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# SIP REPORT #1

Reporting Period 2015 – 2017

**PRME**

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

FHWIEN DER WKW  
UNIVERSITY OF APPLIED SCIENCES FOR MANAGEMENT & COMMUNICATION

August 2017



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## Executive Summary

FHWien der WKW, the University of Applied Sciences for Management & Communication, has been a pioneer in Corporate Responsibility since 2012. As one of the first universities of applied sciences in the German-speaking world, it includes Business Ethics and Corporate Governance as compulsory subjects in the curricula of all business management programs. In order to guarantee that these programs and all academic initiatives on the topic meet international standards, FHWien der WKW signed the Principles for Responsible Management Education (PRME) in 2015. The implementation of these principles guarantees a lasting transformation of FHWien der WKW into a higher education institution that educates managers to think and act in an economically, ecologically and socially sustainable way.

There are three main highlights of our work to implement PRME. The first is our position as Chair of the European MoC Chapter in 2016. One of the Chair's duties was to organize an international conference on the subject of »Business Ethics and Competitiveness in SMEs«. More than 120 conference participants attended, from twelve countries. Some of the international guests and lecturers included Laura Spence from Royal Holloway University in London, Marc Pfitzer from FSG (a consulting firm co-founded by Professor Michael E. Porter), and Craig Smith from INSEAD Business School.

Another highlight is that in 2016 we launched a three-year project called "Competence Team for Sustainable, Strategic & Opportunity-Oriented Management of SMEs" funded by the city of Vienna. This project aims to enhance the design and implementation of competitive solutions for responsible management in small and medium-sized enterprises. The close cooperation with partners from leading companies and internationally renowned universities brings the research results of the project into a direct application context and helps create new perspectives - also in teaching the topic.

Third, we organize a range of lectures, which address our students, teachers, employees as well as the international research community and representatives of different professional sectors. The CGBE Lectures series has promoted dialogue and debate particularly regarding economically, ecologically and socially sustainable business for several years. We also build up and maintain a strategic network of international university partnerships. The aim is to pursue long-term, sustainable cooperation and development in the areas of teaching and research.

This report is divided into six sections, based on topics from the six PRME principles. Each section demonstrates the implementation of PRME in all areas of FHWien der WKW, illustrated by relevant policies, procedures and activities during the past two years. FHWien der WKW aims to provide students with an outstanding academic education, and to provide businesses and the international community with application-oriented research. Innovative teaching concepts prepare students to assume responsibility for an economically robust society and teaches future managers and entrepreneurs the wherewithal to do well – and to do good.



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## Portrait of FHWien der WKW

In 1994 FHWien der WKW (University of Applied Sciences for Management & Communication) launched its first degree program in Tourism Management. It has continued to expand its academic programs ever since. In 2007, all diploma programs were converted to the international dual-level Bachelor's and Master's degree system. Today we offer a range of 17 Bachelor's and Master's degree programs in the fields of management and communication. FHWien der WKW's Center for Academic Continuing Education offers 13 additional continuing education study programs as well as an International MBA in Management & Communications.

### Quick facts:

- Founded in 1994
- Number of students: approx. 2,700
- Teaching staff: approx. 1,000
- Partner universities: over 100

### Students & Alumni

FHWien der WKW's student body numbered 2,750 in 2016. The proportion of female students was 57.4 %. A total of 771 students graduated in 2016, bringing the number of FHWien der WKW graduates over the past 22 years to a total of 9,285. The majority of our Bachelor's programs are available in two formats: either part-time or full-time, while all Master's degree programs are offered on a part-time basis. Classes take place mainly in the evenings during the week, but also at the weekend.

### Teaching Staff

In 2016 we had a total of 1,044 teaching staff (full-time and part-time) at FHWien der WKW. Over two-thirds of our instructors have a background in business, allowing us to offer outstanding university education, tightly woven with business practice. Our customized teaching and research allows us to prepare our graduates effectively for their careers while reflecting the needs of companies. FHWien der WKW works closely with businesses from diverse sectors. All students complete an internship, enabling them to put their acquired knowledge into practice.

### Bachelor's Degrees

Finance, Accounting & Taxation | Real Estate | Journalism & Media Management | Content Production & Digital Media Management | Corporate Communication | Marketing & Sales | Human Resources Management | Tourism & Hospitality Management | Management & Entrepreneurship.

All degree programs are taught in German. As of winter semester 2018/19, we will offer an English-language Bachelor's program in Corporate Communication.

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## Master's Degrees

Financial Management & Controlling | Real Estate Management | Journalism & New Media | Communication Management | Marketing & Sales Management | Leadership in Hospitality & Tourism | Organizational & Human Resources Development | Executive Management

All degree programs are taught in German. As of winter semester 2018/19, we will offer an English-language Master's program in Executive Management.

## Academic Continuing Education

International MBA in Management & Communications | Accounting | Retail Management | Industrial and Communications Psychology | Designing Digital Business | Integrated Facility and Energy Management | Leadership | Marketing and Sales Management | Video Journalism | Entrepreneurship

## About Us

We regard ourselves as an innovative higher education institution. Guided by the principle of lifelong learning, we have designed our degree programs to be active, flexible and future-oriented. Our services simplify university life and give students the chance to build networks and earn additional qualifications. Extras we have to offer include:

- Excellent infrastructure and IT services
- Our International Office: Center for International Education & Mobility (CIEM)
- Alumni&Co, an active network at FHWien der WKW
- A well-stocked library, which supports our research and teaching staff as well as our students

Internationalization is extremely important to us. By offering a wide range of international activities, we want to align teaching, research and corporate culture, in order to match and exceed the requirements of the global labor market. International activities include:

- Participating in international research and development projects
- Faculty and student mobility: Erasmus program, collaboration with non-EU countries, summer sessions abroad
- International networking with universities to conclude exchange agreements and double degree agreements
- Internships abroad
- Internationalization of the curriculum by offering an extensive range of English-language courses as well as the integration of international content and teaching methods in degree programs

Ownership of FHWien der WKW is shared equally between the Vienna Economic Chamber (Wirtschaftskammer Wien) and the Vienna Business Fund (Fonds der Wiener Kaufmannschaft).

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## Letter of Continued Commitment

FHWien der WKW, the University of Applied Sciences for Management & Communication, is one of Austria's leading business schools. We promote faculty research on responsible business practices and offer an increasingly broad array of courses that reflect our commitment to value-based decision-making in business.

Our commitment to the maxims of the U.N.'s Principles for Responsible Management Education (PRME) is reflected throughout our curriculum, our faculty research and demonstrated by the many successful collaborations. People from academia and business come together at FHWien der WKW to pursue the following two goals: to provide our students with an outstanding academic education, and to provide the economy and international community with application-oriented research.

