



University of St.Gallen

PRME Principles for Responsible
Management Education



Report on Progress UN Principles for Responsible Management Education

December 2012

HSG in a nutshell (2012)

History	1898: established as a “Commercial Academy.” 1968: HSG is the first institute for tertiary education in Switzerland to open a School for Continuing Education (HSG). 1995: renamed as “University of St.Gallen (HSG)”. 2005: the Executive School of Management, Technology, and Law (ES-HSG) is established. 2011: update of the designation to “University of St.Gallen - School of Management, Economics, Law, Social Sciences and International Affairs (HSG).”
Majors	Business Administration Economics Law Law and Economics International Affairs
Students	7,325 students from more than 80 countries (32% women)
HSG Alumni	19,700 members 100 clubs on 5 continents
Total University Staff	2,426
Institutes/Centers	42
Partner Universities	Partnerships with 165 universities worldwide
International Networks	CEMS PIM APSIA GBSN
Accreditations	EQUIS (since 2001) AACSB (since 2003) OAQ (since 2004)
Financial Times Ranking	1st of business schools worldwide: Masters in Strategy and International Management (SIM-HSG) (Masters in Management 2012). 3rd of business schools worldwide: the CEMS Joint Master in International Management (Masters in Management 2012). 5th of business schools worldwide: Masters in Finance (2012). 7th in the overall European Business School Ranking (2012).
Handelsblatt Ranking	Research on Economics: 9th (2011; German-speaking countries). Research on Business Administration: 1st (2012; German-speaking countries).

University of St. Gallen (HSG): Improving our Responsibility and Sustainability

"We seek to inculcate both the skills to solve complex problems in a structured manner and the academic, social, and cultural skills needed for all levels of lifelong learning. In this way, we educate entrepreneurial personalities with lifelong ties to the HSG whose actions are informed by social responsibility for the benefit of the economy and society." (From the University of St.Gallen Vision)



Educating entrepreneurial personalities whose actions are informed by social responsibility in order to benefit the economy and society is a challenge, but one that the University of St.Gallen believes is crucial and worthy. Our educational philosophy has always included a mandatory part in the area of contextual studies, in effect it comprises 25% of all degree programs; which means all St.Gallen students have to grapple with and reflect upon critical thinking, cultural awareness, and practical leadership skills, regardless of what their programs may comprise. This reflects our long-held conviction that a good businessman or businesswoman needs to know a great deal more than just business subjects, a good economist needs to know more than just economics, and a good lawyer needs to be knowledgeable about a great deal more than just legal studies.

St.Gallen not only pioneered the inclusion of mandatory contextual studies in its degree program in order to educate knowledgeable and responsible managers and leaders, but it was among the first European business schools to establish an Institute for Business Ethics (in 1989) and an Institute for Economy and the Environment (in 1992). Its contributions to knowledge generation and junior faculty development have been well recognized in the German-speaking world and beyond. At St.Gallen, we have always had highly committed and engaged student organization like oikos, which was founded in 1987, that very effectively strive to integrate responsibility and sustainability into business education. Meanwhile oikos international has established local chapters in more than 20 countries all over the world.

However, we need to go even further and plan to integrate responsibility and sustainability issues and competencies across all St.Gallen degree programs. This is consistent with a similar development in the business world, where these issues are increasingly being integrated into core functions and business processes. In order to move ahead with this agenda, we have created the position of the University Delegate for Responsibility and Sustainability and asked the former Vice-President, Thomas Dyllick, to take on this task. We thus confirm our commitment to integrating responsibility and sustainability across the University and renew our commitment to PRME by submitting our first report on Sharing Information on our Progress.

**Thomas Bieger, President
University of St.Gallen**

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Principle I - Purpose

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

Educating entrepreneurial personalities whose actions are informed by social responsibility in order to benefit the economy and society is a true challenge, but one that is considered crucial and worthy. How is this challenge approached in St.Gallen? As will be documented throughout this report, there are **strong curricular activities**, but also equally strong **extra-curricular activities** aimed at developing responsible personalities and future leaders. As part of the educational model, all St.Gallen degree programs are comprised of 25% contextual studies, which means all students have to grapple with and reflect upon critical thinking, cultural awareness, and practical leadership skills in areas of great personal and societal relevance. These contextual studies are required in addition to their majors in Management, Economics, Law, Law & Economics or International Affairs. This reflects the long-held conviction that a good businessman or businesswoman needs to know a great deal more than just business subjects.

Another deeply ingrained St.Gallen conviction relates to the **importance of practical skills and competences** over and above knowledge acquisition. Many project-related formats are used to develop and train practical skills. Furthermore, close interactions with the business world and with society are part of the regular education and the many platforms for knowledge exchange, interaction, and

dialogue. This focus on practical engagement is also reflected in approximately 100 student initiatives populating and animating the St.Gallen landscape. They are not only a fertile training ground for future managers and leaders, but the University strongly supports them, for example, by awarding “campus credits” for active student engagements. The success of this practice-oriented education is reflected in the placement record, which has traditionally been very strong, and in favorable feedback from employers. It is, however, more difficult to evaluate St. Gallen’s educational success regarding its graduates’ practical activities in terms of responsible management and leadership.

The University is planning a more systematic inclusion of responsibility and sustainability (R&S) issues and competencies in the core courses of all its degree programs and beyond the contextual studies and electives. This reflects a similar development in the business world, where R&S issues are increasingly being integrated into the core functions and business processes. In addition, it also reflects new demands from international accreditation bodies, like EQUIS, which is in the process of changing its standards to systematically integrate ethics, responsibility, and sustainability issues into all areas of the accreditation standard. These areas range from business school governance and strategy to students, programs, faculty, research, infrastructures, and operations to executive education, international, and corporate relations, as well as public engagement. This will pose new challenges for St.Gallen, but also for many other business schools.

Principle 2 – Values

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

In this chapter, we look at how the values of global social responsibility are integrated into the educational programs on the following two levels:

- Pre-experience education
- Post-experience education.

Pre-experience education

The pre-experience education at University of St.Gallen is based on a unique three-level and three-pillar model which forms the foundation of all three levels of study: the Assessment, Bachelor's, and Master's Levels. Each level is based on three different pillars: Contact Studies, Independent Studies, and Contextual Studies.

This model responds to society and the business world's demands for broadly educated and interculturally versatile graduates. The goal is to promote students' personal development in the spirit of a humanistic education. From the Assessment Level to the Bachelor and Master of Arts HSG to the Ph.D. and Doctoral programs, courses with a focus on sustainability and

responsibility are offered in almost every program on all levels.

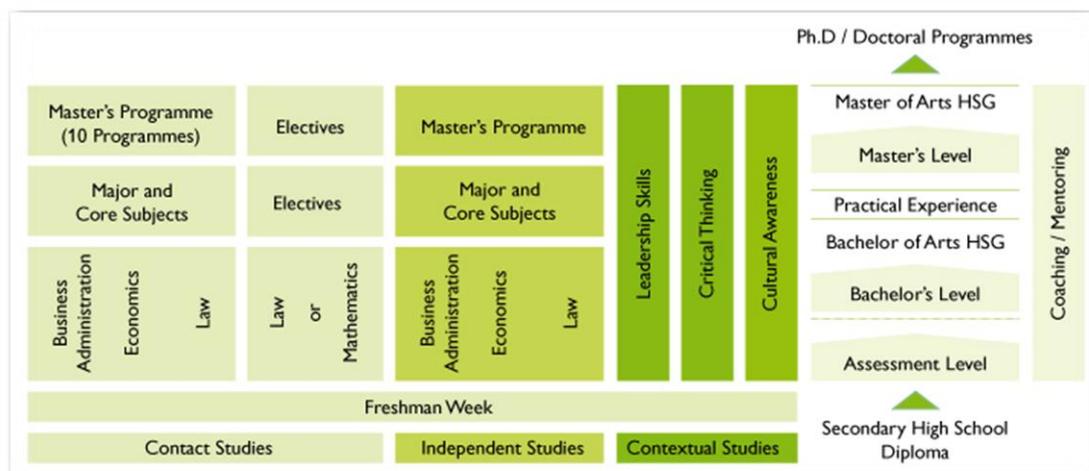
Assessment Level – The Freshman Week

During the Freshman Week, new entrants have the opportunity to immerse themselves in challenging, complex, and global issues – right from the start. Case studies are used, with a direct or indirect focus on sustainability issues. Recent Freshman Weeks were organized around the following topics:

