to local organisations and businesses. In some programs which connect management studies with responsibility for issues and services of public interest and social relevance, such as Non-Profit, Social and Health Management, International Health & Social Management, the European Master on Health Economics & Management (EU-HEM), Social work, and Corporate Governance & Finance, these projects are a core part of the curriculum. Some of these projects are highlighted in other sections of this report.

### Projects in the department Non-profit, Social and Health Management

#### *Real Life Simulations*

Students in the master programs offered by the department Non-profit, Social & Health Management, including the EU-HEM program, work with various partners from the Austrian health care sector on multidisciplinary projects. In 2016, the task was to develop tool kits for GPs to support them in acting as social entrepreneurs. In 2017, the projects related to the health promotion strategies of the World Health Organization. Students develop solution for local or regional governments, health insurances and other private and public sector actors, especially by involving information technology innovation and its use in urban areas. This is an initiative in cooperation with WHO and various regions across the globe.



“Through our Real Life Simulation activities, students work in authentic contexts with a range of social and health management stakeholders, and produce useful outcomes for real contexts with immediate relevance. They develop industry experience, apply their theoretical knowledge, and create value for our partner organisations.”

**Professor Dr. Siegfried Walch**

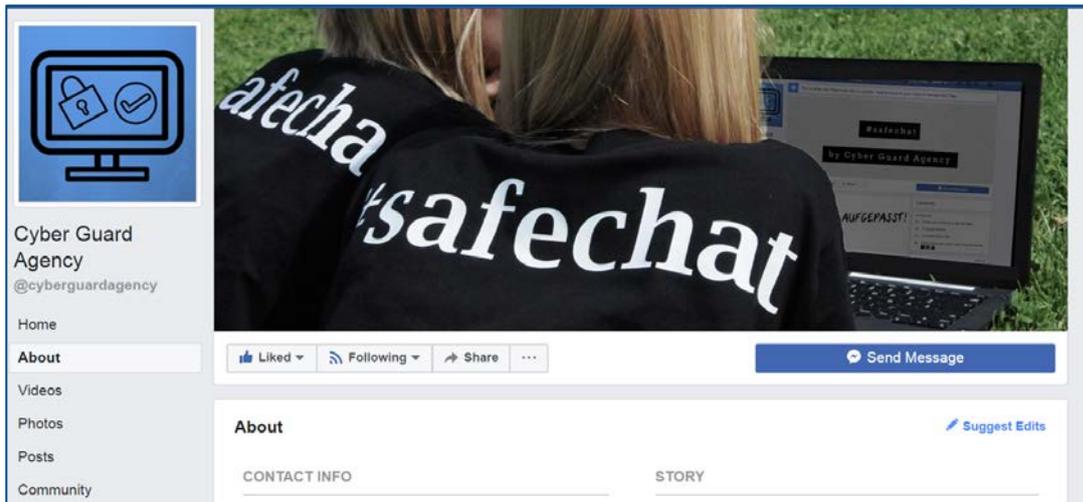
*Head of Department and Studies Non-Profit, Social & Healthcare Management*

#### *Integrated projects*

At bachelor level, students in this department are engaged in a range of different assignments each semester where they collaborate with partners in the Non-profit, Social and Health sector as part of their courses on statistics, research methods and project management.

### ***#safechat: Cyber Guard Agency***

The Peer to Peer: Facebook Global Digital Challenge is an international initiative organised by Eduventures and sponsored by Facebook that challenges student teams all over the world to counter the pervasiveness of hate and extremism on social media in ways that are credible and authentic to their peers and communities. As part of this challenge, MCI students Lena Stern and Janine Prokesch created the Facebook page “Cyber Guard Agency”, where they focussed particularly on raising awareness amongst teenagers about the dangers of cyber grooming and strategies on how to deal with this danger and chat safely online. Through posts that provide useful tips in a variety of media formats as well as information on where young people can find assistance and support, they continue to post useful information even after the competition has finished.



>> <https://www.facebook.com/cyberguardagency/>

### **Projects in the Department Social Work**

Students in the department Social Work are regularly engaged in practical projects. Examples at bachelor level included the development of innovative approaches to open social youth work and social work at schools, a project on the impact of racism on social work called “It’s a white man’s world” and one related to substance abuse in the context of social support for children and youth.

At master level, students were engaged in projects related to community care for people with special needs, the project AktiWiltten, where students worked with the Innsbruck suburb „Wiltener Platzl“ in conducting a social space analysis together with the local residents. Over a year, students applied several techniques and tools of community work and methods of qualitative social research (participatory observation, expert interviews, qualitative interviews) to conduct a social space analysis. The focus was on the perceptions and views of the various stakeholders (residents, business owners, local associations and clubs, artists, etc.) relating to various local issues. Activating locals in the suburb was another important objective of the project. Several projects supporting refugees are highlighted in the section “MCI Support for Refugees”.

### **BEYOND THE CORE CURRICULUM**

In addition to integrating courses and learning experiences relating to responsible management into our core curricula, MCI also offers a range of extracurricular learning opportunities. They enable students to focus on awareness, competencies and skills in responsible management, also in the context of their career preparation and development.



The “Winter School Business Ethics” was first offered in February 2016 and has now become a core part of the MCI’s winter school program. The program targets students from all MCI programs and can also be taken by cohort of international students who participate in the MCI’s winter program.

Focusing on responsible and ethical business practices for management, the Winter School Business Ethics discusses Business Ethics and Corporate Social Responsibility as essential concepts for managers in all industries and sectors. Through their participation in the program, students come to understand that ethical awareness and behavior have shifted from an add-on subject to a core requirement for successful managers. Based on a number of real life scenarios that help students understand ethical dilemmas and familiarize them with systematic frameworks to resolve such issues, the course moves from more general theories to hands-on tools in ethical decision making. It also takes into account globalization trends and their impact on Corporate Social Responsibility. Throughout the course students learn through case studies how to incorporate ethics in management practices.



“Critical thinking and decision making at the intersection between economic necessity and ethical obligation are key skills in contemporary management practice. Our Business Ethics courses combine both theoretical knowledge and practical application to prepare our graduates for these challenge.”

**Professor Dr. Matthias Seeler**

*Head of Department and Studies Business Administration Online and Corporate Governance & Finance Online, Convenor of the Winter School Business Ethics*

The course is being offered in English and in blended learning mode so as to enable participation for a wide range of students (international students, part time students, students in online learning programs with work and family commitments). The course is facilitated by Dr. Matthias Seeler who has extensive experience in teaching business ethics as well as in researching and working in the field of anti-corruption in an international context. In addition, the second iteration of the course invited international guest speakers including a South African business consultant and a micro-finance expert from Brazil in order to highlight the relevance of business ethics in international management practice. With close to 40 participants in the last two offerings, the winter school was highly successful and has received enthusiastic feedback from students. It was also a nominee for the Austrian national award for excellence in teaching, “Ars Docendi” in 2016. The “Winter School Business Ethics” continues to be offered in 2018 and beyond and is also a core part of the digital badge “Responsible Management” (see section 3).

## A digital badge for “Responsible Management”

As part of a larger digital badge initiative developed in cooperation between MCI Career Services and the MCI Learning Solutions team, we launched a pilot project that allows students to earn a digital badge “Responsible Management”. Digital badges are a visual representation of skills or achievements. Also referred to as “visual credentials”, digital badges can be shared via social media and exported into professional portfolios, resumes, platforms etc. to be reviewed by potential employers, partners or investors. Individuals can control their badges by choosing where to earn them and determining who can see them.