Learning with and from each other is central to what higher education means to us. This approach calls for equality and respect for each other at all levels. We prepare our students so that they can take on responsibility for an economically productive society. We promote value-based decision-making in business by engaging stakeholders in dialogue inside and outside the classroom and by "practicing what we preach."

Guided by the principle of lifelong learning, we have designed our degree programs to be active, flexible and future-oriented. The success of the FHWien der WKW and its graduates is thanks to the following guiding principles:

- Science and learning
- Quality and service focus
- Partnership and trust

We are proud to work with other institutions that share our goals. Sharing this report on progress in implementing PRME should facilitate the exchange of effective practices and, thereby, contribute to promoting responsible management education.



Michael Heritsch

Chief Executive Officer

## Principle 1 | Purpose



*“We will develop the capabilities of students to be future generators of sustainable value for business and society at large and work for an inclusive and sustainable global economy.”*

FHWien der WKW promotes awareness among students about the relevance of an economically, ecologically and socially sustainable and inclusive economy, and facilitates skills for their activities as future managers and entrepreneurs. We regard ourselves as an innovative higher education institution. The support we provide our students and the practical relevance of our teaching lay the foundations for our graduate’s successful career paths. Thus, our mission statement has recently been further developed with an increased focus on activities that support and spread good, sustainable, and globally responsible business practices and essential leadership skills.

### Center for Corporate Governance and Business Ethics

As with other leading Business Schools, Business Ethics has been integrated into the curriculum at FHWien der WKW. In cooperation with leading Austrian corporations, the first Endowed Chair of Corporate Governance & Business Ethics was established at FHWien der WKW in 2012. Following this, the Center for Corporate Governance & Business Ethics (CGBE) was established in 2014. The Center takes into account the increasing need for sustainable business and international standards in teaching and research.

Courses on Corporate Governance & Business Ethics are integrated into all of the management Master’s programs at FHWien der WKW and our researchers are also engaged at other international universities. A large part of CGBE’s work is carried out in close collaboration with international universities, NGOs, government agencies and leading domestic and international companies. This exemplary partnership model makes a significant contribution to the training of future business leaders.

The team works in an interdisciplinary manner and carries out basic-research projects, generates case studies and transfers the results of their research in application-oriented contexts. Currently the team is working on projects with the following areas of focus:

- Business Strategy and Corporate Governance
- Political Corporate Social Responsibility
- Business Ethics for Small And Medium-Sized Enterprises
- Relationship between Theory and Professional Practice in Business Sciences
- Academic Governance Issues
- Compliance, Security and Collective Action

## **Curriculum Development**

In 2016 we launched an extensive project called FHWien 2020, designed to help our organization prepare for the future. We have planned a number of strategic steps, such as the development of degree programs in the fields of management and communication, and the ongoing internationalization of research and academics. To realize these steps, FHWien der WKW has initiated a multi-year internal program focusing on curriculum development, the promotion of e-learning, internationalization, and improvement of our infrastructure, as well as organizational, structural, and cultural issues.



## Principle 2 | Values



*“We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.”*

Diverse, engaging and meaningful – these values symbolize our work at FHWien der WKW. They emerged from an intense discussion that has been ongoing for the past years. They drive us, motivate us and bind us together.

- Diverse

We see diversity as a strength: It embodies a vast potential for ideas. Our team consists of capable people of different ages, job background and ethnicity. We all make a valuable contribution to the success of our university. Our teamwork is characterized by trust, respect and high regard for one another. It is important to us that we are all able to balance the relationship between private life and working life.

- Engaging

We teach, conduct research and exchange knowledge and experience, while working behind the scenes of FHWien der WKW in the most varied job areas. The close-knit network of partnerships and collaborations guarantees that course content is up-to-date and that modern teaching methods are used.

- Meaningful

Students at FHWien der WKW profit from our wealth of experience and expertise. We teach and conduct research so as to answer the pressing questions of our time. The results of our academic work feed into teaching and therefore benefit the students directly. The practical suitability of our research manifests itself in the close collaboration with businesses and the great demand for our expertise.

### Code of Conduct

The principles of hard work and of a professional framework for cooperation with others are the cornerstones of sustainable performance at the University of Applied Sciences for Management & Communication. Clearly defined rules of conduct not only strengthen ties between employees and their university but also deepen the trust of students and others at the University of Applied Sciences for Management and Communication. Hence, last year our Code of Conduct was developed further. It applies to all employees of FHWien der WKW and lays down our guiding principles, values, commitments and standards.

### **Real Estate Bachelor's Program receives RICS certification**

RICS (The Royal Institution of Chartered Surveyors) is a worldwide professional association of specialists from all areas of real estate management. It governs and supports the profession by means of high standards and a strict ethics. All members must demonstrate that they:

- Act with integrity
- Always provide a high standard of service
- Act in a way that promotes trust in the profession
- Treat others with respect
- Take responsibility

Our Real Estate Bachelor's program is accredited by the RICS as it meets the Association's high quality requirements. This in turn facilitates access to international networks. FHWien der WKW's Department of Real Estate Management is a pioneer of such accreditations among universities of applied sciences in Austria.

### **Project for Refugees: FHWien der WKW Helps**

As the refugee crisis that affected Austria and Europe in the summer of 2015 unfolded, all of us reacted not only by showing sympathy, but also with a desire to help. The open dialogue and outstanding team spirit we enjoy here at FHWien der WKW inspired us to launch the »FHWien der WKW Helps« initiative. »Understanding why refugees are fleeing – raising awareness – practicing integration« swiftly became the initiative's slogan.

This meant our faculty and staff taking on responsibility and assuming the key function of role models. Their involvement was voluntary, and the time they gave was their own. A core team of ten faculty and staff members met regularly in 2015/2016 to communicate, plan projects, and generate ideas.

Measures spearheaded by the initiative included a series of events at FHWien der WKW involving high-profile experts, German courses in cooperation with Diakonie Austria (an NGO specialized in this area), and a student project to collect donations.

### **Internationalization**

FHWien der WKW considers itself a higher education institution with a cosmopolitan and international focus. This understanding is reflected in the organization's strategy, in which internationalization is of great importance. Our internationalization strategy includes:

- Building up and maintaining a strategic network of international university partnerships
- Student and faculty exchange
- Joint research and education projects
- Double degrees

We pursue long-term, sustainable cooperation and development in the areas of teaching and research. By promoting internationalization, we attain our goal of preparing students for international labor markets. We also encourage the intercultural competence of students, faculty and staff to assume responsibility for an economically robust society.