- 2012: Sustainable Development Strategies
- 2011: Food Security
- 2010: The Media: Understanding, experiencing, and producing
- 2009: Intercultural conflicts and cooperation
- 2008: Energy: Challenges for a sustainable energy supply

Contextual Studies - Large Number of sustainability-related Course Offerings on the BA's and MA's Levels

Contextual studies constitute one of the three pillars of the HSG educational concept. They provide students with an opportunity to develop intellectually and culturally beyond the scope of their core studies. A many-faceted range of sustainability topics is offered on both the Bachelor's and Master's levels (see box on the next page). Students choose topics ranging from gender and diversity management to the history and future of energy systems, business and corporate ethics, as well as social commitment in practice and theory to sustainable entrepreneurship.



CONTEXTUAL STUDIES – LEADERSHIP SKILLS & CRITICAL THINKING / COURSE OFFERINGS 2012			
Bachelor's Level		Master's Level	
Social Entrepreneurship: High Impact Business Models	Doing Business in India	Social Responsibility: Contexts and Comparisons of India and Europe	Entrepreneurship as Social Creativity
Gender and Diversity Management	Environmental Conditions and Sustainability Throughout History	Haniel Seminar I: Performing New Worlds	Social Investment and Entrepreneurship
Intercultural Leadership: Social Enterprise for Economic Development in an ASEAN country	Creative Resource Management for Social Entrepreneurs	Haniel Seminar II: Performance Measurement - Financial, Social, Ecological Dimensions	Getting Fit For Responsible Leadership With The Tools and Insights of Applied Positive Psychology
Gender and Diversity in the Public Space	Philosophy: Bioethics and Biopolitics	Responsibility: Theoretical Perspectives and Practices	History and Future of Energy Systems
New Perspectives on Voluntary Work	How to Earn Decent Money	Power and Responsibility	Management skills – Social competence in the daily business
Social Commitment in Practice and Theory	Philosophical and Cultural Foundations of Economic Thought	The Social and Cultural Dimensions of Financial Markets	Public Value as a challenge for leadership
Leadership of Tomorrow	Introduction to Business and Corporate Ethics	What Is Responsibility? Normative Foundations and Practical Meaning	Industrial Ecology - The Future of the Industrial System
Corporate Volunteering in the Banking Industry	Gender and Responsibility in China	Global Standards: CSR Between Effective Management and Corporate Make-up	Gender in Law and Management
Entrepreneurial Responsibility and Food Security		Business Ethics in the Post-crisis Global Economy (CEMS Exclusive Course)	Responsible Global Communication: A Psychological Analysis of Middle Eastern Cultures
		And What Shall I Do? Gender and Diversity Competence in Daily Business	

Bachelor's Level: Core Program

On the Bachelor's level, the University of St.Gallen offers five majors: Management, Economics, Law, Law & Economics, and International Affairs. It has no major specializing in the area of R&S. Nevertheless, a few courses on Responsibility and Sustainability (R&S) are available as part of the core pool of electives (see box below).

CORE ELECTIVES POOL – Bachelor's level (2012)	
Sustainability Management and Marketing	Fundamentals of Diversity Management
Tourism Systems - Analysis and Sustainable Management	The Art of Critical Decision-Making

Master's Level: Core Program

Students can choose from a wide range of R&S-related listings in the core electives and practical projects within the 13 Master's programs offered at the University of St.Gallen. The SIMagination Challenge is a particularly interesting and challenging international project. A minor in Sustainability Management has been introduced as part of the new Master's in Business Management program.

Core Electives and Practical Projects

Besides the large and increasing number of sustainability-related course offerings in the contextual studies, ever more courses are being added to the core pool of electives in the different Master's programs (see boxes below).

CORE ELECTIVES / INDEPENDENT ELECTIVES - Master's Level (2012)	
Sustainable Business Models	Managing Social Businesses
Clean Energy Marketing	Corporate Social Responsibility
Ethics of Financial Services	Entrepreneurial Sustainability Management
Strategies for Sustainable Development	Entrepreneurship and Creativity
Equality of Treatment/ Protection against Discrimination in Labor Law	

PRACTICAL PROJECTS - Master's level (2012)	
Sustainability Management	Fundamentals of Diversity Management
SIMagination Challenge	Practical Project: Measuring Impact of Socially Meaningful Projects
Energy Governance	CEMS Climate Role Play

Post-experience education

The Executive School of Management, Technology, and Law is the University of St.Gallen's school for most of its post-experience and executive education activities. Since 2011, three new diplomas in the R&S field have been added to the wide range of existing programs: *The Diploma in Renewable Energy Management (REM-HSG)* provides comprehensive training for leaders in tomorrow's energy markets. *The Diploma in Sustainable Business* is offered to engage future leaders in sustainable business. *The Management Certificate for Certified CSR Professionals* provides practical training in the field of corporate social responsibility. *The Management Certificate Women Back to Business* and the *Full-time MBA* are established programs with substantial R&S elements.

Diploma in Renewable Energy Management (REM-HSG)

The Diploma in Renewable Energy Management (launched in 2011) helps tomorrow's leaders use the economic, environmental, and social challenges of a continued energy supply to create new business opportunities. The REM-HSG consists of eight one-week modules (six of them take place in St.Gallen, one in Berlin, and one in Singapore). The participants gain insight into and develop expertise for one of the most attractive growth markets and identify ways that they and their companies can succeed in the new energy landscape. Faculty from the University of St.Gallen and thought-leaders from academia, government, and industry provide the participants with the skills and knowledge needed to manage development and growth in renewable energy markets.

More information can be found here:
www.es.unisg.ch/rem

Diploma in Sustainable Business

In 2011, the Institute for Economy and the Environment, Business School Lausanne, and the World Business Council for Sustainable Development launched an innovative one-year sustainable business training program for engaged future leaders. It develops the skills and competences that the participants will require to lead the sustainability agenda in business and society. The program looks at global challenges and the strategic and operational implications that they could have for business. Through its experiential approach to learning, the program combines subject competence with the development of the skills required to lead changes and to manage a real-life company project. Consequently, the theoretical knowledge and practical skills learned are applied directly. The diploma was offered for the second year in 2012.

More information can be found here:
www.iwoe.unisg.ch/LehrstuhlNachhaltigkeitsmanagement/Weiterbildung.aspx

Certified CSR Professional

In 2012, the Institute for Business Ethics launched a new Certified CSR Professional Program. Executives and professionals from all fields and industries can participate in this in-depth training course on Corporate Social Responsibility (CSR). The program covers a wide range of topics, including the theoretical concepts of business ethics, global governance and global standards, corporate governance and risk management, whistle blowing, responsible leadership, stakeholder management, CSR reporting, and sustainable supply chain management. The program is offered in German and English.

More information can be found here:
<http://www.iwe.unisg.ch/de/Weiterbildung.aspx>

REM-HSG

The Diploma in Renewable Energy Management (REM-HSG) provides comprehensive training for future leaders in tomorrow's energy markets.



Management Certificate and Diploma for Female Re-entrants “Women Back to Business”

In 2008, the Executive School of Management, Technology, and Law of the University of St. Gallen, together with Swiss and international companies, launched an innovative one-year training program for female re-entrants. The participants acquire management knowledge and are closely monitored during their change and re-entry process. The program includes career coaching, skill trainings, reflection workshops, and practical experience in a company, public organization or NGO. The participants develop the skills and competences required to lead projects and work in middle management positions. They have to provide a business plan as a final assessment project, thus directly applying what they have learned. Building on this Certificate, participants can take additional courses from the University’s executive education program, which leads to a Diploma in Management.