To earn the badge “Responsible Management,” students complete a series of required and elective workshops and seminars relating to responsible management within a semester, and submit a final reflection paper that integrates the knowledge and skills they have developed through these learning events. Without any marketing apart from word-of-mouth communication and a small entry in the Career Services newsletter, 15 students across the MCI’s programs signed up for the badge. After evaluating the pilot project, this badge will be offered to all MCI students. They will need to complete the badge in the course of one academic year, and can display the badge not only in their CVs but also push it to a range of social media channels and platforms as an important component of their personal and career development, and show it off as a certified area of competence.



Comments (0)

# RESPONSIBLE MANAGEMENT

Issued by: [MCI Management Center Innsbruck](#)

This badge is awarded to individuals who have developed a sound understanding of responsible management, including sustainability, responsibility, and ethics. Participants have completed the required workshops (Winter school “Business ethics”, Webinar “Sustainability in Society, Economy & Education”) and the required number of elective workshops and learning experiences offered by and through the MCI, and have submitted a successful reflection paper that demonstrates the ability to apply principles of responsible management to their own context.

## CRITERIA

Open criteria

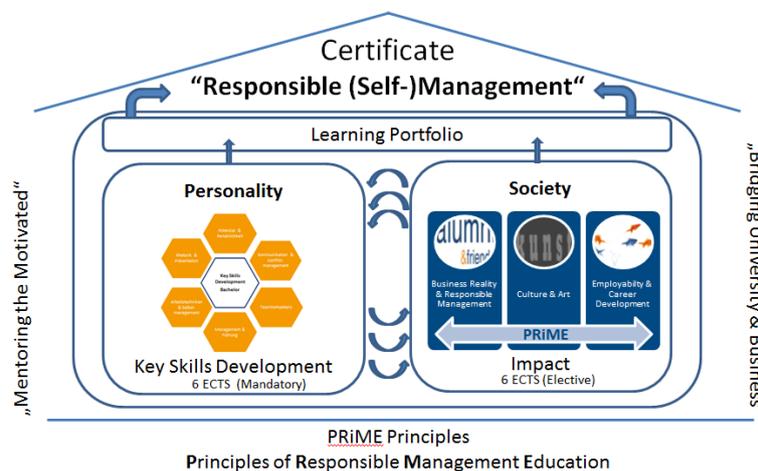
Individuals who earned this badge

- Are familiar with the Global Compact and the UN Sustainable Development Goals (SDGs)
- Understand the role of corporations in contributing to the creation of sustainable, social, environmental and economic value
- Have engaged with others in dialogue on key issues related to ethics, global social responsibility, and sustainability
- Have critically examined various case studies illustrating aspects of ethical and social responsibility issues, also in an intercultural context
- Have thinking and analytical skills using ethical frameworks
- Have reflected on and articulated their own stance and role in advancing ethical, sustainable, responsible practices and values.

## Responsible Management and Leadership in Industrial Engineering & Management

### *Responsible (Self-)Management: a certificate for Bachelor students*

The program “Responsible (Self-)Management” was launched by the Department for Industrial Engineering & Management in winter term 2014/15 for bachelor students, and has seen its first graduates in 2017. The three-year program offers students the possibility to gain an additional certificate in “Responsible (Self-)Management” by attending curricular and extracurricular seminars and learning events. In addition courses within the curriculum focused on transversal skills, students attend extra lectures and events which cover topics such as business ethics, Corporate Social Responsibility, sustainability, culture, and arts. In order to help students develop reflective skills throughout this learning effort, they are required to document their learnings in an ePortfolio throughout the duration of the program. The ePortfolio contains their individual reflections related to personal development and their growing awareness of responsibility in their future professional roles. The focus is on building an attitude and a mindset of responsibility in order to address the growing challenges of a fast-moving and highly complex world. 20% of all students in the program completed the program and received the first certificates in summer 2017.



### *“Responsible Leadership”: A certificate for Master students*

In order to create a mindset of sustainability and responsibility, the “Responsible Leadership Certificate” program for industrial engineering master students was developed. The concept is based on the six “PRME” principles and has a duration of four semesters. Students are required to complete courses worth 8 ECTS as part of their core curriculum, and 4 ECTS in optional electives. Similar to the certificate at bachelor level, they are required to document and reflect on their learnings and document them in an ePortfolio throughout the program. In addition to building a more holistic competence spectrum with high relevance on the job market, the program also aims to raise awareness for the SDGs. The graduates should display a higher capability to create an impact on a world of growing complexity and dynamics. The program started in the academic year 2017/18.



“ We want our graduates to display a higher capability to create an impact on a world of growing complexity and dynamics. The certificates in responsible (self-)management and leadership provide our students with relevant learning opportunities to enhance their competency level in this important field. ”

**Professor Dr.-Ing. Gerhard Hillmer**

Head of Department and Studies Industrial Engineering & Management

## INTERNATIONAL OUTREACH

“It’s hard to change the world if you don’t know much about it.”  
Michael Soskil

MCI is an internationally oriented and globally connected higher education institution. We aim to provide our students with learning experiences in an international context, enabling them to develop mindsets and competencies that help them act responsibly in an increasingly globalized and multi-cultural world. Our international outreach occurs at different levels, and encompasses economic, political, societal and cultural aspects. MCI students engage with an international community of peers from currently 52 nations and with lecturers drawn from an international academic and business environment. This implies that they have the opportunity to develop intercultural skills right here in Innsbruck.

### Study abroad

MCI students have the possibility to take part in a semester-abroad program with a partner university and/or to complete their internship at a foreign company. 248 partner universities worldwide offer students the opportunity to acquire international experience and intercultural competence during their optional semester abroad.



“Apart from experiencing a different national and academic culture, we want our incoming students to have the opportunity to learn about our values as a people and as an academic community. A number of learning offerings around responsible management and ethics are an important aspect of their experience.”

**Dr. Susanne Lichtmannegger**  
Head International Office

### Incoming students

MCI also aims to ensure that our incoming students, i.e. those coming to MCI from abroad and spending a limited time here, are exposed to the concepts of ethical behavior and responsible management. In addition to offering a range of events and learning experiences that familiarize them with Austrian culture and life, our international office continues to offer specific courses and events that focus on aspects of responsible management. Examples include:

**Business Ethics** (*Matthias Seeler, spring 2016, 20 incoming students participating*): This course aims at developing students understanding of ethical issues in the workplace. It moves from broader ethical theories to practical ethics challenges in organizations. More specifically, it equips students with a thorough understanding of identifying moral problem issues and considering appropriate measures to counter them.

**Social Justice and the Bottom Line** (*John Tichenor, visiting lecturer from Stetson University, fall 2016, 24 incoming students participating*): Businesses can be powerful enhancers or inhibitors of social justice. From hiring practices to employee welfare to workplace conditions to environmental sustainability to the world-wide distribution of wealth, both large and small businesses impact many issues related to social

justice. This course examined how issues of social justice are connected to a wide variety of business practices and systems. Students explored questions concerning the responsibility of businesses in creating a more just world and examined the relationship between business practices promoting social justice and businesses' bottom lines.

**EU Integration and Ethics** (*Prof. Markus Frischhut, each semester since fall 2016, in total 72 students participating, including many incoming students*): This course aims at raising awareness of both legal and ethical challenges of some selected current topics; i.e. affirmative action, surrogacy, the moral limits of markets, and migration. It strives to promote and strengthen active European citizenship through discussion and reflection of impact of EU integration and ethics, based on some noteworthy examples. In doing so, the course takes a holistic approach (law, policy, philosophy), thereby creating added value for students and strengthening their critical thinking ability.

## EXECUTIVE EDUCATION

Our executive education department offers a range of certificate and master programs with explicit or implicit PRME focus. Examples include

- **Innovation Management** (digitization and sustainability, sustainable innovation, social innovation, ecological, economic and social sustainability for businesses)
- **Management, Psychology & Leadership** (management & ethics, responsibility and leadership, values-based leadership)
- **Organizational communication** (CSR in theory and practice, business ethics, corporate conduct).