## **Gender Mainstreaming & Diversity Management**

When it comes to promoting gender and diversity issues, universities play an outstanding role in society. They have a special responsibility in terms of generating and disseminating knowledge. However, this approach requires a high degree of equality and respect on every level to be effective.

At FHWien der WKW, one-day seminars on the topics of diversity and gender take place each year in-house. Attendance is mandatory for staff members from a range of departments and functions. Seminars will continue to be held with the aim of sensitizing every member of faculty and staff in gender and diversity issues. As an educational institution, we take on a significant responsibility for implementing social changes and have therefore made supporting equality a high priority.

Gender Mainstreaming is embedded in all departments and FHWien der WKW has established a representative for Gender & Diversity. The role of this officer includes counseling and mediation, e.g. in cases of concerns such as care obligations and alternative testing methods for students with disabilities or chronic diseases. Practical solutions are generated for a variety of problems in the daily lives of students, faculty, and staff.

FHWien der WKW has also set up an Ombuds Office to ensure quality. The Ombuds Office is the first point of contact for questions or concerns of legal matters. Students and staff can also contact the Ombuds Office with issues when all other official channels have been exhausted.

## **University & Family Audit**

In 2012, FHWien der WKW was awarded the University and Family Audit for the first time. In 2015, it was re-audited and now has certification until 2018.

The University and Family Audit serves to raise awareness of family issues in university policies, promoting a balance between the needs of the university, staff, and students. In the interest of internal and external quality assurance, a meeting with an external auditor and the internal project group is arranged each year to evaluate the agreement and its measures. This agreement comprises the majority of gender and diversity measures.

To guarantee the manageability of completing our degree programs, systematic assessments provide an overview of the respective workloads. Moreover, e-learning is used to a larger extent, which offers our students more freedom to balance university studies and other commitments.

## Principle 3 | Method



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

### Teaching Corporate Responsibility

At FHWien der WKW ethics and values are taught throughout the curriculum. We emphasize values and demonstrate how those values can be implemented generally. We teach ethics and responsibility as a general mindset and not as an abstract theory.

To better prepare graduates for their career launch or next career move, FHWien der WKW has designed its curricula following a modular, competency-based approach. This reflects both business-world demands and international trends in university education. Large, transparent modules lay the foundation for curricula. These modules enable academic content to be placed in a big-picture context and stimulate students to develop their lateral thinking skills. Curricula are designed in accordance with skills-based learning. As these changes have a far-reaching impact on the teaching methods employed in courses, numerous modules use active forms of learning such as exercises, simulations, case studies and projects. Special emphasis is placed on the use of online learning platforms and e-learning methods. FHWien der WKW offers comprehensive and practically relevant academic education, and a wide array of part-time degree programs allow also those in full-time jobs to gain a high-quality academic degree.

FHWien der WKW develops teaching concepts, materials, processes and environments, which enable effective learning experience in the area of Responsible Management with regard to economically, ecologically and socially sustainable inclusive business.

Achievements in curriculum integration in the field of corporate responsibility and sustainability:

- Business ethics courses are already fully integrated in all Business Master's programs.
- Participative teaching methods and working with teaching case studies are characteristics of the designs of our business ethics courses.
- Our business ethics teaching is complemented with frequent lectures by internationally renowned academics and leading representatives from the private sector, public institutions, non-profit- and non-governmental organizations.

### Giving Voice to Values

Giving Voice to Values (GVV) is an innovative approach to values-driven leadership development in business education and the workplace, pioneered by Dr. Mary C. Gentile. In April 2017, Markus Scholz (Head of the Center for Corporate Governance and Business Ethics) was named European Ambassador of GVV. Consequently FHWien der WKW became the European Hub and is the European competence center for GVV. We plan to undertake research in this area (e.g., surveying students and business leaders), create case studies in collaboration with Mary Gentile and offer teaching sessions for

students both from within and outside of our university. We will also offer tailored GVV courses for entrepreneurs, business leaders and other decision makers, as well as faculty development for schools and educators who want to use the GVV methodology.

GVV was originally launched by the Aspen Institute with the Yale School of Management. From 2009 - 2016 it was housed at Babson College and is now hosted by the UVA Darden School of Business. Drawing on actual experience and scholarship, GVV fills a long-standing critical gap in the development of values-centered leaders.

GVV is not about persuading people to be more ethical. Rather GVV starts from the premise that most of us already want to act on our values, but that we also want to feel that we have a reasonable chance of doing so effectively and successfully. This pedagogy and curriculum are about raising those odds. Rather than a focus on ethical analysis, the Giving Voice to Values (GVV) curriculum focuses on ethical implementation and asks the question: "What if I were going to act on my values? What would I say and do? How could I be most effective?"

### **Highlights of Programs and Courses Dedicated to Teaching PRME Related Topics**

#### **BA Finance, Accounting & Taxation:**

- Value based controlling: comparison of shareholder value. vs stakeholder value

#### **BA Real Estate:**

- Sustainability; environmental protection

#### **BA Corporate Communication:**

- Module Public Relations: miscellaneous code of ethics in PR; case studies
- Module NPO Communications: ethics; case studies; moral consciousness; social campaign
- Module Integration & Interconnection: reflection about the ethics in communication business

#### **BA Management & Entrepreneurship:**

- Sustainable business
- Controlling: understanding for corporate environments; requirements for sustainability

#### **MA Leadership in Tourism & Hospitality**

- Sustainability; ethics, tourism in developing countries; environmental protection

#### **MA Real Estate Management:**

- Sustainability in engineering, facility management, financing and evaluation of buildings; environmental protection

#### **MA Communication Management:**

- Module Corporate Governance & Business Ethics: sustainability; NPO communication
- Module Online Communication & Social Media: data privacy; data security
- Module Public Relations: miscellaneous code of ethics in PR
- Module Cross Cultural & Diversity Management

#### **MSc Marketing and Sales Management:**

- Strategic Marketing: ethics; CSR; ethical; responsible leadership
- Marketing & Sales Strategies: strategies of NPOs

**MSc Leadership:**

- Soft skills; capability to reflect; responsible management; HR; ethics; sustainability

**MSc Accounting:**

- Strategic controlling; understanding for corporate environments; CSR; requirements for international qualifications; leadership

**MSc Designing Digital Business:**

- Sustainable customer relationship management; leadership responsibility

**MSc Entrepreneurship:**

- Sustainable livelihood of a company; business planning; leadership

**MSc Integrated Facility and Energy Management:**

- Technology and management competence from the perspective of ecology and sustainability