More information can be found on
www.es.unisg.ch/wbb

“Corporate Ecology and Sustainability,” and “Impact Investing and Social Entrepreneurship” offer crucial insights into the different R&S dimensions. As part of the continuing evolution of this concept, the St.Gallen MBA introduced the Learning Assessment Week (LAW) – a 70-minute individual oral examination by a panel of professors and industry experts – in 2012. This latest initiative ensures that these students can combine the full range of MBA skills across the multiple management disciplines to demonstrate integrative thought and responsible management.

More information can be found on
www.mba.unisg.ch



WBB-HSG

The Management Certificate “Women Back to Business” is a one-year training and coaching program for female re-entrants.

St.Gallen MBA with R&S modules

The mission of the University of St.Gallen’s MBA program is to develop competent, entrepreneurial, internationally oriented, and socially responsible managers who will master tomorrow’s challenges. Since 2011, a number of new modules have been added to the curriculum in order to better meet these objectives. Courses such as “Climate Change and the Rise of Renewable Energy,”

Principle 3: Method

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

The University of St.Gallen's vision includes the development of talented people who can integrate perspectives and act entrepreneurially and responsibly. To live up to this vision, the education that the University offers is strongly oriented towards developing students' practical skills and competences. An integrative view of economics, business administration, law, as well as social science and the humanities provide the students with a holistic education. HSG uses and supports a variety of educational frameworks and approaches to develop and nurture students and their skills to allow them to actively pursue practical action. In this section we look at:

- Educational frameworks for student development
- Developing the St.Gallen faculty
- Student initiatives

Educational frameworks for student development

Integration Seminars - a traditional St.Gallen specialty

The mandatory integration seminar during the 6th semester of the major in Business Administration has been an important educational element for more than four decades. It develops students' practical skills and fosters responsible leadership. In small teams, students work on real-life cases in organizations and, in close interaction with practitioners, develop practical solutions. Some of the 30 projects on which the groups work in parallel focus on R&S issues. The selection of projects and topics varies from year to year and from one faculty to the other.

Haniel Seminars

The Haniel seminars are supported and financed by The Haniel Foundation. They are part of contextual studies and are special

seminars dealing with the leadership skills of future leaders. For one semester, or the entire academic year, a previously underrepresented topic, which is highly relevant for future leaders' leadership skills, is addressed. Common topics are: power, charisma, decision, innovation, aesthetics, and management. Recent thematic themes focused on the following topics:

- 2012 - 2013: Performance
- 2011 - 2012: Emotions
- 2010 - 2011: Decency
- 2009 - 2010: New Movements in Entrepreneurship

Service Learning

Fostering our students' personal development and civic responsibility is a matter of great importance. Service learning – a very practical-oriented teaching and learning strategy – can contribute to this goal. Students tackle relevant societal problems and integrate meaningful community service with instruction and reflection. In the future, this highly applied and personally engaged approach to learning, will be extended. Some projects in this field include:

- The SIMagination project
- Two courses in the field of corporate volunteering
- One contextual studies seminar dealing with social commitment in practice and theory.

Social enterprise for economic development

The SEED Intercultural Leadership Class, which the Asia Research Centre (ARC) offers, is part of contextual studies on any major's BA level. Students from around the world work closely with villagers in underdeveloped regions in Asia to jointly find solutions for economic development and social change problems. In December 2008, the ARC was invited to present the program at the United Nations' first Global Forum for Responsible Management Education in New York as an exemplary teaching program that fulfills the UN's Principles for Responsible Management Education.



CEMS Climate Change Strategy Role-Play

A lecture series on climate change and international climate policy on the Master's level, followed by a unique two-day simulation of the UN climate negotiations.

CEMS Climate Change Strategy Role-Play

The University of St.Gallen offers a Climate Change Strategy Role-Play course as part of the joint CEMS (The Global Alliance in Management Education) Master in International Management. This course involves students from the University of St.Gallen, ESADE Barcelona, the Warsaw School of Economics, the University of Cologne, and the Corvinus University of Budapest. The course consists of four modules. The first two provide a theoretical background on climate change and climate policy. The participants subsequently learn about negotiation practices. An interactive, two-day simulation of the UN climate negotiations completes the course. This course was among the top ten most innovative courses addressing sustainability in management education in the 2012 PRME Leaders + 20 Competition.

See also: [Paschall, M. & Wüstenhagen, R. \(2012\). More than a Game: Learning About Climate Change Through Role-Play. In Journal of Management Education. Sage.](#)

Developing St.Gallen faculty

Improving and assuring the quality of teaching and study are essential for an excellent education. The Centre for Didactics in Higher Education (HDZ-HSG) thus offers all St.Gallen faculty and teaching staff training programs, coaching and consulting services, as well as a certificate program.

Training programs

The faculty and teaching staff can choose from a wide range of topic-specific and practice-oriented training programs. Many approaches and methods are used, but various forms of experiential learning have become far more important.

Coaching and consulting services

The HDZ helps the teaching staff to plan their courses, to develop their curricula, and advises professors on didactics and methodology.

Certificate "Didactics in Higher Education"

Faculty members who have fulfilled the requirements of the comprehensive training program in didactics (300 lessons overall) obtain a "Didactics in Higher Education" certificate. The program includes seven foundational modules, two reflections, two hospitations (sitting in on classes or lectures), and four elective modules.

Publications

Research activities in the field of sustainability and responsibility at the Centre for Didactics in Higher Education include:

- Euler, D. /Seufert, S.: Reflective executives -A Realistic Goal for Modern Management Education? In: Amann, W. et al. (eds.): Business Schools Under Fire. Palgrave Macmillan: Houndmills 2011, 212-226.
- Research project on "Responsible leadership development in executive education"

Student Initiatives

There is a long and deeply rooted St.Gallen tradition of extra-curricular student engagements, which the University strongly supports. Overall, there are some 100 student initiatives and associations at HSG. In the area of responsibility and sustainability (R&S), students have championed the environment as early as 1972, when they founded the Student Committee for Environmental Economics (SCEE) in response to the unsettling messages in the first report to the Club of Rome "The limits to growth." The SCEE became oikos in 1987, which has been at the forefront of student engagement in sustainability matters ever since. Today, the oikos St.Gallen student organization also includes the oikos Foundation and oikos International. In addition, a number of other HSG student initiatives have also picked up on R&S issues.

- Creating impact at the HSG
- Encouraging and promoting sustainability in research and teaching.

Generating knowledge

The generating knowledge stream is all about educating students on economic, social, and environmental sustainability issues. The main projects include the oikos Conference, oikos&Pizza, oikos meets business, oikos UN-DRESS (in collaboration with the Marketing Club), and GoBeyond (in collaboration with AIESEC).

oikos Conference

The oikos Conference has taken place since 1988 and is one of the oldest of oikos St.Gallen's projects. The annual two-day forum provides an interactive environment for students and business representatives to discuss current sustainability issues. Recent topics include:

oikos St.Gallen

has been at the forefront of student engagement in sustainability matters at the University of St.Gallen since 1987. The current project portfolio spans 11 initiatives, embracing more than 100 active members.



oikos St.Gallen - Students for Sustainable Economics and Management

oikos St.Gallen has been promoting sustainability at St.Gallen and beyond since 1987. Its mission is to promote sustainability among the students and to support the integration of R&S into business and economics education. It specifically focuses on developing students' practical skills regarding engagement in R&S issues. The current oikos project portfolio spans 11 initiatives and embraces more than 100 active members. The projects are organized into four different streams:

- Generating knowledge
- Creating action learning experiences

- 2012: Commodity Trade – Focal point Switzerland
- 2011: Profits without Hunger and Thirst?
- 2010: Business Model Innovation for a Sustainable Future
- 2009: The Future of Business and Sustainability – Challenges in managing CSR
- 2008: Core or Elective? Social Responsibility in Higher Education.