As part of our in-house training offer, MCI Executive Education provides training for the Red Cross in Innsbruck through the project "Strategy Development for Voluntary Ambulance Innsbruck 2021", which includes professionalizing volunteer workers, professionalizing volunteer management, and other aspects, in cooperation with the Departments Non-Profit, Social and Health Management and Social Work.

## PRME CHAPTER DACH WORKING GROUPS

During the 2nd DACH chapter meeting in October 2014 at HTW Chur the members defined four working groups:

- Curriculum Development & Change
- Faculty Development
- Understanding RME in the DACH context
- Analysis of mission statements



MCI faculty serve as members and coordinators of two of four working groups: "Curriculum Development" and "Understanding RME in the DACH context". The working groups met several times in the reporting period. Discussion topics as well as work foci are listed in the table below.

## PRME Chapter DACH Working Group Sessions 2016-2017

Dates and participants	Selected topics and outcomes
<p><b>Curriculum Development (Winter 2016)</b></p> <p>February 15, 2016 at MCI Management Center Innsbruck</p> <p>Participating institutions: MCI Management Center Innsbruck/Austria, OTH Amberg-Weiden/Germany</p>	<ul style="list-style-type: none"> <li>• “Responsible (Self) Management Certificate” for extracurricular activities of bachelor students “Industrial Engineering”</li> <li>• “Sustainable Maturity Model” (OTH)</li> <li>• Ideas about PRME-related topics for bachelor and master thesis (MCI, OTH)</li> <li>• Ideas about the presentation of working group results at the 4th PRME DACH Chapter Meeting at IMC in Krems (November 10, 2017)</li> <li>• Workshop on necessary PRME-related competencies of students and potential means to measure this learning outcomes (MCI, OTH)</li> </ul>
<p><b>Curriculum Development (Fall 2016)</b></p> <p>September 1, 2016 (skype conference)</p> <p>Participating institutions: MCI Management Center Innsbruck/Austria, OTH Amberg-Weiden/Germany</p>	<ul style="list-style-type: none"> <li>• Winter School “Business Ethics” (MCI)</li> <li>• Master “Digital Business” with Module “Ethics” (OTH)</li> <li>• Master “Corporate Governance &amp; Finance” with a focus on Responsible management (MCI)</li> <li>• Jean-Monnet Chair “EU &amp; Ethics” (MCI)</li> <li>• “Sustainable Maturity Model” (OTH)</li> <li>• “Responsible Leadership Certificate” as award for extracurricular activities of master students “Industrial Engineering” (MCI)</li> </ul>
<p><b>Curriculum Development and Understanding RME in the DACH context (Spring 2017)</b></p> <p>February 20-21, 2017 at MCI Management Center Innsbruck</p> <p>Participating institutions: MCI Management Center Innsbruck/Austria, OTH Amberg-Weiden/Germany</p>	<ul style="list-style-type: none"> <li>• Winter School “Business Ethics” (MCI)</li> <li>• Master “Digital Business” with Module “Ethics” (OTH)</li> <li>• Master “Corporate Governance &amp; Finance” with a focus on Responsible management (MCI)</li> <li>• Jean-Monnet Chair “EU &amp; Ethics” (MCI)</li> <li>• results of master theses on PRME related topics</li> <li>• concept “research ethics approval” (MCI)</li> <li>• development of a model about the intended learning outcomes of RME (“Spiral Model of RME”)</li> <li>• suitable didactical approaches of RME and indicators to measure</li> <li>• successful PRME-related personnel development of students</li> </ul>
<p><b>Curriculum Development“ (Summer 2017)</b></p> <p>June 29, 2017 at MCI Management Center Innsbruck</p> <p>Participating institutions: MCI Management Center Innsbruck/Austria, OTH Amberg-Weiden/Germany</p>	<ul style="list-style-type: none"> <li>• Electronic Badge “Responsible Management” (MCI)</li> <li>• Certificate “ETHNA” (OTH)</li> <li>• Project “Citizen Science” (OTH)</li> <li>• SULI-Test (The Sustainability Literacy Test; <a href="http://www.sulitest.org">www.sulitest.org</a>)</li> <li>• Ideas about DACH specific multiple choice questions</li> </ul>
<p><b>„Curriculum Development“ and „Understanding RME in the DACH context“ (Autumn 2017)</b></p> <p>October 18-20, 2017 at OTH Amberg-Weiden, Weiden/Germany</p> <p>Participating institutions: MCI Management Center Innsbruck/Austria, OTH Amberg-Weiden/Germany, Pforzheim University/Germany, TU Dresden/Germany, IHI Zittau/Germany</p>	<ul style="list-style-type: none"> <li>• PRME-presentation at the 92th German Dean`s Conference of Economic Sciences (hosted by OTH) and “World Café” workshops on PRME topics with about 60 participating deans</li> <li>• Reflection and further development of the “Spiral Model of RME”</li> <li>• Stakeholder approach as a crucial concept in RME</li> <li>• Curricula integration of the 17 UN-SDGs</li> <li>• Case studies as favorable didactical RME teaching method</li> <li>• Preparing a presentation about the results for the 5th PRME DACH Chapter Meeting at ZHAW University in Winterthur/Switzerland (November 5-7, 2017)</li> </ul>

## PRME GOES DIGITAL

In recent years, MCI has invested heavily into digitization of our study programs, and our teaching and learning offering more generally. This allows us to reach student populations who would not otherwise be able to engage in higher education based on their work and/or family commitments or their location. In order to also make PRME related learning experiences more accessible for students and provide more flexibility in attending relevant events, we are aiming to provide online and blended format where possible and appropriate.

Examples in 2016 and 2017 included:

- Digital Badge “Responsible Management” (both required courses and several electives are delivered in online or blended learning formats, inclusion of MOOCs offered by other institutions as communicated through the PRMETime Newsletter accepted as part of the badge)
- Winter School Business Ethics (in Blended Learning Format, i.e. with a face-to-face event at the beginning and at the end, and webinars as well as independent online learning formats in between)
- Webinar “Introduction to Responsible Management” as part of the MCI Career Services offer, delivered fully online
- MOOC “EU Integration & Ethics”, consisting again of a voluntary face-to-face kick-off session and subsequent webinars and both independent and collaborative online learning activities

Further development of online learning opportunities targeting responsible management are in planning stages for 2018, as are increased use of digital technology and social media in communication and awareness raising for both internal and external stakeholders.



“Using digital media to make our PRME learning offerings more accessible and flexible ensures that more students can participate, in particular our part-time students and those studying in online programs. Students also like the combination of online learning and face-to-face workshops, as it reflects the way they communicate and interact in their lives.”

**Regina Obexer**

*Senior Lecturer Learning Solutions, PRME Co-Coordinator*

# PRINCIPLE 4 | RESEARCH

## 4

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

### RECENT PUBLICATIONS, CONFERENCE PAPERS AND OTHER INTELLECTUAL CONTRIBUTIONS

Research at several MCI departments has a focus on PRME related topics. Since our last SIP report in 2015, MCI faculty have published conference papers, held lectures, and created other intellectual contributions addressing topics like CSR, gender equality, equity, diversity, migration, whistleblowing, EU and ethics, human rights, and sustainability. The following list provides selected examples.