**MSc Retail Management:**

- Economics, ethics, resource management

**MSc Industrial Communications Psychology:**

- Ethics; responsible communication

**MBA in Management & Communications:**

- Ethical leadership

**Student Projects Dedicated to PRME Related Topics**

Students of FHWien der WKW regularly collaborate with high-profile Austrian businesses during their studies. In these projects, corporate partners from diverse industries commissioned our students to carry out practical assignments. You will find some examples dedicated to teaching PRME-related topics below:

- As part of the undergraduate Project Management course for the Department of Management & Entrepreneurship, a donations drive for the Diakonie Austria Refugee Service was organized in order to equip and furnish refugee housing. The call to donate useful materials was sent out to students, alumni, lecturers, and staff at FHWien der WKW.
- Students of the Department for Journalism & Media Management investigated how civil society integrates refugees in the municipality of Eichgraben in Lower Austria. The project was part of the lecture "Investigative Journalism" by Florian Klenk, editor-in-chief of the city magazine Falter. "For example Eichgraben" was developed in a week of journalistic field research. The result is a colorful collage of video, audio, text and multimedia about asylum policy in daily life.
- Students from the Department for Communication, Marketing and Sales developed a volunteer project: once a week the students offer tutoring for youths from the TIW association (a non-profit organization whose target group is disadvantaged young people). The tuition serves to improve the school skills of the youths and thereby increase their chances on the labor market.

- In collaboration with the Lower Austrian branch of the Austrian Red Cross, students from the Department of Management & Entrepreneurship delivered an innovative event redesign to attract blood donors.

### **Support from the Writing Center**

The Writing Center supports students writing their Bachelor's and/or Master's thesis. The relation to the six principles of PRME are as follows: Writing skills are important for higher education but beyond this, they are the key to personal development and lifelong learning. When it comes to reading and writing, students learn to read scientific papers, to understand scientific arguments, to solve complex problems on their own, to communicate with their readers and to think in an analytical manner. Academic writing is directly related to academic thinking. The aim of the Writing Center is to encourage students to develop independent and creative thoughts. The ability to write gives students the opportunity to become part of the international research community. The main purpose of teaching writing is to make students fit for their professional career. In addition to academic competences, the ability to write is also required in professional life. In a knowledge-based society, the most important challenges are in dealing with complex information and in having good rhetorical and communication skills. The ability to read and write well gives students the opportunity to do substantial research and to make a distinction in their future work environment.

### **Support from the Competence Center for E-Learning**

The Competence Center deals with all matters relating to technologically enhanced teaching and learning. Innovative teaching and learning settings take the strategic orientation of FHWien der WKW into account and are also in the spirit of PRME. E-Learning allows us to meet the increasing demands of flexible and individual learning needs: Moodle is a learning management system that serves as our main learning and communication platform. A virtual classroom is available for all modules, here didactic scenarios such as blended learning or inverted classroom can be implemented and a student-centered approach can be used for higher education teaching. Different types of learners and their needs are catered for by using training videos and web 2.0 tools. The Competence Center for E-Learning keeps an eye on current developments and trends to sustainably improve higher education teaching.

## Principle 4 | Research



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

### Research Achievements in the Field of Corporate Responsibility and Sustainability

For over ten years, research has played a fundamental role at FHWien der WKW. Although research activities were initially characterized as being individual projects, over the last years larger research areas have emerged and research teams have been formed, both of which are continually being revised and updated to meet changing requirements.

Research findings also make up a part of the collaboration between FHWien der WKW and its corporate partners, by making our practice-oriented expertise available to the business world. We have grouped our competencies into research areas in order to act competently, flexibly, and in a solution-oriented manner.

In line with our new strategy of becoming an innovation driver, existing research areas were shaken up in 2016, and research personnel were reshuffled and reassigned to research clusters. Thus a separate entity was established in which specialized research on key topics is performed, operating in parallel to the Departments' regular research activities.

Existing research centers and successful research projects conducted by individual departments were consolidated into a new research cluster known as »SMEs and Family Businesses«. The cluster delivers application-oriented research findings directed at small and medium-sized enterprises, and family businesses with a focus on the areas of competitiveness, strategic management, and entrepreneurial responsibility.

Research and development is undoubtedly a decisive factor for innovation-based, competitive businesses. FHWien der WKW also views research as an innovation driver for the development of the university itself.

Examples of major research achievements in the field of Corporate Responsibility and Sustainability are as follows:

- Renowned corporate partners representing a rich sample of Austria's economic landscape have been won as sponsors for research development in the field of corporate responsibility and sustainability
- Regular exchange with our corporate partners ensures that transfer between theory and practice enriches our work and enhances our impact
- The results of our research activities are published in leading journals, edited books or as monographs.
- Research results are made available to a broad group of stakeholders, transferred into application-related contexts and into industry projects, especially with SMEs.



- This process makes it possible to give relevant and robust practical recommendations to private companies, public institutions, non-profit- and non-governmental organizations.
- The consolidation of the Center for Corporate Governance and Business Ethics, especially the advancement of its visibility as a hub for networking, is key to advancing knowledge development with companies in the field of corporate responsibility and sustainability in Austria.

### Case Studies on Responsible Management with Austrian SMEs

Since February 2016 the new “Competence Team for Sustainable, Strategic and Opportunity-Oriented Management of SMEs” (CR4SME) has focused on sustainable as well as competitive solutions for ethically responsible governance and business activities. In cooperation with partners from leading companies and internationally renowned universities, the competence team is developing a framework to evaluate the implementation of responsible management of SMEs. The research project is results-driven and funded by the city of Vienna.

In the first few months of the project, the research team developed a model for the diagnosis of sustainable management in SMEs - based on the latest scientific results and together with experts in this field. In the current research phase, the team is working on a comprehensive picture of the research area, based on eight case studies. The Competence Team supports the participating SMEs by identifying their strengths and development potential as well as the starting points for possible strategic measures. In return, the participating SMEs provide feedback on the effectiveness of the methods used. This close collaboration brings the research results of the project into a direct application context and helps create new perspectives.

Participating companies are as follows:



### Active Academic Exchange in the Field of Corporate Responsibility and Sustainability

FHWien der WKW supports the advancement of interdisciplinary cooperation as well as public debates and dialogue with practicing professionals on contemporary topics in the field of Corporate Responsibility and Sustainability. As these projects often require interdisciplinary approaches involving active exchanges with a range of national and international industry partners, we work in close collaboration with leading Austrian and international companies as well as internationally renowned universities such as the University of St. Gallen, Leibniz University of Hannover or the Wharton School of the University of Pennsylvania.

Since January 2017, Prof. Dr. Nikos Passas has been a Visiting Professor at the Center for Corporate Governance and Business Ethics. He researches and teaches on company regulation, ethics, compliance, security and Collective Action. Nikos Passas is professor of criminology and criminal justice and co-director of the Institute for Security and Public Policy at Northeastern University (Boston). He advises international organizations (UN, EU, OECD, IMF, World Bank) and governments from all continents.