Creating action learning experiences

Students are encouraged to apply their theoretical knowledge practically and to experience sustainability in real-life projects through action learning experiences. The

current projects include: oikos Model WTO, oikos consulting, and oikos Fund.

oikos Model WTO

The oikos Model WTO – offered at the University of St.Gallen and at the WTO Headquarters in Geneva – is a one-week simulation of the WTO negotiations in which around 70 international students participate. It offers students a unique experience to receive high-level training and benefit from the expertise of the WTO professionals. The diversity of opinions that the students from various continents and distinct backgrounds hold, provides an exceptional environment in which to actively exchange opinions and reflect on the role of international institutions, such as the WTO, in the global transition towards sustainable development. Previous simulations included topics such as:

- 2012: Regional Trade Agreements
- 2011: Process and Production Methods
- 2010: Climate Change and Trade
- 2009: Poverty Reduction and Trade.

Creating impact at the HSG

oikos Carbon Neutral Campus (CNC) aims to sensitize everyone at the University of St.Gallen to the topic of climate change and tries to make the campus itself more environmentally sustainable. The University's 2012 report on its carbon footprint led to several actions that have been taken subsequently, starting with the University's infrastructure and IT. oikos CNC cooperates with the University management, but also pursues its own projects. For example, once a semester, students can offset their commuting emissions by participating in "a beer for the climate." In addition, collaboration with the University restaurant led to two climate-friendly menus in early 2012 and again in late 2012; these menus were based on biological, regional, and seasonal criteria.

[Here you find the report, press release, and brochure of the Carbon Footprint report 2012 \(in German\).](#)

Encouraging and promoting sustainability in research and teaching

oikos has contributed to the University's pioneering role in the field of sustainability

and has helped mold its students as active agents for a social and ecological economy. It creates appropriate educational offerings to provide the University's students with the required competences and offers incentives to encourage them to do research into this field.

oikos Sustainability Thesis Award

The oikos Sustainability Thesis Award rewards the best master thesis in the field of sustainability. The prize comprises 3,000 SFr and has been awarded every year since 2008 during the official Master's Graduation Day ceremony. The recent winners' theses were on the:

- 2011: Competitiveness of Renewable Energies in Climate Change Policy – Explaining Kyoto Emission Reduction Commitments
- 2010: Definition and Diffusion of High-Quality Carbon Credits: Exploratory Case Study Gold Standard.

www.oikos-stgallen.org

Challenge the Best

Challenge the Best is an initiative of the Student Union of the University of St.Gallen and unites 40 talented European students with scholars, experts, and Nobel Prize Laureates to develop sustainable solutions for global challenges. This combination leads to challenging inter-generational workshops. In 2012, the students were asked to draft strategies to tackle global water scarcity issues. In previous years, the topics addressed were:

- 2011: The European Mosaic of Human Diversity
- 2010: Understanding the world – changing the World

<http://www.challengethebest.org>

Gateway to India

Gateway to India provides a platform for a cultural exchange between India and Switzerland by annually offering more than 20 internship possibilities in partner organizations in India. Participating in such an exchange has a strong impact on the students' perception of economically, environmentally, and socially sustainable development in India.

www.gatewaytoindia.ch



Liter of Light Switzerland

A student-run project that provides underprivileged households with an ecologically and economically sustainable source of light.

Liter of Light Switzerland

Launched in 2011 at the HSG by ten SIM-HSG students, Liter of Light Switzerland is part of a global open source network aimed at providing underprivileged households without access to electricity, or those that have difficulties with affording electricity, with an ecologically and economically sustainable source of light. After Liter of Light organizations had been set up in Colombia and Spain, three new chapters were added in 2012: Liter of Light India, Mumbai, and Bangladesh. Today, more than ten students are engaged in further developing this initiative and its network.

www.literoflightswitzerland.org

P.I.E.C.E.S.

P.I.E.C.E.S (Creating Possibilities through Inspiration and Empowerment, building Character with Education and a Smile) is a student-driven social initiative focusing on children's education and personal growth in developing countries. It was founded 2009 by four SIM-HSG students. The goal is to improve the English skills of highly motivated and enthusiastic children in order to provide them with a path to a better future with more opportunities. To date more than 5,000 hours of voluntary work have been spent on projects in Indonesia, China, and Nicaragua.

www.thepieces.org

Moyo

Moyo is about solving social problems and challenges. Moyo thus unites motivated individuals with an entrepreneurial spirit and creativity who are willing to take on social responsibility and create value for less privileged people around the world. A platform is provided for students to initiate, organize or establish beneficial projects. Current projects are:

- beraber: A project which offers remedial teaching for children and teenagers in Switzerland with foreign backgrounds. Moyo

brought the project to St.Gallen and has built on the success of this model at other locations.

www.beraber.ch

- Aiducation: Moyo supports the non-profit organization Aiducation, which allows its donors to really make a difference by awarding bright and needy students with merit-based high school scholarships.

www.aiducation.org

www.moyo-sg.ch

AIESEC St.Gallen

AIESEC provides its members with an integrated development experience comprised of leadership opportunities, international internships, and participation in a global learning environment. The participants are encouraged to accept common norms of behavior across their global network; these norms include activating leadership, demonstrating integrity, living diversity, enjoying participation, striving for excellence, and acting sustainably. Together with oikos St.Gallen, AIESEC organizes GoBeyond – an annual job fair at the University – with public sector organizations, non-governmental institutions, and private companies in the area of sustainability.

www.aiesec.ch

INDEED

INDEED was set up by ten students to bring the topic of international development and collaboration closer to the HSG. Together with the Institute for Leadership and Human Resource Management, a new course was developed on International Development. The course was presented for the first time in the spring of 2012.

www.indeed-hsg.org



Principle 4: Research

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

The University of St.Gallen is a research active institution. This is reflected by its 2012 ranking as the no. 1 business faculty in the whole German-speaking region (Germany, Austria, Switzerland) with regard to research by the German Handelsblatt. The University's research is organized decentrally, with the relevant institute or the individual scholar being motivated or taking the initiative to choose a specific research area and a specific type of research contribution. In this section we present:

- the core institutes and centers in the field of R&S research
- the main areas of R&S research.

Core institutes and centers in the R&S field

Four core institutions of a total of 43 institutes and centers at the HSG focus specifically on the development of sustainable and responsible practices in business. The R&S topic may play some role in all the other institutes, but it is not their core mission. At University of St.Gallen, the core institutions in the R&S field are:

- the Institute for Business Ethics (founded in 1989),
- the Institute for Economy and the Environment (1992),
- the Center for Leadership and Values in Society (2005), and
- the Center for Disability and Integration (2009).

Professors manage all the HSG institutes and centers independently and their activities are focused on research and teaching areas. They also provide services in the areas of post-experience/executive education and services to the public.

The Institute for Business Ethics (IWE-HSG)

The Institute for Business Ethics (IWE) examines business and the economic system, deals with issues of morality, justice, and responsibility from multiple perspectives and from an interdisciplinary angle. On the practical and the academic level, the Institute's focus is on the theoretical and empirical analysis of the many ways businesses implement corporate responsibility in their everyday practices. The IWE was founded in 1989 as the first Business Ethics Institute in the German-speaking world. It is therefore also one of the longest-running business ethics institutes in the world. Prof. Peter Ulrich led the Institute for 20 years. Together with his many disciples, he made valuable contributions to the developing and refining of an integrative ethics concept for business and economics (Integrative Wirtschaftsethik). In 2011, a second Chair was added to the Institute and Prof. Thomas Beschorner (previously of the Université de Montréal, Canada) and Prof. Florian Wettstein (previously of the University of St. Thomas, USA) took over from Peter Ulrich. While the Institute for Business Ethics builds on established foundations, it is committed to further developing integrative ethics in business and economics. The goal is to strengthen the bridge between normative reasoning and practical application, between ideal and real communicative action, and between theories and their implementation in everyday business practices. The Institute's research contributions are covered under the corporate responsibility topic in this report.