- Balafoutas, L., Davis, B., Sutter, M. (2016). Affirmative action or just discrimination? A study on the endogenous emergence of quotas. *Journal of Economic Behavior & Organization*, forthcoming.
- Bliemetsrieder, S./ Maar, K./ Schmidt, J./ Tsirikiotis, A. (2016). Kritische Professionalisierung und Menschenrechtsorientierung. In: Heimgartner, A./ Lauermann, K./ Sting, S. (Hrsg.): *Fachliche Orientierungen und Realisierungsmöglichkeiten in der Sozialen Arbeit*. Wien: LIT Verlag, pp. 37-53.
- Bosio, B. & Bottrill, C. (2016). Sustainable Tourism Management. Best Practices in International Tourism. In: Siller, H., & Zehrer, A. (Hrsg.), *Entrepreneurship & Tourismus*. 2. Auflage. Wien: Linde Verlag, pp. 117-130.
- Breassan, A., Muskat, B., Zehrer, A., & de Burgh-Woodmann, H. (2016). A Cross-National study on Sustainable-Oriented Innovation SMEs. EURAM 'Manageable Cooperation'. June 1-3 2016, Université Paris-Est Créteil, Val de Marne, Paris, France.
- Fathi, K. (2016). Die resiliente Gesellschaft – eine Antwort auf die Flüchtlingskrise? Alliance of European Conservatives and Reformists (AECR) *Tagungsreihe Europas Zukunft: Die Flüchtlingskrise als Prüfstein der Grundwerte der Europäischen Union*. Rastatt, 23.01.2016.
- Fiedler, A. Ethical Decision-Making for Access to Innovative Medical Technology in EU New Member States in CEE. Chatham House Rule Closed Debates with Former Ministers of Health and Senior Decision Makers of CEE countries and presentation and discussion of results to the public in Vienna, Austria.
- Fiedler, A. "Novartis Senior Female Leadership Training" - Research based on Interviews of 16 former European Ministers and Vice Ministers of Health and presentation and discussion of results with Senior Female Executive Leaders of a research based pharmaceutical company (Novartis) in Vienna, Austria.
- Fleischer, E. (2017). Alle gleich! Von wegen! Frauen verdienen mehr. Ein Zustandsbericht zur Geschlechtergerechtigkeit. Vortrag zum *Equal Pay Day*. Katholische Frauenbewegung Rosenheim 15.3.2017.
- Fleischer, E. (2016): Eine andere Ökonomie ist möglich - Nachdenken über alternative Modelle des Wirtschaftens. 8. internationale Sommerakademie der Katholischen ArbeitnehmerInnenbewegung Deutschlands, Österreichs, Schweiz und Südtirol/Italien. Linz. 30.8.2016.
- Fleischer, E. (2016): Vorurteile, Diskriminierung, Zivilcourage. Vom bewussten Wahrnehmen zum aktiven Handeln mit dem Anti-Bias-Ansatz. Vortrag bei den Stamser Jugendvisionen: Woher? Wohin? Jugendarbeit und Migration. Stams 22.2.2016.
- Fox, Rüdiger (2017). Activating the Corporate Soul. Neal, Judi (Ed.) *Handbook of Personal and Organizational Transformation*. Springer, Heidelberg.
- Frischhut, M., Estermann, M., Hotarek, T., Pacey, L., Varona Martin, A. (2017). An Increasing Role for Ethics in EU Member States based on EU Ethicalization?. UNESCO Chair in Bioethics 12th World Conference Bioethics, Medical Ethics & Health Law 2017, March, 23, Limassol, Cyprus.
- Frischhut, M. (2016). "'Social Membership' vs. 'EU Citizenship'. Some Reflections on Joseph H. Carens' 'The Ethics of Immigration' from an EU Law Perspective", Guest speech at the "Conference on European Democracy (EuDEM). 'Return to Politics – Is Europe Prepared for It?'" , organized by the "Austrian Chancellery", the "Diplomatic Academy Vienna", and the "Austrian Institute for European and Security Policy (AIES)", Diplomatic Academy Vienna, 25.4.2016
- Frischhut, M. (2017). "EU" = "Ethical Union?" The Role of Ethics in European Union Law. Guest speech in the European Parliament, "EPP Working Group on Bioethics and Human Dignity", Strasbourg, 3.2.2016
- Frischhut, M. (2017, January 18th). Open Lecture "Current challenges of migration – [social], legal and ethical perspectives". Some reflections on Joseph H. Carens' "The Ethics of Immigration" from an EU law perspective. MCI Management Center Innsbruck. DOI: 10.13140/RG.2.2.16422.73281

- Gebrewold, B., Kostenzer, J., Müller, A. eds. (2017). Human Trafficking - Lessons from Europe. Routledge. (forthcoming).
- Gebrewold, B. "European response to the refugee crisis", University of Utah, Salt Lake City, USA
- Gebrewold, B. "Migration from Africa to Europe: dynamics, responses and impacts", University of Bologna, Italy.
- Gebrewold, B. "Migration and current Political Development in Europe," University of Pretoria, South Africa.
- Glätzle-Rützler, D. Canceling out early age gender differences in competition - an analysis of policy interventions. *Experimental Economics*, Forthcoming. (with L. Balafoutas, S. Czermak and M. Sutter).
- Hefel, J. (2016). Human Rights - Women's Rights. Vortrag und Workshop mit Jugendlichen aus verschiedenen Ländern. Offene Jugendarbeit Dornbirn.
- Hillmer, G. (2016). Enhancing Engineering Education by including "responsibility" aspects in Curriculum Design, sefi Annual Conference 2016, 12-15 Sep 2016, Tampere University of Technology, Finland.
- Hillmer, G. (2016). PRME based Responsible (self-)Management certificate, Responsible Management Education (RME) Research conference, 9-10 Nov 2016, Krems, Austria.
- Kirchler, M., Huber, J., Stefan, M., Sutter, M. (2016). "Market design and moral behaviour." *Management Science* 62(9), 2016. pp. 2615-2625.
- Kostenzer, J. (2016). Eliminating Prenatal Sex Selection? The Global Agenda and National Action Plans. *Global Studies Journal* 9(2), pp.41-52.
- Stadelmann, R. & Mevenkamp, N. (2016). Perceived discrimination and depressive disorders in Europe: individual and societal perspectives. *International Journal of Health Sciences* 4(3), 19-26.
- Seeler J.-M., Fuchs A., Stoeckl Th., Sixl-Daniell K. (2016): Whistleblowing and Culture - A Case for CSR in Developing Markets. 3rd Conference on CSR, Sustainability, Ethics and Governance, Cologne Business School (CBS), 1-3 August 2016.
- Sparks, D. (2016). "The Sustainable Development Goals and Agenda 2063: Implications for Economic Integration in Africa", in *Research in Applied Economics*, 8(4) p.12-40.
- Palan S. & Stöckl T. (forthcoming). When chasing the offender hurts the victim: The case of insider legislation. *Journal of Financial Markets*.
- Tat, U. (2017). Die Entwicklung von (Self)-Leadership Kompetenzen: Ein körperzentrierter Lernansatz. Forschungsforum der österreichischen Fachhochschulen 2017, April 19-20, Krems, Austria.
- Tat, U., Zeitel-Bank, N., Saurwein, L. (2016). The Triangle of Social Competence Development. *International Journal of Teaching and Education*. Vol. IV(3), pp. 16-32.
- Zehrer, A. (2016). The impact of CSR activities of family businesses on consumer purchase decision. BEST EN Think Tank XVI. University of Eberswalde. July 13 2016, Eberswalde/Berlin, Germany.

## STUDENT RESEARCH

In addition to intellectual contributions by MCI faculty, students have also engaged in research about topics such as ethics, CSR, sustainability, social enterprise, diversity, etc. both at bachelor and at master level. Over the last two years, more than 100 theses were completed on a variety of topics in these areas, which is a significant increase since our last report, and points to a rising awareness of and also interest in responsible management and its different facets amongst our students. We are proud to also mention that some of our outstanding students won prestigious awards for their master theses dealing with topics in feminist studies, CSR, and sustainable management.