### Highlights of Recent Publications on PRME Related Issues

De los Reyes, G., Scholz, M. & Smith, N.C. (2017): "Beyond the Win-Win": Creating Shared Value requires Ethical Frameworks. In: *California Management Review*. Vol. 59/2. 142-167.

Faseli, F. (2015): An Analysis of Sustainability Reporting of Companies Listed on the Austrian Stock Exchange (ATX). In: *International Journal of Business and Management Studies*. 3/2, 493-498.

Gonser, N. & Rußmann, U. (2017) [eds.]: *Verschwimmende Grenzen zwischen Journalismus, Public Relations, Werbung und Marketing*. Wiesbaden: Springer VS.

Ortiz, D. & Huber-Heim, K. (2017): From information to empowerment: teaching sustainable business development by enabling an experiential and participatory problem-solving process in the classroom. In: *The International Journal of Management Education*, Vol. 15, 318-331.

Pittner, M. (2015): Media Coverage of private brands in the ecological segment. In: *International Journal of Arts and Sciences*, 8/4, 441-448.

Pittner, M. (2017): *Consumer Segment LOHAS. Nachhaltigkeitsorientierte Dialoggruppen im Lebensmitteleinzelhandel*. Springer Essentials. Wiesbaden: Springer Gabler.

Scholz, M. & de los Reyes, G. (2015): *Creating Shared Value: Grenzen und Vorschläge zur Weiterentwicklung*, In: *Zeitschrift für Wirtschafts- und Unternehmensethik*, Vol. 16 (2), 192-202.

Scholz, M. & Fink, M. (2017/forthcoming): [eds.]: 'He who pays the piper calls the tune? Potentials and Threats of Third Party Funding of Academic Research in Europe', *Review of the Managerial Science*.

Wala, T. & Groblschegg S. (2016). *Kernelemente der Unternehmensführung*. Wien: Linde, 1. Aufl.

Winkler, P., Etter, M., & Castelló, I. (2017/forthcoming): From ambiguous aspirations to emergent strategies. Strategizing the constitutive view on corporate social responsibility communication. *Business & Society*.

## Topics of Relevant Bachelor's and Master's Theses

The following table displays topics / titles of Bachelor's and Master's theses that approach the field of Corporate Responsibility and Sustainability. The theses are mainly in German.

<i>Handel(n) mit Verantwortung: Die Zusammenarbeit von Lebensmittelhandel und Sozialmärkten bei Sortiment und Logistik, mit Schwerpunkt auf die Caritas Einrichtung LeO</i>
<i>Der Einfluss des „informierten Patienten“ auf die Kommunikation zwischen Allgemeinmediziner und Patient</i>
<i>Sustainability Management“ in burgenländischen KMU</i>
<i>Die Auswirkungen von CSR auf das KonsumentInnenverhalten im österreichischen LEH</i>
<i>Ethische Grenzen von Guerilla Marketing Maßnahmen für NPOs</i>
<i>Corporate Social Responsibility and Greenwashing</i>
<i>Die Bedeutung von CSR für die Unternehmensreputation im Spirituosensektor</i>
<i>Gesellschaftsbezogene PR &amp; Journalismus: Theoretische Analyse strategischer Kommunikation abseits ökonomischer Organisationsziele</i>
<i>Nachhaltig, ressourcenschonend und ethisch korrekt Wirtschaften: Eine theoretische Arbeit mit Fokussierung auf die Lebensmittelindustrie</i>
<i>Biofisch kommuniziert: Eine literaturbasierte Konzeption einer möglichen Kommunikationsstrategie für einen ökologischen Lebensmittelproduzenten mit Direktvertrieb</i>
<i>Die Bedeutung von Social Media für die Kommunikation von CSR</i>
<i>CSR als Kaufanreiz im Automobilsektor</i>
<i>Public Relations-Kodizes im Unternehmen</i>
<i>Kaufen mit Sinn: Cause-Related-Marketing-Kooperationen mit namhaften Unternehmen in Bezug auf das Spendenverhalten der Österreicherinnen und Österreicher aus Sicht von NGOs</i>
<i>Die Dialektik der Social Media Nutzung. Der Einfluss von Social Media auf das Gesellschafts- und Konsumverhalten von User_innen aus Sicht der strukturalen Psychoanalyse.</i>
<i>Politik und Personal Branding in Social Media. Eine theoretische Arbeit zu personalisierten Marken und Images populistischer PolitikerInnen in Web-2.0-basierten sozialen Netzwerken</i>
<i>Die Bedeutung von Verbraucherwerbung für den Kaufentscheidungsprozess in der Pharmaindustrie</i>
<i>Diversity-Management in der Flüchtlingskrise. Maßnahmen der internen Kommunikation zur erfolgreichen Integration von Flüchtlingen in österreichischen Unternehmen</i>
<i>Die Optimierung von Fundraising-Strategien von Non-Profit-Organisationen unter besonderer Berücksichtigung von Werbegeschenken in Mailings</i>
<i>Bedeutung von Sponsoring als Instrument der Corporate Social Responsibility, in Hinblick auf Glaubwürdigkeit und Relevanz.</i>
<i>Barrieren in der integrierten CSR-Kommunikation</i>
<i>The Importance of Influencers for Brand Management in the Social Web - an Empirical Study on the Example of Renewable Energies</i>
<i>"Attention GEN Y - Erfolgsfaktor Mitarbeiter" Einflussfaktoren zur Bindung der Generation Y innerhalb der 5*Hotellerie am Beispiel des internationalen Hotelkonzerns Marriott International in Wien</i>
<i>Evaluation of the Success of Coaching. Development of an Evaluation Tool for the Coaching Activities of the Airbus Group</i>
<i>Risikomanagement im öffentlichen Sektor - Konzeption eines internen Kontroll- und Risikomanagements für einen europäischen Energieregulator</i>
<i>Die Umsetzung, Akzeptanz und Einhaltung der Corporate Governance - Vorschriften und der Einfluss auf den wirtschaftlichen Erfolg</i>
<i>Die österreichische Privatstiftung als Instrument zur Sicherung von Werten in Familienunternehmen</i>
<i>ISO 26000 und ONR 192500. Mit Zertifikaten zu mehr Corporate Social Responsibility.</i>
<i>Auswirkungen des Eco- Management and Audit Scheme (EMAS) auf den Markenwert am Beispiel verschiedener Biermarken in Österreich</i>
<i>Analyse von Marketingstrategien für Elektroautos und Identifikation von Kaufentscheidungskriterien</i>
<i>Cause-related Marketing als CSR-Instrument in der Luxusgüterbranche</i>
<i>Unternehmenskommunikation von Social Businesses</i>
<i>CSR Pharmakommunikation 2.0</i>
<i>Shared Value im FMCG Bereich</i>
<i>CSR PR in europ. Großunternehmen</i>
<i>Compliance, Green Controlling; Sustainability Controlling; Integrated Reporting</i>

## Principle 5 | Partnership



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

Close cooperation with business is a critical success factor for FHWien der WKW. Approximately two thirds of our teaching staff have a background in business, which means that our students are on the one hand well-prepared for the labor market and that on the other hand, our degree programs are strongly oriented to the requirements of the labor market.