Information about IWE-HSG can be found here: www.iwe.unisg.ch/en.

The publications can be found [here](#).

The Institute for Economy and the Environment (IWÖ-HSG)

Established in 1992, the IWÖ-HSG was a pioneering academic institute in the fields of environmental economics and corporate environmental management. In the interim, its focus has shifted more towards business sustainability and renewable energy management. The Institute's approach is practice-oriented and interdisciplinary. It is

characterized by a pluralistic culture that champions a diverse range of scientific approaches and methods ranging from management to economics, sociology, psychology, and engineering. The purpose of the Institute is to contribute to making a sustainable business in a sustainable economy a reality.

The three core areas of the IWÖ-HSG are: environmental economics (Prof. Binswanger), sustainability management (Prof. Thomas Dyllick), and the management of renewable energies (Good Energies Chair held by Prof.

organizations' social value propositions. The Center's research contributions are covered under the responsible management topic in this report.

www.clvs.unisg.ch/index_en.php

Center for Disability & Integration (CDI-HSG)

The CDI-HSG was established in 2009 as an interdisciplinary research center focused on the labor market integration of people with disabilities from a management, psychology, and economics perspective. It is financed by a



IWÖ - HSG

Established in 1992, the Institute for Economy & the Environment was a pioneering academic institute in the fields of environmental economics and corporate environmental management. In the interim, its focus has shifted more towards business sustainability and renewable energy management.

Wüstenhagen, sponsored by the Cofra Foundation). The Institute's engagements span pre-experience and post-experience education, research, and a diverse set of public engagements on a national and international level. As the "University Delegate for Responsibility and Sustainability," Prof. Dyllick coordinates the development of R&S-related activities for the University as a whole. The Institute's research contributions are covered under the responsible management and renewable energy topics in this report.

Information about the IWÖ-HSG can be found here: www.iwoe.unisg.ch/en

The publications can be found [here](#).

The Center for Leadership and Values in Society (CLVS-HSG)

The Center for Leadership and Values in Society (CLVS), headed by Prof. Timo Meynhardt, integrates research activities in the social enterprises field. The Center has developed and practically applies a specific approach to describe and evaluate business

private foundation grant. The Center's research results are transferred to teaching, but also to corporate practice, which furthers the employment of disabled people in business. The Center's research contributions are covered under the diversity management topic in this report.

www.cdi.unisg.ch/

Main areas of R&S research

With regard to the issues that the different institutions cover in the R&S field, five main areas of R&S research deserve to be highlighted. These areas reflect the HSG faculty and staff's significant engagement and are:

- (1) Responsible management
- (2) Renewable energies management
- (3) Corporate responsibility
- (4) Logistics
- (5) Diversity management.

(I) Responsible Management

Through its research on responsible management and leadership, the HSG acknowledges its responsibility regarding sensitizing tomorrow's decision makers to what responsible leadership in a complex and globalized world means. A broad range of activities that deal with this issue is undertaken in various units:

Chair for Sustainability Management

The research conducted at the Chair for Sustainability Management (IWÖ-HSG) focuses on the following three research areas:

- sustainability management and management systems (e.g. ISO 14001, sustainability balanced scorecard)
- sustainability strategies and competitiveness
- sustainability and innovation.

Prof. Thomas Dyllick has led the Chair for Sustainability Management since 1992. The activities of the Chair focus on sustainability management in a broad sense, as well as on sustainability strategies and innovation. Its research combines scientific quality with practical impact.

A list of publications can be found [here](#).

Prof. Dyllick served as Dean of the Management Department from 2001-2003 and as Vice-President of the University for Teaching and Quality Development from 2003-2011. In 2011, he accepted the new position of University Delegate for Responsibility & Sustainability.

50+20 initiative

Prof. Dyllick is a driving force behind the international 50+20 initiative, which focuses on transforming management education by helping to educate and develop responsible leaders for a sustainable world. The initiative aims to foster debate on creating a world worth living in – building a society that improves the well-being of its members, with business contributing to its success, and creating leaders who will embrace the challenges we collectively face. The 50+20 vision is a collaborative project by three

organizations - the World Business School Council for Sustainable Business (WBSCSB), which was co-founded by Prof. Dyllick in 2010, the Globally Responsible Leadership Initiative (GRLI), and the UN PRME. It also includes 16 business schools from around the world as co-sponsors and institutional co-authors. The first results of their work were presented at the PRME Global Forum in Rio de Janeiro in June 2012 as part of the UN Rio+20 conference. A book on "Management education for the world" will be published by Edward Elgar in 2013.

More about the 50+20 initiative (the [summary report](#) and the [video](#) presented at the PRME Global Forum in Rio) can be found on the [50+20 webpage](#).

Asia Research Center (ARC-HSG)

At the ARC-HSG, Prof. Li Choy Chong has been pursuing the SEED program (Social Enterprise for Economic Development) to challenge socially irresponsible management, which is a key reason for the persisting poverty and underdevelopment, particularly in Asia. By offering this transformational, cross-cultural leadership program, the ARC aims at building leadership personalities who can work in new and different contexts and in inter-cultural teams at home and abroad, thus improving local communities' situations.

A list of publications by this institute can be found [here](#).

Institute of Management (IfB-HSG)

At the Institute of Management, teaching and research on leadership ethics, responsible leadership, and public value creation constitute an important pillar.

- Prof. Markus Schwaninger's research concentrates on harnessing system science to improve organizations. His publications include the areas of organizational modeling and design, organizational intelligence, transformation and learning, as well as corporate and societal sustainability.
- Prof. Omid Ashari is the Managing Director of the SIM-HSG Master's program. His main fields of interest are global leadership and leadership ethics and effectiveness.

Center for Leadership and Values in Society

The CLVS-HSG integrates research activities within the social enterprise field. The contributions by Prof. Timo Meynhardt and Prof. Peter Gomez focus on Public Value Management. In contrast to one-sided focal points (stakeholder value, shareholder value), the public value approach takes a holistic view of the corporation's actions. Three research programs are currently under way:

- Public Value in the Public Sector: focuses on the question of public values in corporate action.
- Public Value Creation: includes three research units:
 - o *Doing Business with the Bottom of the Pyramid*
 - o *Managing International NPOs*
 - o *Social entrepreneurship/social enterprise.*
- Public Value in the Market: in a number of interdisciplinary projects, the CLVS helps companies capture their public value creation and make it transparent.

A list of publications can be found [here](#).

(2) Renewable Energies Management

More than 80 percent of the global energy supply is from fossil fuel sources. This creates many challenges: global climate change, energy independence, and volatile resource prices. With the launch of the Good Energies Chair for Management of Renewable Energies a new field was established at the HSG in 2009 to tackle these challenges. This has led to the overall expansion of research projects in the realm of Renewable Energies, with the Good Energies Chair at the center. The Research Institute for Customer Insight (FCI-HSG), the Institute of Technology Management (ITEM-HSG), and the Research Institute for Organizational Psychology (OPSY-HSG) all also contribute to this field.

Good Energies Chair for Management of Renewable Energies

The Good Energies Chair for Management of Renewable Energies is an industry-sponsored chair at the IWÖ-HSG led by Prof. Rolf Wüstenhagen. It was the first of its kind at a leading European business school and is an excellent example of how the University of St.Gallen contributes to the solution of problems with high social relevance by means of scientific research. Since its inception in 2009, the Chair has developed into a competence center for research and teaching in the fields of renewable energies and energy efficiency, focusing on innovative business models and committed entrepreneurship. The Chair investigates how the shift towards renewable energies can be accelerated through the interaction between private investments, consumer behavior, and effective energy policies. The current research projects focus on three core areas:

- business models and renewable energy investments
- energy policy
- marketing and consumer behavior.