### Bachelor theses 2016/2017 (a selection)

#### Diversity

Diversity Management - Vielfalt als Herausforderung und Chance in Unternehmen  
*Konzett Melissa*

Diversitätsbewusstsein in der Offenen Kinder- und Jugendarbeit  
*Stöllinger Katja*

Diversity Management - Integration kultureller Vielfalt in Unternehmen  
*Tschol Katharina*

Genderspezifische Werbewirkung – Mit einem Fokus auf Diversity Marketing  
*Muther Hannah*

Diversity Management in Vorarlberger Unternehmen  
*Konzett Melissa*

The factor diversity in teams. Promoting structure for increasing its value and diminishing potential handicaps.  
*Schmid Benjamin*

#### Sustainability

Strategische Corporate Social Responsibility Initiativen – Unternehmensverantwortung in der Modebranche  
*Nagiller Lisa*

Closed-Loop Supply Chain as an Approach of Creating and Managing Sustainable Supply Chain Management  
*Niedermaier Christoph*

Motivationsfaktoren der Kapitalgeber/innen im reward-based Crowdfunding bei nachhaltigen Projekten  
*Lechleitner Maria*

Die Fair-Trade-Bewegung und Kaffee als ihr Leitprodukt  
*Mierau Artur*

Sustainability Oriented Innovations for SMEs: Digging their own Grave or Gaining a Competitive Edge?  
*Zinnecker Moritz John*

Nachhaltigkeit im Unternehmen – Voraussetzungen und Gründe  
*Thaler Carina*

Considering and Measuring Sustainability in Supply Chains  
*Begle Philipp*

Grenzen der Nachhaltigkeit - Eine Abgrenzung und Kategorisierung des Begriffes Nachhaltigkeit und seiner Erscheinungsformen  
*Krüger Lennert*

Das Kaufverhalten verschiedener Lifestyle-Segmente in Bezug auf Nachhaltigkeit  
*Weitzer Sabrina*

De-Growth as a Strategy for Sustainability  
*Mutilica Razvan*

Der Integrated Reporting Ansatz und seine Auswirkungen auf die Controllerfunktion mit dem Fokus auf die Nachhaltigkeitsberichterstattung  
*Müller Georg*

Sustainable Leadership: Die Bedeutung eines Stakeholder-Managements für nachhaltige Unternehmensführung.  
*Glaser Klaus Michael*

## Corporate Social Responsibility

Quantitative Untersuchung der gesellschaftlichen Wahrnehmung und Unterscheidungsfähigkeit zwischen Corporate Social Responsibility- und Greenwashingstrategien  
*Schuster Maximilian*

CSR-Aktivitäten von Sportorganisationen und die Beziehung zur Marke und der Organisationskommunikation.  
*Pillinger Marwan*

Strategische Corporate Social Responsibility mit Fokussierung auf die Lebensmittelbranche  
*Gabriel Lisa*

CSR als strategisches Instrument zur Erzeugung eines Shared Values: Identifikation kritischer Erfolgsfaktoren zur Implementierung anhand einer Analyse von Best Practice Beispielen  
*Watzdorf Daniel*

Corporate Social Responsibility als kontroverser Ansatz in der Unternehmensführung und die inhaltliche Verknüpfung zur Thematik des Employer Brandings  
*Schneider Raphaela*

Corporate Social Responsibility (CSR): Maßnahmen in Bezug auf Mitarbeiter/Innen und deren Wirkung  
*De Carlo Marion*

Corporate Social Responsibility focusing strategic CSR and its implementation  
*Kahrić Šeila*

Analyse der CSR-Ziele von Sportorganisationen anhand Interviews zum Thema CSR. Am Beispiel: SWARCO Raiders Tirol  
*Pillinger Marwan*

Literarische Analyse und vergleichende Gegenüberstellung der Entstehung, Vorgehensweisen und Intentionen von Corporate Social Responsibility und Greenwashing  
*Schuster Maximilian*

The Value and Influence of Strategic CSR on SME: Critical Success Factors  
*Stockmaier Hannah*

Corporate Social Responsibility als Teil der Unternehmensstrategie in der Deutschen Fußball-Bundesliga  
*Schröder Nicole*

Employer Branding im Kontext von Corporate Social Responsibility – Akquisition und Bindung potentieller Mitarbeiter/innen und der Einfluss auf die Arbeitgeberwahl  
*Schneider Raphaela*

## Social Entrepreneurship

Social Entrepreneurship: Definitionsansätze, Internationale Verbreitung und Finanzierung  
*Schwarz Linda*

Erfolgsfaktoren von Social Entrepreneurship – Leitfaden zur Gründung von sozialen Unternehmen in Entwicklungsländern mit besonderem Bezug auf Südafrika  
*Gremel Regina*

## Ethics

Verantwortungsbewusstes Supply Chain Management Low-Cost-Country Sourcing im Spannungsfeld von Profitabilität und Ethik  
*Bitschnau Lukas*

Ethik im Sales-Management – Ein Ansatz zur Vermeidung und Lösung ethischer Konflikte im Verkauf unter besonderer Berücksichtigung von Compliance-Management  
*Ess Maximilian*

Verantwortungsbewusste Unternehmensführung im Spannungsfeld von Ethik und Ökonomie  
*Hofbauer Thomas*

Werteorientierte Berichterstattung unter dem Aspekt der Triple-Bottom-Line  
*Hirzinger Victoria*

Werbung im Spannungsfeld von ökonomischer Effektivität und Ethik – Entwicklung eines Modells zur Messung der Sozialverträglichkeit von Werbekampagnen  
*Thaler Vera*

Die Beziehung zwischen Ethik und Operational Resesarch. Eine Übersicht von Operational Research Ansätzen im Kontext ethischer Überlegungen  
*Platzer Fabian*

## Master theses 2016/2017 (a selection)

### Ethics

#dieselgate: Effects/Impacts of the Volkswagen Emission Scandal on Business and Perception of Volkswagen and Top Global Car Manufacturers.  
*Abendschön Julia Marlene*

Implementing Ethic Codes and Compliance Programs in Companies: Success Factors and Threats  
*Gaßner Marina*

Transparency & Lobbying – Money Meets Law & Ethics  
*Grad Julian*

### European Law and Ethics – Implementation of EU Directives referring to ethics and / or morality

in France  
*Estermann Marie*

in Austria and Germany  
*Hotarek Tamara*

in the United Kingdom and Republic of Ireland  
*Pacey Laura*

in Spain  
*Varona Martin Alejandra*

### Social enterprise and social entrepreneurship

An Exploration of Success Factors for Engaging Stakeholders to support the Social Mission in For-profit Social Enterprises in the Tourism Industry.  
*Allgäuer Barbara*

Social Entrepreneurship in der Gastronomie am Beispiel Tirol (Social entrepreneurship in gastronomy - the example of Tyrol)  
*Riedmair Christina*

Share Economy – blessing or curse to the society  
*Ruppert Nicolai*

SOCIAL START-UP - Eine Orientierungshilfe für zukünftige GründerInnen am Beispiel einer partizipativen Hostel-Einrichtung für Menschen mit und ohne Fluchthintergrund  
*Schirnhofner Simone*

### Sustainability

Feasibility of the Sustainable Development Goals in Businesses of the Global Compact Austria – A Qualitative Research  
*Sachenbacher Florian*

The Influence of Sustainability Consciousness on Consumers' Perceptions and Attitudes within Tyrol's Food Retail Industry.  
*Diener Lukas*

Controlling nachhaltiger Destinationsentwicklung (Controlling in sustainably destination development)  
*Hüttl Lena*

Sustainable Business Strategies: A Customer-Centric Approach to More Sustainability  
*Juen Florian*

