
SIP REPORT #3

Reporting Period 2019 – 2021

PRME

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

FH WIEN DER WKW
UNIVERSITY OF APPLIED SCIENCES FOR MANAGEMENT & COMMUNICATION

November 2021

PRME
an initiative of the
United Nations Global Compact



Executive Summary

FHWien der WKW, the University of Applied Sciences for Management & Communication, has been an Advanced Signatory member of the Principles for Responsible Management Education (PRME) since 2015. As one of the first business schools in Austria, we include Business Ethics and Corporate Governance as compulsory subjects in the curricula of all business management programs. The implementation of PRME 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.

In our last Sharing Information on Progress (SIP) Report, we set ourselves the following targets for the period between November 2019 and October 2021:

1. Expanding the number of courses dedicated to teaching PRME-related topics
2. Offering train-the-trainer seminars on Corporate Responsibility for lecturers
3. Increasing cooperation with other universities and corporations on PRME-related topics

How we managed to meet these goals is described in the following pages and in an extensive appendix.

In alignment with the targets above, these are some highlights of the present report:

1. **Curriculum development is in progress and should be completed by 2023.** It involves the introduction of sustainability as a topic into the “Common Body of Competence“, which describes the fundamental competences that need to be ensured in all aspects of the Bachelor’s degree programs at FHWien. This will ensure the integration of sustainability into all teaching plans. Additionally, we are in the process of establishing several degree and non-degree programs focusing on sustainability that are designed to equip our students with in-demand skills in the field. Finally, we are continuing to develop the existing sustainability modules in our Master’s programs by implementing innovative teaching approaches and increasing the practical relevance of our teaching.
2. **Engaging in multi-stakeholder dialogue for sustainability has become a strategic priority for FHWien.** In 2021 FHWien hosted several major national and international high-profile events that increased our visibility and enabled us to raise the awareness of sustainability issues – the Research Forum 2021, the NBS Sustainability Centres Community (SCC) Workshop and FHWien SDG Day. The Research Forum 2021 fostered the academic dialogue by gathering leading researchers from all Austrian universities of applied sciences. The NBS SCC Workshop facilitated the dialogue of sustainability research centers around the world and enabled the exchange of knowledge between business and academia. The first SDG Day at FHWien contributed to increasing the awareness of staff members, faculty and students and encouraged the dialogue for sustainability inside the organization.
3. **The establishment of two new research institutes and the launch of two new sustainability-related research projects should ensure the continuing institutional capacity building in sustainability.** The Institute for Business Ethics and Sustainable Strategy (IBES)

and the Institute for Digital Transformation (IDS) aim at fostering the research activities of FHWien and at offering solutions to complex economic, social and environmental problems. They focus on state-of-the-art research and transferring their knowledge to scholars, students and practitioners. Of particular relevance to sustainability are the two newly started projects at IBES – CARE and TRANSFORMS. By analyzing collective action initiatives and the nature of organizational capabilities for sustainability, both projects are expected to contribute to the global academic dialogue and to provide solutions with practical relevance for businesses in Austria.

This report is divided into six sections and based on the six PRME principles. Each section demonstrates the implementation of PRME in all areas of FHWien der WKW, illustrated with relevant policies, procedures and activities during the past two years. We aim to offer students an outstanding academic education and to provide businesses and the international community with application-oriented research. By means of this holistic implementation of PRME, future managers and entrepreneurs are being trained to lead enterprises sustainably, strategically and with an opportunity-oriented focus.

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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 18 Bachelor's and Master's degree programs in the fields of management and communication. FHWien der WKW's Center for Academic Continuing Education offers 19 additional continuing education programs, including an International MBA in Management & Communications.