The current research projects include:

- The Impact of Prosumers in a Smart-Grid-based Energy Market
- Affective Influences on Risk-Return Perceptions of Renewable Energy Investors
- Impacts of wind power plants on residents: Influencing factors and recommendations
- Criteria for photovoltaic project finance: Trade-offs in banks' and equity investors' decision making.

Good Energies Chair of Management of Renewable Energies

The Chair focuses on customer and investor decision-making, business models, and their interaction with effective renewable energy policies. It was the first of its kind at a leading European business school.



In addition, several PhDs theses include topics such as:

- Path Dependence in Strategic Investment Decisions of Energy Companies
- Venture Capital and Entrepreneurial Behavior in Developing Countries: Case Studies on Access to Clean Energy
- The Role of Brands to Reduce Uncertainty in Renewable Energy Investments
- Re-defining Efficiency: An Exploration into the Scope and Scale of Sustainable Production Systems, Using the Example of Agriculture
- Strategic Management in Emerging Industries - Examples from the Renewable Energy Industry
- Affective Influences on Risk-Return Perceptions of Renewable Energy

More information can be found here:

www.iwoe.unisg.ch/en/LehrstuhlManagementEE/Forschung.aspx

Research Institute for Customer Insight (FCI-HSG)

The FCI is one of the leading European institutions within the field of consumer behavior research. The Institute does mostly empirical quantitative studies on individual behavior. As a new research field, numerous PhD, MA and BA theses are analyzing the market potential of electric mobility.

Publications - especially on E-Mobility- can be found [here](#).

Institute for Technology Management (ITEM-HSG)

The ITEM-HSG research program is focused on the development of application-oriented business concepts and solutions. It includes several sustainability related topics:

- The Bits to Energy Lab is a joint research initiative of the ETH Zurich and the University of St.Gallen and headed by Prof. Elgar Fleisch. It combines information technology and behavioral sciences to stimulate energy conservation, efficiency, and sustainability. The Lab develops, implements, and evaluates concepts of consumption feedback, customer engagement, and data analysis.
- The Chair of Production Management, led by Prof. Thomas Friedli, is conducting a benchmarking project, Mastering Resource Volatility, as well as a project with ABB on energy efficiency.

A list of publications can be found [here](#).

(3) Corporate Responsibility

Corporate responsibility issues are approached from different perspectives and from an interdisciplinary angle. The topic leader is the Institute for Business Ethics.

The Institute for Business Ethics (IWE-HSG)

The Institute for Business Ethics is committed to excellent research into the field of corporate responsibility. Current habilitation projects include:

- Corporations as Political Actors - Contexts and T
- Critical Social Theory and the Problem of 'Society': A Sociology of Flows Perspective
- Personalität, Subsidiarität, Solidarität - Grundzüge einer Ethik des Gesundheitswesens (Personality, Subsidiarity, Solidarity – Ethics of Health Care)
- CSR – Freiheit und Verantwortung in der Ökonomie (CSR – Freedom and Responsibility in Economics).

Current PhD theses include topics such as:

- Organizational happiness: On morality as a guiding principle for corporate conduct
- Fair information technologies? Corporate citizenship in the ICT sector
- The active role of transnational corporations in the face of human rights and human development issues.

The team members of the IWE-HSG cooperate with different external partners on topics such as:

- Collaborative Models of Shared Responsibility for Human Rights: From Issues to Solutions seeking to provide Orientation for Corporations in dealing with Human Rights Challenges (Novartis Foundation)
- Role and Impact of Private Authorities in the ethical Regulation of Corporate Activities (University of Montreal)
- Sector-Specific Corporate Responsibility in Europe: The Role of Government (Bertelsmann Foundation)

A list of publications can be found [here](#).

The HSG platform for research into logistics, supply chain management, and transportation. Sustainability is a core topic.

The IWE-HSG also contributes to the Transatlantic Doctoral Academy on Corporate Responsibility (TADA). Supervised by Prof. Beschorner, TADA brings together international PhD students who are dealing with questions of corporate responsibility/business ethics in their doctoral theses. TADA is interdisciplinary and open to PhD students from all academic disciplines.

For further information on the TADA Academy:
www.iwe.unisg.ch/en/Forschung/TADA.aspx.

The Institute for Media and Communications Management (MCM-HSG)

The MCM-HSG is an internationally recognized research, qualification, and consulting center for media and communications management, as well as for culture and media. The Chair for Communications Management is involved in research on, the teaching of, and practical applications regarding corporate communications' strategic issues. This gives rise to a variety of projects that also includes questions that combine social media and corporate social responsibility. Among other things, Prof. Christian Fieseler and Prof. Christian Pieter Hoffman are engaged in research on how new media are changing the rules of professional business communication – also in relation to CSR.

Publications of the MCM-HSG Institute can be found [here](#).

(4) Logistics and Supply Chain Management

Another main area of research into the R&S field is logistics and supply chain management. The main institution in this area is the Research Institute for Logistics Management (LOG-HSG).

Research Institute for Logistics Management (LOG-HSG)

LOG-HSG provides a platform for scientific exchange and education in the areas of logistics, supply chain management, and transport. Prof. Wolfgang Stölzle, Prof. Erik Hofmann, Prof. Joerg Hofstetter, and Dr. Thorsten Klaas-Wissing with their teams manage the following initiatives:

- ECO Performance Award: in cooperation with the DKV Euro Service, the LOG-HSG awards the prize for the best logistics company in the field of commercial goods transport every year. The winning projects demonstrate a low cost level in combination with high-quality services and a high degree of environmental and social performance.
- Green Tool: CO2 management has become a strategic topic for the future of all logistics company. A useful operative tool to support CO2 management can be of great value, especially if it contributes to the efficient use of resources. In a new research project, the key points for effective CO2 management are defined and new tools are developed jointly. The project is supported by various logistics and transportation companies (ASTAG, Camion, Häusle, Hohl, myclimate, Schöni, Sieber and SPEDLOGSWISS).
- Sustainability Compliance Competence Center (SC3): SC3 strives to gain a leading role as a professional and neutral platform for questions regarding sustainability concerns in the field of procurement and supply chain management. SC3 members obtain practical advice on how to develop sustainability strategies to deepen stakeholders' legitimacy and to develop the ability to ensure the compliance of the parties involved in their supply chains. SC3 bundles the sustainability and compliance management competencies of a variety of experts and organizations with different professional and scientific backgrounds. It embraces discussions between procurement, supply chain, operations, environmental, and societal experts to align their objectives and perspectives, thus developing

solutions that benefit corporations as a whole in the long run.

- Sustainability in road freight transportation: this study tries to evaluate the importance of sustainability criteria in the procurement of logistics services. The research group thus aims at identifying the relevant sustainability criteria of road freight transportation companies' tender practices.
- Sustainability in the supply chain: this project tries to identify the capabilities needed to ensure value chain partners' compliance with corporate sustainability standards.

A list of publications can be found [here](#).

Institute for Media and Communications Management (MCM-HSG)

The Solution and Services Engineering for Measuring, Monitoring, and Management of Organizations' Environmental Performance Indicators (OEPI) project is an international research project supported by the European Commission. OEPI will work towards its stated vision by providing business users with an inter-organizational platform to provide and share environmental performance indicators across the supply chain, as well as consumption tools to leverage these indicators in concrete business scenarios. The Institute for Media and Communications Management assists with academic questions. The OEPI project includes expertise from leading high-tech companies, business solution providers, and environment & IT research institutions such as SAP, Siemens, Kone Corporation, Atos IT Solutions and Services GmbH, Ericsson, and the VTT Technical Research Center of Finland.

For more visit www.oepi-project.eu/

(5) Diversity Management

With society becoming more varied and globally networked, diversity management plays a crucial role in the education of future business leaders. The University of St.Gallen is committed to teaching and research that reflect on the development and promotion of diversity and inclusion. Different research activities concentrate on the development of new instruments related to gender issues, the diversity of people, and disabilities.

Center for Disability & Integration (CDI-HSG)

The CDI focuses on the integration of people with disabilities through innovative research. The Institute consists of three divisions: Business Administration, Economics, and Applied Disability Research.