At FHWien der WKW, we investigate a range of theoretical problems together with international researchers. Our findings are made available to different stakeholders - from private companies, to public institutions, non-profit- and non-governmental organizations. This process helps us to provide relevant recommendations to support successful industry projects.

We see ourselves as a hub between researchers and representatives of practicing professions. We organize a range of events that are addressed both to the international research community as well as to representatives of different professional sectors. Together this creates an impact beyond the scientific community and into civil society.

### Corporate Partners

FHWien der WKW works closely with companies and professionals. We keep an eye on the professional practice of companies and take care to maintain dialogue with them. To improve this, the corporate partners committee was established in 2011. About 20 managers from different companies are invited every year to give feedback about the main developments at the university, to get involved in research projects, and to finance particular parts of research carried out by the university.

Committee members are invested in the development of our university of applied sciences and support us whilst taking a critical, yet friendly outside perspective, as well as providing us with their expertise and making clear the expectations they have of graduates. The partner committee thus serves as a crucial liaison between FHWien der WKW and the business world.

We regularly participate in the exchange of knowledge with our corporate partners. We also offer exclusive insights into the newest developments in research, development and teaching. The corporate partners' input and participation guarantees the quality and business relevance of our various public events which are addressed to students, graduates and/or the general public, depending on the subject area and format.

## **Alumni&Co**

Alumni&Co is FHWien der WKW's network for students and alumni. Our activities particularly focus on the topics of career and networking. Establishing a strong network of students is one of our main achievements. A well-prepared, yearly plan full of extra-curricular lectures, company visits and social events help our members to keep in touch with each other and work on their personal network for future career steps. Alumni&Co has existed since 2006 and has about 600 active members. Two thirds of them are alumni and one third are students.

With our work, we also strengthen partnerships with companies and professionals when they get involved in our alumni program or if they support us as a partner with special benefits or as financiers. Good dialogue between the university and alumni is facilitated by Alumni&Co. This is an important achievement and will remain one of our ongoing objectives. Other objectives include increasing the number of Alumni&Co members, retaining the high quality of our alumni program, enhancing further collaboration with companies and professionals and making the network more visible.

## **Cooperation with "Transparency International" on Academic Governance Issues**

In order to guarantee the independence of science and teaching, clear rules are needed for the financing and management of universities. This is why, under the direction of Markus Scholz (Center for Corporate Governance and Business Ethics) the Transparency International Working Group on "Academic Governance" was established for representatives of all interested stakeholders (including ministries, universities and private third party donors).

## **Membership in the Sustainability Centres Community**

The Network for Business Sustainability (NBS) is a powerful and growing network of international academic experts and business leaders. NBS enables business sustainability by fostering collaboration and co-creating knowledge through research and practice. The Center for Corporate Governance & Business Ethics is an active member of the Sustainability Centres Community, a sub-organization of NBS.

## **Tourissimus**

Every year the Austrian Society for Applied Research in Tourism and Leisure (ÖGAF) arrange the Austrian Tourism Research Award "Tourissimus". Prizes are awarded to extraordinary Bachelor's and Master's theses in three categories "Cities and Destinations", "Sustainability" and "Tourism Economy". The competition aims to promote knowledge transfer between educational institutions and the tourism industry as well as honoring outstanding student performance. Prize money is donated by the Vienna Tourist Board, the Austrian Hotel and Tourism Bank and TUI Austria.

In 2016 the award ceremony took place at FHWien der WKW and was dedicated to the topic of "Sustainability": The event combined innovative lectures on the topic of sustainability in tourism and gastronomy with a buffet with sustainable food and Viennese organic wine.

### **Project in Cooperation with GlaxoSmithKline: Dealmaking for Social Impact**

This course gives students the opportunity to consult with the pharmaceutical company GlaxoSmithKline Austria (GSK), in a three-way partnership between FHWien der WKW, George Washington University (GWU), and GSK. The participating FHWien students conduct their own consulting projects in small groups, together with students from George Washington University, who will come to Austria for a one-week trip at the end of June 2017. Together they are responsible for developing fresh perspectives that GSK can consider and potentially implement so as to innovate in a socially responsible way in their business areas. In preparation of this, Professor Markus Scholz has prepared the FHWien students to apply two managerial frameworks that will guide their work for GSK. The students from GWU have received an identical training by Professor Gastón de los Reyes.

### **Project in Cooperation with BOKU: Integration of Refugees through Apprenticeships**

In rural areas, there is little adequate housing for the sustainable integration of asylum seekers, but many, partly dilapidated buildings, which have a good building structure but are not economically viable. A project conducted by the University of Natural Resources and Life Sciences (BOKU) in cooperation with the Department of Real Estate Management (IMMO) at FHWien and funded by the Federal Ministry for Europe, Integration and External Affairs of Austria aims to create structures, in which asylum seekers refurbish these buildings for their families under professional guidance. The objective is to involve them in the labor market on the one hand and to enable them to be integrated through cooperation with local businesses on the other hand. For municipalities, value is created through the preservation of the cultural values of the buildings and active integration. In a feasibility study, labor market-relevant and socioeconomic structures within spatial planning and constructional conditions will be analyzed and concrete recommendations for further implementation will be given. BOKU will examine spatial planning aspects, while IMMO will deal with the commercial and juridical issues and will develop possible financing and legal design models.

### **Project in Cooperation with FUTOURIS: Sustainable Meals on Vacation**

The Sustainable Meals on Vacation project, commissioned by FUTOURIS (an association that promotes sustainable tourism), was successfully conducted by the Department of Tourism Management at FHWien together with the Modul University. The concept of sustainable meals was defined on the basis of a thorough literature review. It was revealed that sustainable food is a multi-faceted topic which may be divided into five dimensions: economy, ecology, society, health, and culture. Following this, the project examined how tourism operators design and implement sustainable menus. Based on check-lists, 23 interviews were carried out with hotels and cruise ships in two vacation destinations (Gran Canaria and Antalya), as well as a survey of package tourists. A total of 8,000 people were asked about their vacation eating habits, revealing that sustainable meals are important for almost 40 % of vacationers. Findings were compiled in a project report as well as a practical handbook.