Sustainable Mobility in Alpine Regions - The Case of the Oetztal Valley, Tyrol  
*Muszik Juliane*

Corporate Sustainability in the Airline Business – Development of an Evaluation System to Assess the Professionalization Level of Airlines in Sustainable Business Practices  
*Schäble Anna*

Top Management Team Composition and Corporate Values Impacting Sustainable Corporate Development  
*Schlömmner Sabrina*

A Contextual Perspective on Sustainable Corporate Development – Mergers and Acquisitions as Tool for Growth or Adaption of Business Models  
*Seemüller Maximilian*

### Corporate Social Responsibility

The Role of Corporate Social Responsibility in Employer Branding – A Qualitative Research on Large Family Businesses within Southern Germany and Western Austria  
*Grafwallner Thomas*

Der Einfluss von CSR-Aktivitäten auf die Kaufentscheidung von Konsumenten in der österreichischen klein- und mittelständischen Hotellerie  
*Wäger Julia*

The influence of Reputation Risk Management on CSR reporting quality  
*Alina Tsiobanidis*

How Consumer CSR Perception Influences Future Purchase Willingness: A Study of a Global Fashion Retailer  
*Huber Dominik*

## Highlights in student research



### Feminist social work

MCI Alumna Hanna Ringhofer was awarded the prestigious Johanna Donahl Award for her excellent Master Thesis "Anti-feminist male rights activist groups and their impact on feminist social work" in January 2017. MCI Professor Eva Fleischer comments: "Ms Ringhofer has researched a topic that significantly challenges feminist social work today. Through her empirical and theoretical work, she succeeded in making a significant contribution to further this discussion."

### CSR

MCI alumna Julia Wäger was awarded the German DGT-Wissenschaftspreis in the category "Best paper by young academics" for her thesis "The impact of CSR-activities on buying decisions of consumers in small and medium sized Austrian hotels." Her supervisor, MCI Professor Anita Zehrer comments: "I congratulate Ms Wäger on her excellent thesis which highlights the topic of CSR and is relevant for tourism, but also for SMEs in general."



### Sustainability in Tourism

Our strong focus on sustainability in tourism continues to be evident in awards won by our master students.

In 2016, MCI alumna Verena Riegler won two sustainability awards for her master thesis "Prospects for environmentally conscious use of natural resources along the tourism value chain in Austria." Ms Riegler researched the question how an environmentally effective employment of natural resources such as water, energy and air can be increased through the „Green Purchasing Gap". She was awarded both the Tourissimus (section Sustainability) and the TUI award for Sustainability for her research.



In April 2017, the Tourissimus award in the section sustainability went to MCI alumna Lena Hüttl for her master thesis "Controlling in sustainable destination development". In her work, Ms Hüttl researched the question how destinations can control the implementation of their sustainable development strategies.

### PRME

In her excellent master thesis "Responsibility as an Integral Part of Management Education: Implementing PRME in Management and Business School", MCI alumna Anna Schlamadinger undertook empirical research at MCI and two additional universities in the German speaking area to investigate what strategies higher education institutions employ and view as important for the implementation of PRME.



## RESEARCH SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS



At MCI, we are committed to contributing to the achievement of the SDGs and the agenda 2030 as defined by the United Nations in 2015. Our research activities, and in particular our transfer programs, have a focus on sustainability, clean energy, the use of scarce resources, and social and health management. Within several research clusters in the area of life sciences and technology, MCI researchers conduct targeted and applied research and provide expertise to the respective sectors.



### Implementing reforms in the social and health management sector

#### Center for Innovation in Social and Health Management

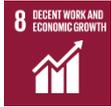
In 2017, preparations are underway at MCI to launch a Center for Innovation in Social and Health Management. To start with, an endowment professorship has been instituted which is designed to provide scientific support for the implementation of reform measures in the social and health sector. The position will build and lead an interface to bring together interdisciplinary research, innovation, knowledge transfer and advances in the age of technological and demographic change. The focus of the professorship and the center will be on the development, implementation, quality assurance and evaluation of new approaches and concepts in the field of Public Health.

#### Evaluation program for health promotion and health management at Lebenshilfe Tirol

Funded by the “Fonds Gesundes Österreich”, this project works closely with the charity organization “Lebenshilfe Tirol” and aims to provide scientific support in monitoring a four year program on health promotion and health management.

#### Label “Patient Self Help Friendly Hospital”

In collaboration with the Association of Patients Self Support Groups Tyrol the MCI-Department Nonprofit, Social & Health Management supports the further development of patient centered care by introducing a label for patient self-support group friendly hospitals in Tyrol.



## Sustainable tourism

### The Future of Winter Travelling in the Alps

This interdisciplinary project was conducted with international partners and investigated prognoses for the development of alpine winter tourism until 2030 with a particular focus on questions regarding sustainable development.

### Feasibility study for Innsbruck / Tyrol as location for the 2016 Olympic and Paralympic Winter Games

This commissioned research project investigated the feasibility of Innsbruck / Tyrol hosting the 2016 Olympic and Paralympic Winter Games with special consideration of local and regional guidelines, development plans and identity as well as sustainable benefits for the region.

### Visitor management in tourist destinations of nature areas

This project will investigate the question of which stakeholder groups will take responsibility for visitor management in nature areas and landscapes in selected Tyrolean destinations, and in how far a participatory approach considering ecological and social sustainability can be assumed.



## Research Cluster Renewable Energy

According to the current state of the art, the natural material cycle is negatively influenced by intensive use of finite resources. The result is necessarily a change in the global climatic conditions. In the meantime, however, the trend in industry is that new technologies and systems are constantly being used to reduce emissions. At the same time, international emission reduction targets are set and compliance is enforced through sanctions. In view of this, energy production from renewable raw materials is becoming the focus of an environmentally conscious energy technician. Since time immemorial there are methods for energy production from renewable raw materials which are continuously developed and improved by ongoing evaluations. For example, in the past, only heat could be generated from renewable raw materials, which has changed significantly over time. Nowadays it is possible with the gasification of wood not only to generate heat, but also electricity and as a by-product regenerative biochar with high quality.

The research cluster renewable energies of the MCI focuses on the development of a bio-based economy. The different areas are the energy supply from biomass, increase in energy efficiency, optimized heating and cooling grids and the conversion of biomass to valuable products for trade and industry.

The current focus of the industrial projects in the research cluster renewable energies are the storage and preservation of biomass for energy utilization, the functionalization of products and residues from thermochemical processes, the increase in efficiency of combustion processes in gas engines, and innovative concepts for cooling devices and cold storage systems.



## Research Cluster Agro & Food Technology

The subject of food and beverages relates to far more than nutrient uptake. Growing demand for functional and convenient food products provides opportunities for additional research activities in food technology. In addition, as public awareness of agricultural production is increasing, consumers increasingly demand sustainable concepts for agriculture within a holistic system approach that takes into account traditional agriculture, use of technology, and ecosystems. Since the introduction of the food technology program at MCI in 2011, food and raw material research has focused on product development driven by innovative and sustainable ideas on the one hand, and on upgrading manufacturing processes from the food and raw materials industries inspired by growing limitations on fossil resources on the other. Examples of projects in the reporting period include:

### Qualimeat

The packaging of meat contributes to central tasks in logistics and storage, but it also has a direct impact on quality of the filling. In the InterReg project QualiMeat the interactions between foils and the packaged meat are being examined more closely, including the application of optimized foils in the packaging process. The project is designed to contribute to higher quality outcomes in meat packaging.

### FoodLink: Plant-based proteins - future raw materials for food production

The project focuses on the analysis of various plant-based raw materials for the Tyrolean food industry, including vegetable-derived proteins and fibers as future raw materials for food production.