- *Business Administration:* Prof. Stephan Böhm, Miriam Baumgärtner, Ina Zwingmann, and Kirill Bourovovoi conduct research in the fields of leadership, diversity and human resource management in order to foster health in the workplace as well as the vocational integration of employees with disabilities.
- *Economics:* Prof. Eva Deucherts, Lukas Kauer, and Helge Liebert contribute to the economic integration of people with disabilities,
- *Applied Disability Research:* Nils Jent and Regula Dietsche develop practical recommendations for the integration of people with disabilities into companies and society.

The ComToAct Award was developed as part of the CDI-HSG's Commitment to Action initiative to honor companies that engage in integrating persons with disabilities into the primary labor market. The ComToAct Award comprises 15,000 CHF.



CDI-HSG

The work of the Center for Disability and Integration regarding research, teaching, and practice contributes to the prevention of disabilities on the job and to the professional (re-) integration of people with disabilities into the labor market.

Institute for Leadership and Human Resource Management (I.FPM-HSG)

The IFPM Diversity Center has developed and implements a new type of company-oriented diversity approach that emphasizes individuality. The management team consists of Regula Dietsche, Prof. Martin Hilb, and Nils Jent.

Publications can be found [here](#).

Research Institute for International Management (FIM-HSG)

At FIM-HSG, a learning and exchange platform – Diversity Management Dais (DiManD) – has been developed to prepare companies for the challenges and opportunities arising from diversity in organizations. DiManD brings together Swiss and international companies that aim to position themselves as thought and implementation leaders in diversity management.

Research Institute for Organizational Psychology (OPSY-HSG)

The Research Institute for Organizational Psychology creates a bridge between psychological and social theory with perspectives from management and organizations. Its current projects include (in German):

- 'Exzellenz und/oder Chancengleichheit der Geschlechter: Nationale Programmatiken und diskursive Praktiken an Universitäten (Deutschland und Schweiz)
- Bauecken, Puppenstuben und Waldtage. (Un)Doing Gender im Alltag von Kinderkrippen'
- Soziale und diskursive Prozesse der Vergeschlechtlichung nachhaltiger Technologien zur Energieversorgung in Wohngebäuden', Teilprojekt des vom Bundesministerium für Forschung (Deutschland) geförderten Forschungsprojekts
- Soziale, ökologische und ökonomische Dimensionen eines nachhaltigen

Energiekonsums in Wohngebäuden (in Zusammenarbeit mit dem IWÖ-HSG)

The OPSY is supervising several PhD theses on gender and diversity:

- Gendering Sustainable Energy
- Equality in the United Nations Peacekeeping Bureaucracy
- Language Diversity
- Men in Early Childhood Education
- Constructions of Masculinity and Temporary Work.

A list of publications can be found [here](#).

Executive School of Management, Technology and Law (ES-HSG)

The Executive School's Knowledge Center on Diversity highlights the University of St.Gallen experts' work that is especially relevant to today's challenges in the gender and diversity management field. The team of Prof. Gudrun Sander, who is actively engaged in the UN Global Compact and the PRME Working Group on Gender Equality, contributes actively to research and teaching in this field at the University of St.Gallen and beyond.

Principle 5: Partnerships

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

Exchanging and sharing information and knowledge with the business community are of great importance to HSG and a fully integrated part of the University's regular activities. The University is committed to enhancing networking and exchange in order to better identify the skills and competences that our students require in their post-university career. Furthermore, most of the institutes and research institutes are managed independently and are run as businesses. This enables them to offer education, research, and further education based on real-world conditions and contemporary challenges.

In line with this philosophy, the institutes and centers offer a broad spectrum of consulting or executive education services and advise companies and official bodies. In addition, joint collaborations are often project-related and include collaborations with regional, national, and international organizations.

As this interlinkage between the University and the business world is a fundamental part of our philosophy, no special listing is given of these partnerships at this point. Collaborations, network cooperations, and joint initiatives are included in the respective section.

Principle 6: Dialogue

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

The University of St.Gallen is more than just a place for teaching and research. It is also a platform for debate and dialogue between various stakeholders ranging from academia, business, government, and civil society. HSG regularly organizes and hosts a large variety of international conferences, seminars, and meetings.

- Platforms for dialogue
- Conferences and meetings
- Public outreach.

Platforms for Dialogue

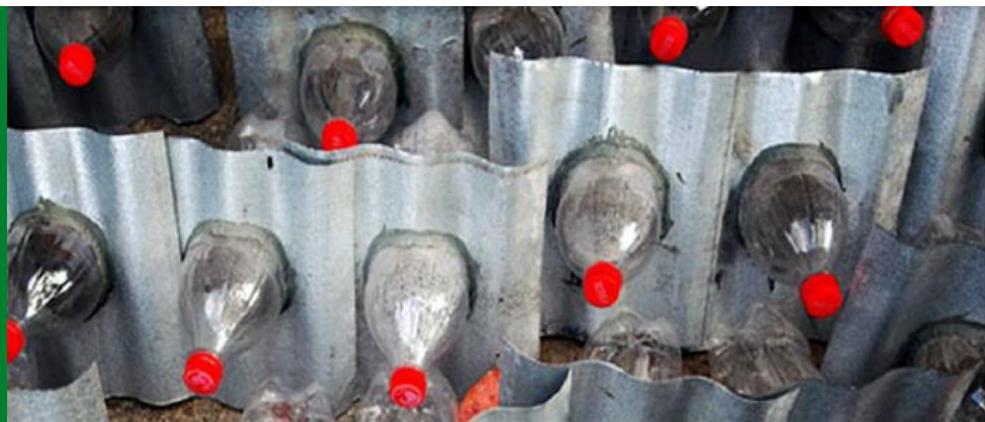
oikos Foundation

The oikos Foundation for economy and ecology was founded in St.Gallen in 1990 by oikos students and members of the HSG faculty. It is funded by corporate sponsors and supported by the University of St.Gallen. Its purpose is to help develop the global sustainability community in the fields of management and economics. It is closely associated with the Institute for Economy and Ecology at the University. Its core activities can be grouped into three sections:

- International Young Scholars Academies
- oikos Case Study Competitions / Teaching Initiative
- PhD Fellowship Program.

Water & Light Conference

In September 2012, scholars and practitioners from a variety of disciplines met at the HSG for the first Swiss Conference on Water and Light: Managing Strategies to Scale Up Sustainability



International Young Scholars Academies

The academic projects aim at promoting academic innovation and entrepreneurship in research and teaching to develop responsible graduate students and faculty who will create a sustainable world. A special focus is placed on developing faculty who will drive the change in teaching and research at their respective institutions. Today, five Academies are presented annually at various locations around the world, some in cooperation with UN organizations:

- oikos PhD Summer Academy (2000-2009), which was renamed: oikos Young Scholars Entrepreneurship Academy (as of 2010)
- oikos PRI Young Scholars Finance Academy (since 2009)
- oikos UNDP Young Scholars Development Academy (since 2009)
- oikos Young Scholars Organizations Academy (since 2011)
- oikos Young Scholars Economics Academy (since 2011).

On a competitive basis, 15-20 PhDs are annually selected from a pool of international applicants. Partners include: the UNDP, UN PRI, responsAbility, and Next Billion. The best researchers and experts from all over the world serve as faculty. The most recent faculty includes:

- **Jill R. Kickul**, Berkley Center for Entrepreneurship & Innovation, NYU Stern School of Business, USA
- **Dimo Dimov**, Newcastle University Business School, UK
- **Wesley Sine**, Cornell University, USA
- **Fabrizio Ferraro**, IESE Business School, ES
- **Hoje Jo**, Leavey School of Business, St. Clara University, USA
- **Jill Solomon**, King's College London, UK
- **Nicolas Mottis**, ESSEC Paris, FR
- **Catherine Dolan**, Green Templeton College and Said Business School, University of Oxford, UK
- **Chris Yenkey**, University of Chicago Booth School of Business, USA
- **Klaus Weber**, Kellogg School of Management at Northwestern University, USA
- **Tina Dacin**, Queen's School of Business, Canada
- **Ignasi Marti**, EM Lyon, FR

- **Eliada Wosu Griffin-EL**, University of Cape Town, ZA
- **Katrina Burgess**, Fletcher School, Tufts University, USA
- **Marcelo Olarreaga**, University of Geneva, CH, and Research Fellow at the Centre for Economic Policy Research (CEPR) in London, UK
- **Prof. Deepti Goel**, Delhi School of Economics, IN.