## Principle 6 | Dialogue



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

### CGBE Lectures

One purpose of the Center for Corporate Governance and Business Ethics is the advancement of interdisciplinary discourse regarding economic and corporate ethics. Since 2012, we have been organizing the CGBE Lecture series on a regular basis. Frequent lectures from internationally renowned academics and leading representatives from different industries convey knowledge from theory through to practice.

The CGBE Lectures in the spring and fall semesters of 2015-2017 hosted numerous internationally respected researchers and business experts as guest speakers at FHWien der WKW. Students and external guests were treated to talks on current topics from the fields of business ethics, corporate governance, CSR, and sustainability:

- 2017 Prof. Dr. Florian Wettstein, Director of the Institute for Business Ethics (University of St. Gallen), **‘Corporate Human Rights Responsibility: A Business Ethics Perspective’**
- Prof. Dr. Timo Meynhardt, Managing Director of the Center for Leadership and Values in Society (University of St. Gallen), **‘Public Value: Common Good Wins?’**
- Dr. Brigitte Mohn, Executive Board Member at Bertelsmann Stiftung, **‘Is Return Everything?’**
- Mag. Georg Kapsch, CEO Kapsch AG and Head of the Federation of Austrian Industries, **‘Corporate Responsibility’**
- 2016 Prof. Dr. Michael Aßländer, Professor of Business Ethics, TU Dresden, **‘CSR zwischen ethischer Theorie und ökonomischer Praxis – eine kritische Bestandsaufnahme’**
- Mag. Walter Hatak, Bankhaus Schelhammer & Schattera AG, **‘Ethical Investment’**
- Mag. Elisabeth Wenzl, CEO of Familie & Beruf Management GmbH, **‘Familienfreundlichkeit als Wettbewerbsfaktor’**
- Emilio Marti, PhD, Visiting scholar at Cass Business School (City University London), **‘Corporate Social Responsibility as a Self-Fulfilling Prophecy?’**
- Prof. Dr. Ludger Heidbrink, Professor of Practical Philosophy, Kiel University, **‘Unternehmen als politische Akteure. Eine Ortsbestimmung zwischen Ordnungsverantwortung und Systemverantwortung’**
- Dr. Martin Fischer, General Counsel EMEA, Celanese; Dr. Susanne Koch, Lawyer; Dr. Harald Hölder, General Counsel and Director of Contracts of Honeywell Building Solutions Europe **‘Introduction to the Mediation Process and Presentation of Different Areas of Business Mediation’**
- Dr. Daniela Ortiz Avram, Team Leader “City of Vienna Competence Team for Sustainable, Strategic and Opportunity-Oriented Management of SMEs”, **‘Business Firms Fighting Global Poverty and Creating Inclusive Markets – How to Align Economic and Social Imperatives’**
- DI Walter Ruck, Vienna Economic Chamber, Austrian Economic Chambers, **‘Sozialpartnerschaft. Ein Auslaufmodell?’**

- 2015 Dr. Harald Hauke, Managing Director Austria Glass Recycling, (AT) **'Shortages as Driver for Growth?'**
- Univ.-Prof. MMag. Dr. Harald Stelzer, Professor for Political Philosophy, University of Graz, (AT) **'The Ethical Challenges of Climate Engineering'**
- Mag. Bernhard Haider, Managing Director Hofer KG, Branch Stockerau, (AT); **'Corporate Responsibility bei Hofer: Strategien zur Implementierung ins Kerngeschäft, Herausforderungen und die Mitmach-Initiative Projekt 2020'**
- Gerardo Pataconi, Chief, UNIDO Clusters and Business Linkages Unit, (United Nations), **'CSR and Supply Chains. UNIDO Experience and New Opportunities to Contribute to the Sustainable Development Goals'**
- Prof. Dr. Dr. jur. Amy Sepinwall, MA, Assistant Professor of Legal Studies and Business Ethics, Wharton University of Pennsylvania, (USA), **'Righting Others' Wrongs: When Should Those Who Have Innocently Benefited from Fraud Have to Return Their Fraudulent Gains?'**
- Prof. Dr. Guido Palazzo, Professor of Business Ethics, University of Lausanne, Faculty of Business and Economics, (CH), **'From Yale to Jail – Warum gute Manager korrupt werden'**,
- Dr. Sarah Jastram, Dr. Juergen Meyer Chair of International Business Ethics & Sustainability, Department Strategy & Leadership, HSBA Hamburg School of Business Administration, (DE), **'Zur Effektivität von CSR-Governance-Instrumenten'**
- Mag. Michael Stoeppler, Project Manager Brand Fiction Space at Audi (till 2015), (DE), Advisor to Fellowships at Auschwitz for the Study of Professional Ethics (FASPE), (USA), **'Ein Versuch den Wert der Zukunft in der Markenstrategie zu bestimmen'**
- Prof. Dr. Günter K. Stahl, Professor of International Management, WU Vienna, (AT), Adjunct Professor of Organizational Behavior, INSEAD, (FR, SG), **'Of Strategists, Philanthropists and Psychopaths: What Drives Responsible and Irresponsible Managerial Behavior?'**
- Mag. iur. Martin Kreutner, MSc, Dean & Executive Secretary, International Anti-Corruption Academy (IACA), (AT), **'Korruption – Na und?!'**
- Prof. Dr. Ingo Pies, Chair for Business Ethics, Martin-Luther-University Halle-Wittenberg, (DE), **'Wirtschaftsethik der Welternährung'**

### EMoC Conference on "Business Ethics and Competitiveness in SMEs"

In 2016, the Competence Center for Strategy and Competitiveness assumed the position of Chair of the European MoC Chapter. One of the chair's duties was to organize an international conference on the subject of »Business Ethics and Competitiveness in SMEs«, held from November 14<sup>th</sup> to 16<sup>th</sup>, 2016 in Vienna. The conference provided participants with the opportunity to present and discuss the latest academic and practical findings from the fields of business ethics and corporate strategy in the context of small, medium-sized, and family-run enterprises. Some of the international guests and lecturers included Laura Spence of Royal Holloway University in London, Marc Pfitzer of FSG (a consulting firm co-founded by Professor Porter), and Craig Smith of INSEAD Business School. The closing panel featured keynote speeches by Laura Spence and Marc Pfitzer, as well as participants from the local business and academic communities, such as Albin Hahn of Josef Manner & Comp. AG, Werner Pamminger of Business Upper Austria, Pablo Collazzo of the Vienna University of Economics and Business Administration, and Bernardo Calzadilla of UNIDO. More than 120 conference participants hailed from a total of twelve countries, namely Mexico, USA, Iceland, Germany, Austria, Switzerland, Italy, Poland, Hungary, Romania, Lebanon, and Japan.