## Filter systems for cleaner air

Air pollution is a major environmental health risk. Nearly 90% of people living in cities were breathing air that did not comply with the safety standard set by WHO in 2014. MCI lecturer and researcher Martin Pillei is working to change this – with technical solutions and a number of partners in industry. Over the past two years, the team has developed a multi-level compact filter for construction and agricultural machines to reduce dust particles in the air, using the latest technology (including 3D printing) and research methods as well as know-how and needs-definition from industry partners.

In a related project, MCI researcher Lukas Möltner and his team cooperate with the automobile industry to improve energy efficiency and reduce emissions in combustion engines. The car dealership VOWA Innsbruck provides the MCI research team with a vehicle equipped with specialized measuring technology in order to allow them to trial strategies for the effective reduction of car emissions and the consequent improvement of air quality.



## PRINCIPLE 5 | PARTNERSHIP

### 5

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

#### **ENGAGEMENT OF EXTERNAL LECTURERS FROM BUSINESS CORPORATIONS, NGOS, AND OTHER ORGANISATIONS**

MCI faculty comprises a mix of internal staff members, and a range of external lecturers, including managers from commerce and industry sectors, visiting scholars from all over the world, a range of experts from the world of research, consulting, and the liberal professions. With this mix of faculty, we bring in a range of perspectives, industry experience, and real world problem sets and knowledge that greatly add value for our students. With their focus on realistic and current challenges brought into their lessons by these external experts, as well as their experience in approaching these, students gain awareness, knowledge and skills that prepare them for the challenges they will encounter in the business world, also with regards to ethics, and social and environmental aspects.

External experts from profit-oriented, non-profit and governmental organizations are also involved in the selection process of new students. They bring in a wider perspective and contribute their opinions on choosing the most suitable candidates.

#### **PRACTICAL PROJECTS AND INTERSHIPS WITH PARTNERS FROM THE CORPORATE WORLD**

Practical projects with partners from the corporate world constitute a core aspect within MCI's degree courses. MCI students hone their abilities by working on research assignment on practice-oriented topics in business. They follow precise administrative, content-related and formal guidelines and employ selected methodologies. Moreover, they gain relevant work experience during internships with profit or non-profit organizations in Austria and other countries. Students are mentored in cooperation with the company or organization involved.

Many of our student projects are with partners from non-profit organisations. Examples include SOS Kinderdorf International, Diakonie Rosenheim, Medicines sans Frontieres, Lebenshilfe Tirol (Life Support Tyrol), Caritas, and Innsbrucker Soziale Dienste (Innsbruck Social Services).

## MCI PARTICIPATION IN EUA THEMATIC PEER GROUP



From February to September 2017, MCI was one of the institutions contributing to the European University Association's thematic peer group "Empowering students for their future professional life and civic engagement", which met in the framework of EUA's Learning & Teaching Initiative. Over the course of three meetings, the group discussed institutional challenges and practices in relation to this topic and identified three main principles that higher education institutions should take into account when developing their activities in this area:

- Integrate and explicitly identify skill development (transversal/professional competences) into the formal curriculum
- Recognise or reward skills developed through non-formal learning and civic engagement
- Embed responsibility, ownership and opportunities for reflection across the institution

The work of the peer group resulted in a final report describing these principles and the challenges they seek to address, including suggestions of how to put the principles into practice and additional considerations for a range of stakeholders. A publication with the work results of all peer groups is forthcoming.

>> <http://www.eua.be/policy-representation/higher-education-policies/eua-learning-teaching-initiative>

## RME SURVEY PREPARATIONS IN COLLABORATION WITH CBS

MCI is currently in planning stages to participate in a collaborative project with Copenhagen Business School, a RME student survey that is designed to better understand the effect that business schools have on our students. In this longitudinal study, student attitudes towards (ir)responsible management behavior as well as students' self-efficacy beliefs are measured over the period of their study program to determine if and how this changes over time. We are currently in the process of navigating administrative details such as frequency of surveying, data protection and privacy requirements, as well as technical set-up and communication. Ideally, a first survey run will be conducted in winter term 2017/2018. Wide-spread adoption across all MCI business programs is planned for 2018.



## PRINCIPLE 6 | DIALOG

6

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

### MCI CONTRIBUTIONS TO GOVERNANCE AND WORKING GROUPS OF PRME CHAPTER DACH

Since February 2014, Johannes Dickel (MCI PRME coordinator) is a member of the steering committee of the PRME Chapter DACH (German speaking countries in Europe). MCI is involved in planning and realization of all major DACH chapter activities (regular chapter meetings, research conferences, strategy meetings, working group workshops, etc.).

#### PRME Chapter DACH Meetings 2016-2017



**Chapter DACH Meeting 2016** (November 10, 2016 at IMC University, Krems/Austria)



**Chapter DACH Strategy Meeting 2017** (April 6-7, 2017 at Reutlingen University/Germany)

**Chapter DACH Meeting 2017** (November 7-8, 2017 at University of Applied Sciences, Winterthur, Switzerland)

## **MCI ALUMNI & FRIENDS – PANEL DISCUSSIONS, BEST PRACTICE LECTURES AND DISTINGUISHED GUESTS**

The MCI Alumni Network promotes contacts, networking, and support for professional and personal development. Our series of panel discussions, best practice lectures, and distinguished guest presentations feature a cast of first-rate international personalities. The talks and discussions give rise to new impulses and facilitate exchange of knowledge and experience. The events are free for students, faculty, staff and alumni and are offered several times a month.



“Many of our distinguished guests, best practice speakers, and panel participants address topics such as sustainability, ethics, and social responsibility, and show students that these values are highly relevant in today’s society and business world.”

**Bettina Stichauner**  
*Head Alumni Services*

The following is a selection of panel discussions, lectures and events directly related to PRME relevant topics offered in the reporting period.

>> <https://www.mci.edu/en/alumni-friends/review>



**Sustainability as corporate strategy.** Economic approach for the future?

*Dr. Antje von Dewitz, CEO, VAUDE Sport GmbH, Tett nang / Germany*

**Rescuing Edward Snowden.** When information becomes a global threat.

*Robert Tibbo, Human Rights Lawyer, Hong Kong & Montreal*



**Respect, diversity, innovation.**

A new story of Europe.

*Annette Schavan, German ambassador to the Holy See, Rome*



**United Nations in progress.**

Aiming for a changing, peaceful and sustainable world.

*Natalia Gherman, Candidate for Secretary-General of the United Nations, New York*



**Diversity in tech companies.**

*Catherine Ladousse, Executive Director in Communications at Lenovo EMEA Paris*



**Europe in the world.**

*Romano Prodi, former Prime Minister of Italy and President of the European Commission*



**Development & sustainable economy.**

*Erich Harsch, Chairman of the Management Board at dm-drogerie markt GmbH & Co KG*

**When justice fails.** Guantánamo, Wikileaks, Snowden, Manning & Modern Society

*Nancy Hollander, International Criminal Defense Lawyer in Albuquerque, New Mexico*



**Women on their way to the top.**

„Pinkwashing“ or true cultural change?

*Claudia Große-Leege, Managing Director of the Verband deutscher Unternehmerinnen*

## SYMPOSIA, FORUMS & EVENTS SINCE 2015

The MCI has organized several symposia, forums, and other events addressing topics such as ethics, responsibility, social issues, and sustainability. Experts and executives from profit-oriented, non-profit and governmental organizations have shared dilemmas and possible solutions with students, faculty, alumni, and other interested guests. The following is a selection of recent symposia, forums and events.