Find more information about the oikos Young Scholars Academies [here](#).

Case Study Competitions & Teaching Initiative

The oikos Foundation established the Global Case Writing Competition in 2003 to create a body of knowledge about sustainable management practices and social entrepreneurship that professors at business schools around the world could use. This collection currently consists of two volumes of more than 30 peer-reviewed cases on corporate sustainability management and social entrepreneurship:

- Volume 1: Case Studies in Sustainability Management and Strategy
- Volume 2: Case Studies in Social Entrepreneurship and Sustainability

Free cases are available [here](#). For the whole collection, visit [greenleaf-publishing.com](#)

As excellent cases on corporate sustainability and social entrepreneurship are still rare, there is an enormous need to develop expertise in these areas to support the writing of cases. Therefore, oikos has organized annual Case Writing Labs at the Academy of Management conference since 2009.

The oikos Case Teaching Initiative is intended to complement the oikos Case Writing Competitions and its annual case writing workshops. The Initiative consists of the oikos Case Quarterly (regular publications on methods to teach sustainability, management, and entrepreneurship using case studies) and Podcasts on Teaching (audio interviews with leading case writers and instructors). This combination of activities provides a diverse and valuable resource for case instructors and

promotes the further integration of sustainability-related topics into business schools and universities' curricula.

Information on the oikos Case Teaching Initiative can be found [here](#).

PhD Fellowship Program

The oikos PhD Fellowship Program – initiated in 2008 - advances entrepreneurial-driven research on sustainable management and economics. To achieve this objective, the program helps outstanding international students pursue a PhD of their choice at the University of St.Gallen. Fellows are selected competitively from a pool of international applicants. oikos Fellows are distinguished by their commitment to international oikos activities, in which they invest 30% of their time per week. Since its establishment in 2008, six fellows have successfully completed their programs. Four oikos Fellows from Germany, Spain, and Nepal are currently pursuing their PhD.

Find [more](#) information about the oikos PhD Fellowship program.

oikos International

In 1997, oikos St.Gallen decided to internationalize its activities and to not only strengthen St.Gallen business students' ecological and social awareness, but to also do so within economics and management faculties around the world. In 1998, four local oikos groups were founded. Together with oikos St.Gallen, they established oikos International – an umbrella organization and administration center – at St.Gallen. Today, the network has more than 1,000 members with 42 local chapters at universities in 21 countries in Europe, Asia, Africa, and North-America.

oikos International pursues international projects to empower students as change agents, to advance the oikos network, and to strengthen research on and the teaching of sustainability. These projects include:

- oikos [Winter School](#) (a coaching week for social entrepreneurs)
- oikos [Student Reporter](#) (real time training in social media advocacy and online journalism. In 2012,

the students provided live coverage from Rio+20, the WEF, and the World Resources Forum)

- [oikos Future Lab](#) (annual meeting of the whole "oikos family" at St.Gallen (alumni, faculty, partners)
- oikos [Spring Meeting](#) (an international meeting bringing the global oikos network together).

www.oikos-international.org

St.Gallen Symposium

The St.Gallen Symposium at the HSG is also called "little Davos." It was founded in 1970 by five St.Gallen students to create a platform for an intergenerational debate on important management, political, and civil society issues. It regularly attracts more than 1,000 top executives, political leaders, and scientists from all over the world. On the basis of an essay competition, 200 international graduate and post-graduate students from all over the world are selected to participate in the Symposium and, as "Leaders of Tomorrow" meet the "Leaders of Today." The 42nd symposium, which is still run by students, was held in 2012. Recent topics include:

- 2013: Rewarding Courage
- 2012: Facing Risk
- 2011: Just Power
- 2010: Entrepreneurs – Agents of Change
- 2009: Revival of Political and Economic Boundaries.

www.stgallen-symposium.org

The Alumni Network

The Alumni Network of the University of St.Gallen plays an important role in bringing former students together and maintaining their association with their Alma Mater. HSG alumni have recently undertaken various actions in the field of responsibility and sustainability:

- The HSG Alumni Conference 2012: Money and Mind. Wealth-Values-Growth: What counts? The conference dealt with a number of topics related to responsibility and sustainability.
- The HSG Alumni Forum 2010 on Corporate Social Responsibility.

<http://www.alumni.unisg.ch/de/home/>

Conferences and meetings

St.Gallen Forum for Management of Renewable Energies

The St.Gallen Forum for Management of Renewable Energies is a yearly conference organized by the Good Energies Chair for Management of Renewable Energies. It has been run since 2010 and attracts 120-150 participants. It offers dialogues on and insights into the management and financing of renewable energies, as well as a growing network of professionals in the renewable energies field. The 2012, the Forum was organized in cooperation with the St.Gallen Energy Congress, the annual meeting of the Climate Alliance of European Cities, and the St.Gallen Congress for Geothermal Energy.

More information on the Forum [here](#)

First Swiss Conference on Water and Light

In September 2012, the Swiss-Latin-American Center of the University of St.Gallen welcomed scholars and practitioners from a variety of disciplines to the first Swiss Conference on Water and Light: Managing Strategies to Scale Up Sustainable and Environmental Projects in Colombia. The questions addressed were: the potential to scale up socially and environmentally sustainable projects, and the role of social entrepreneurs in these processes.

More information on the conference [here](#)

TADA Workshop

The workshop on *Human Rights Responsibilities of MNCs in the Developing World*, which took place at the University of St.Gallen in June 2012, was organized by the human rights group in the Transatlantic Doctoral Academy on Corporate Responsibility (TADA).

St.Gallen CSR Days

In 2012, the St.Gallen CSR Days took place at the University of St.Gallen for the first time. Organized by the Institute for Business Ethics, some 80 experts from academia, politics, trade, and industry debated different views on corporate responsibility.

More information [here](#)

Public outreach

Public lectures program

The public lectures program is a traditional bridge to the city and region of St.Gallen, offering some 40 public lectures every semester. By opening its classrooms to the wider public, the University provides the public with a platform to engage in direct dialogue with its professors and students. This program usually attracts around 4,000 people per year and is unique among Swiss universities – not least for the breadth of these lectures. The topics are very broad and change regularly. The Institute of Business Ethics organized a special series in the fall/ spring semester of 2011-12. Six lectures were given on the areas of conflict between economics and ethics, which aroused considerable public interest. In the fall of 2012, another in-depth series of events covered diversity management. The series ended with the documentary *Breathing under Water - The Second Life of Dr Nils Jent*. At 19, Nils Jent became physically disabled and speech-impaired after an accident. Today, he is a co-director of the Diversity Center at IFPM-HSG and heads the applied research at the Center for Disability and Integration.

Little Green Bags Series

A new HSG video series, *Little Green Bags*, captures issues such as sustainability, corporate responsibility, and entrepreneurship in a nutshell. In brief, animated video clips, HSG experts explain these topics. By tying in with academic seminars and lunchtime snacks (brown bag lunches), the video series *Little Green Bags* offers everybody interested in these issues nibbles of knowledge.

The Little Green Bag Series can be found [here](#).



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Pictures: Hannes Thalmann

This report was compiled and written by the team in the Office of the University Delegate for Responsibility and Sustainability. Information and data-collection involved a large number of people from across the University.

Feedback on this report and suggestions regarding our sustainability activities can be provided to sustainability@unisg.ch.

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