### **Chair of European Microeconomics of Competitiveness Chapter**

FHWien der WKW chaired the European Chapter of the Microeconomics of Competitiveness (MoC) Network in 2016/17. The MoC network is a Harvard Business School initiative to promote leading edge research and teaching in the area of 'competitiveness' of nations and regions. The MoC Network has been in operation since 2005, and is led by Professor Michael E. Porter. The network's mission is to provide an institutional setting for teaching the MoC theoretical framework, generating knowledge through collaborative research, and influencing policy-makers and leaders in order to improve competitiveness at all levels. The MoC Affiliate Network now consists of more than 100 educational institutions teaching the curriculum in over 65 countries around the world.

### **Competence Center for Strategy and Competitiveness**

The Competence Center for Strategy and Competitiveness (CSC) was founded in February 2016. Its central research topic is competitiveness from two perspectives: The first perspective is that of managerial issues of SMEs and family businesses, with the aim of fostering their competitiveness. The second perspective is that of the competitiveness of regions (e.g. cities) and cluster management. The CSC organizes the curriculum of Microeconomics of Competitiveness at FHWien der WKW and acts as a platform for strategy and competitiveness-related topics.

### **Project as a Reaction to the Refugee Crisis: FHWien der WKW Listens**

As a reaction to the refugee crisis in summer 2015, university staff planned and organized the event series "FHWien der WKW Listens", directed at students, alumni, lecturers, researchers, and corporate partners. Seven lectures, which were followed by discussions, were held between March and June 2016 in the FHWien der WKW's main auditorium. The subjects of these talks included a range of key issues, from current challenges and future prospects, an exploration of reasons for refugees' flight, biographies of refugees in their home countries, in transit, and here in Austria, as well as political and societal scenarios. FHWien der WKW managed to enlist Federal Refugee Coordinator Christian Konrad for the opening event in March, who reported on his experiences. The talks enjoyed a packed house as well as media attention.

### **Project as a Reaction to the Refugee Crisis: German Courses for Refugees**

In cooperation with the charity organization Diakonie Austria Refugee Service, FHWien der WKW coordinated in 2016 German courses for refugees who have already received asylum. FHWien der WKW provided access to classrooms for German courses while Diakonie Austria provided the instructors. The courses, offered free of charge, were directed at people who were refugees yet had no access to free German courses. A total of 20 people from countries of origin such as Afghanistan, Iran, Iraq, Syria, Somalia, Uganda, and Nigeria attended the courses. Participants greatly appreciated being given the opportunity to attend courses in such well-equipped classrooms in a university atmosphere.

## Workshop about Future Challenges for Entrepreneurs

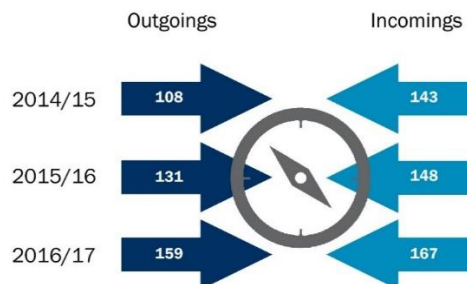
FHWien der WKW hosted a three-day workshop in collaboration with top entrepreneurs, stakeholders, and employees. Featuring an interdisciplinary, user-friendly design inspired by advancements in products and services, participants learned how a university of applied sciences can contribute to future challenges faced by corporations in the areas of management and communications. In order to achieve practical and sustainable results, the design-thinking method, an interdisciplinary, user-centered design approach, was applied. The content was visually documented by Graphic Recording. The results will eventually be incorporated into future FHWien der WKW curricula.

## International Partnerships

Building up and maintaining a strategic network of international university partnerships is part of FHWien der WKW's internationalization strategy. Currently, we have 106 partnerships. In the last six months alone, around 10 new partners have been won. Most of the partnerships were agreed upon with the aim of student exchange, although further cooperation is also possible.



The introduction of a compulsory study-abroad semester or internship abroad for full-time students at Bachelor level is an important measure of the internationalization strategy. Currently, we send out approximately 160 students, and receive around 170 incoming students every year. During the last years the numbers of student mobility have been steadily rising.



The target group for mobility activities is not just limited to students, but also available to faculty and administrative staff. Promoting the mobility of faculty and administrative staff is a central goal of the internationalization agenda at FHWien der WKW. As we have only just started to promote this activity on an institutional level, we are happy that in the academic year 2016/17 eight staff members have participated in mobility programs.

## Key Objectives & Future Plans

### Expanding the Implementation of Courses Dedicated to Teaching PRME Related Topics

FHWien der WKW has already introduced the subject of Corporate Responsibility into all Master's degree programs in business management. The key objective in the next two years will primarily be to increase the amount of relevant Master's and Bachelor's theses in this field, as well as to implement PRME related teaching contents in the business management Bachelor studies.

The project "FHWien 2020" is designed to help our organization prepare for the future. One of the strategic steps is the ongoing curriculum development. FHWien der WKW creates teaching concepts, materials, processes and environments, which enable effective learning in the area of Responsible Management with regard to economically, ecologically and socially sustainable inclusive business. The implementation of this concept is a continual process. Curricula for both the Bachelor's and Master's degree programs have now been reworked. Finalizing these plans will prove to be one of the key challenges in the coming years.

### Train the Trainer on Corporate Responsibility

In order to be able to implement appropriate teaching contents in the classic business subjects (eg. Financial Management, Marketing & Communication, HR, and Entrepreneurship), the "Competence Team for Sustainable, Strategic and Opportunity-Oriented Management of SMEs" will offer train the trainer seminars for lecturers at FHWien der WKW. In addition, the team will be able to compile teaching materials for students and teachers. These activities are designed to generate responsible managers and entrepreneurs.

### Increase Cooperation in Academia and with Corporations

FHWien der WKW is a practice-based higher education institution, which links higher education, research and business for excellence and regional development. Our teaching conveys knowledge from theory to practice. Frequent lectures from internationally renowned academics and leading representatives from different industries complement the teaching offered. Our key objective is to increase cooperation with managers and entrepreneurs as well as representatives of governmental and non-governmental organizations in the field of corporate responsibility and sustainability in Austria.

FHWien der WKW is also building up and maintaining a strategic network of international university partnerships. The aim is to pursue long-term, sustainable development and to intensify the cooperation with this existing network. This will strengthen the sustainable and ongoing exchange and collaboration of teaching staff, students, teaching materials and research agenda.

## Contact Information

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