The international symposium “Planetary Health – A Good Life for All?” will take place at the MCI Management Center Innsbruck on 22-23 November 2017, as part of the biennial symposium series “Global Social Responsibility”. The aim of this event is to introduce the planetary health concept and to discuss the meaning of “a good life for all”. On day one, challenges with regard to existing inequalities, the environment and post-growth strategies will be highlighted. Day two will focus on sustainable and healthy living, with breakout sessions in the afternoon allowing for more practical insights. Representatives from academia, civil society, politics, and the practice will be involved in presentations, panel discussions and breakout sessions.

>> [www.mci.edu/globalsymposium](http://www.mci.edu/globalsymposium)



Science and Responsibility (WuV - Wissenschaft und Verantwortlichkeit) is a joint initiative between the the Leopold-Franzens-University of Innsbruck, the Innsbruck Medical University, the MCI, and the Austrian Student Union (ÖH) Innsbruck. As an open forum, the platform enables and encourages discussion on scientific, ethical and social issues by organizing talks, discussion panels, film screenings, book presentations, and other events. Admission to WuV events is free and open to the general public. With a new program and focus every semester, the WuV is an important component of MCI's engagement with the public on issues related to science and responsibility.

>> <https://www.uibk.ac.at/wuv/>



### FEMTECH Network Meeting: Value through diversity

In June 2017, the MCI was host to FEMtech’s network meeting entitled “Value through diversity”, which discussed diversity as an economically relevant factor for organisations and businesses. Key questions addressed at the event included: How can we increase the role of diversity in management concepts? What are stakeholders to do? How does diversity impact organizational goals? What indicators can be used to measure value? A range of high profile speakers shed light on different aspects of this topic. The event also provided excellent networking opportunities for attendees.

>> <http://www.femtech.at/content/femtech-netzwerktreffen-vom-12-juni-2017>



### Healthcare in Europe – a safe haven? “Standard of care” from a multidisciplinary perspective

In cooperation with the Medical University Innsbruck and “ethucation”, the Leopold-Franzens-University Innsbruck, UMIT (the health & life sciences University), and with support of the European Association of Health Law, the MCI organized an international conference in September 2016 on the topic "Healthcare in Europe - a safe haven? ‘Standard of care’ from a multidisciplinary perspective." Conference participants and speakers debated aspects of ethics, law, policy, (bio) medicine, and economics.

>> <http://standardofcare2016innsbruck.mci.edu/home>

## organisational practice.

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students. At MCI, we are aware of the importance of practicing what we preach, and we know that authentic leadership for responsible management can only be provided through demonstrating that we live these principles ourselves. Over the past years, we have taken a number of steps to continue improving our internal processes and practices. Some examples are described in the context of the SDGs below.



“Continuous improvement of our internal processes and practices is an important agenda for the MCI. Many staff and students contribute ideas for improvements relating to sustainability, diversity, environmental and social responsibility.”

**Brigitte Auer**

*Head Quality Management, Personnel Development & Recruiting*



### Working group on gender equality, diversity and the advancement of women

In 2017, a working party involving both student and staff representatives was established to work on issues such as gender equality, diversity and the advancement of women at MCI. The working group is responsible for planning, developing and evaluating appropriate measures to support diversity, gender equality and the advancement of women. Strategies include awareness raising, events, and continuing education. As a specific example and under the auspices of the MCI Academic Council, guidelines with regards to the use of gender neutral language were developed and released in November 2017.



### Supporting staff health and well-being

At MCI, we are intent on maintaining and furthering the health of our people. There are a range of initiatives and regular offers designed to assist staff with maintaining a healthy life-style, e.g.

- Free participation in training sessions, e.g. yoga, healthy back
- Daily fresh fruit in all staff kitchens
- Regular availability of medical doctor at MCI, to advise staff on work related health issues
- Non-smoking campus environment
- Information and support for staff to quit smoking
- Project to evaluate staff perception of psychological stresses in the workplace and resulting measures to help staff reduce stress



### Going green events

As part of our responsibility for the environment, MCI is currently piloting the organisation of various events as certified „green events“. This certification requires event organisers to comply with a range of requirements, ranging from waste management, catering, sourcing of products, venue, mobility, social responsibility, and communication. When complying with these requirements, the event receives the label “Green Event Tyrol”.



The conference “Planetary Health – a Good Life for All” is our first pilot project. Pending the outcomes of this trial, we will endeavour to have our series of best practice and alumni talks certified as “green events”, with a view to extending this practice to all events we organise.

>> <http://www.greenevents-tirol.at/de/>

### Cycling for climate protection

MCI students and staff participated in the initiative “Cycling for climate protection”, a green initiative organised by Tirol Mobil. 62 MCI staff and students participated and cycled a total of 50,479 km over the period of the competition.

>> <http://www.tirolmobil.at/>

### Energy efficiency in our buildings

MCI Facilities Management has invested in a range of activities to make our operations more energy efficient and environmentally friendly. Initiatives in 2016/17 included:

- Exchange of 170 neon lights with LED lights to save energy
- Implementation of automatic shut-down of computers in computer labs overnight (saves energy, reduces heat emission)
- Integration of room booking system and air conditioning so that air conditioning starts automatically before room used and self-deactivates after
- Automatic deactivation of snack- and coffee vending machines, monitors and heating in buildings not used for a significant period of time
- MCI has also allocated additional officers to ensure more optimal waste management.



### Staff training and development

In addition to the quality education we offer to our students, MCI staff are also eligible and encouraged to continually participate in further education and training. MCI offers a comprehensive staff development program, covering topics such as health & safety, social skills, diversity, ethics, etc.

## key objectives towards 2019.

Objective	Strategies	Measures
<b>Increase awareness, attitudes and skills of responsible management and the SDGs amongst students and alumni</b>	<p>Continue offering "Winter School Business Ethics"</p> <p>Fully implement digital badge "Responsible management"</p> <p>Offer additional workshops and activities through the MCI Career Center</p> <p>Implement RME student survey in collaboration with Copenhagen Business School</p>	<p>Number of participants in relevant offerings and events</p> <p>Participant feedback</p>
<b>Increase PRME awareness, capability and integration into teaching practice across MCI faculty</b>	<p>Offer coherent staff development opportunities for PRME</p> <p>Integration PRME into induction training (in combination with AOL)</p> <p>Develop and disseminate cases and teaching materials relating to responsible management with and for lecturers in core subjects</p> <p>Create information materials about PRME for integration in various MCI induction events, platforms, and communications</p>	<p>Number of participants in relevant offerings</p> <p>Participant feedback</p> <p>Degree of use of teaching and information materials</p>
<b>Continue integration of responsible management competency development in curricula</b>	<p>Implement rubrics for AOL goals relevant to ethics and responsibility</p> <p>Continue regular measurement of relevant AOL goals across business programs</p> <p>Regularly review and continually improve outcomes of AOL measures</p>	<p>Rubric implemented</p> <p>AOL test results</p> <p>Changes implemented based on test results</p>
<b>Increase organizational and individual awareness and competence in research ethics</b>	<p>Develop resources and tools to be used in research ethics education and supervision of research projects and theses</p>	<p>Degree of progress with implementation of tools, processes, and practices</p>
<b>Continue collaboration with and contribution to DACH chapter</b>	<p>Participate in relevant meetings and chapter activities</p> <p>Contribute to working groups and implementation of outcomes</p>	<p>Number of meetings and exchanges</p> <p>Outcomes of various activities</p>
<b>Increase focus on SDGs in dialogue and collaboration with partners in business, industry and non-profit sector</b>	<p>Develop and deliver outreach activities including information campaigns in collaboration with existing centers and transfer activities</p>	<p>Number of activities, events and projects carried out</p> <p>Partner feedback</p>
<b>Support student engagement for PRME</b>	<p>Conduct regular meetings and exchange with MCI ÖH</p> <p>Develop joint initiatives where appropriate</p>	<p>Impact of joint initiatives</p>