Quick facts:

- **founded in 1994**
- **number of students in the Bachelor's and Master's degree programs: 2,875**
- **number of students in the continuing education programs: 843**
- **teaching staff: over 1,023**
- **partner universities: approx. 170**

Students & Alumni

FHWien der WKW's body of students in the Bachelor's and Master's degree programs numbered 2,875 in 2020 and 843 students were enrolled in the continuing education programs. The proportion of female Bachelor's and Master's degree students was 57.7 %. A total of 890 Bachelor's and Master's students plus 216 students in the continuing education programs graduated in 2020, bringing the number of FHWien der WKW graduates over the past 27 years in diploma and degree programs to a total of 12,714. 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, as well as during the weekend.

Teaching Staff

In 2020 we had a total of 1,025 teaching staff (full-time and part-time) at FHWien der WKW. Around 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 take into account the needs of companies and prepare our graduates effectively for their careers. 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 Degree Programs

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

The majority of the Bachelor's degree programs are taught in German. One cohort of the Corporate Communication program is taught entirely in English. The Management & Entrepreneurship study programs offer a full-time bilingual program.

Master's Degree Programs

Communication Management | Executive Management | Financial Management & Controlling | Journalism & New Media | Marketing & Sales Management | Organizational & Human Resources Development | Real Estate Management | Urban Tourism & Visitor Economy Management

The majority of the Master's degree programs are also taught in German. The Executive Management program, however, is taught entirely in English.

Academic Continuing Education Programs

International MBA in Management & Communications | Accounting | Applied Business Management | Communication and Counseling in Business | Controlling | Cyber Psychology of Online Communication | Designing Digital Business | Digital Communication & Marketing | Industrial and Communications Psychology | Integrated Facility and Energy Management | Leadership | Marketing and Sales Management | Real Estate Investments | Real Estate Management | Retail Management

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. We also offer:

- **Excellent infrastructure and IT services**
- **Our International Office: Center for International Education & Mobility (CIEM)**
- **Alumni & Career Services, an active network at FHWien der WKW**
- **A well-stocked library supporting both our research and teaching staff and 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).

LETTER OF CONTINUED COMMITMENT

FHWien der WKW 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 Sustainability as compulsory subjects in the curricula of all business management programs at master's level. This is particularly relevant today, in light of the grand challenges that we are facing as a society. Taking responsibility for the consequences of our actions for the society and the environment, and looking for solutions to the urgent problems of our time are necessary steps towards achieving sustainability transformation. The highly qualified researchers and teaching faculty at FHWien are convinced that exploring the sustainability issues from an academic perspective and transferring the generated knowledge into teaching and practice is the key to ensuring a better future for the next generations.

This idea is deeply embedded in our institutional values, teaching and research practices and partnership building. As a University for Applied Sciences in Management and Communication, we aim to educate ecologically, economically and socially responsible leaders and equip them with the necessary skills to tackle the issues of climate change, globalization and digitalization. Thus, we design our academic programs to be active, flexible and future-oriented. This approach calls for equality and respect for each other at all levels. To continuously improve and implement best practices in both teaching and research, we cooperate closely with other national and international educational centers, research institutes and companies. Two thirds of our teachers come directly from the business world. A range of teaching and research courses tailored precisely to the needs of companies prepares graduates optimally for their careers.

FHWien der WKW has been a signatory to the renowned Principles for Responsible Management of the United Nations (PRME) since 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. By integrating social and ecological sustainability issues into our operations, we are actively contributing to the achievement of the United Nations' Sustainable Development Goals (SDGs). We pursue the strategic goal of assuming long-term national leadership and an internationally competitive position in the field of business responsibility and sustainability.

Since 2015, we have made significant progress in implementing PRME at our university and we strive towards continuously improving our academic program and research.

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.”

A) Mission Statement & Strategic Objectives

Clearly defined principles of work and of a professional framework for cooperation strengthen the bond between employees, but also strengthen the trust of students and others in FHWien der WKW. Hence, a clearly defined Code of Conduct applies to all employees and lays down our guiding principles, values, commitments and standards.

Since 2018, the new strategic core area “Business Responsibility & Sustainability” has been included in the “Strategy and Mission Statement”. We prepare our students to take responsibility for an economically efficient and sustainable society. The support we provide our students and the practical relevance of our teaching lay the foundations for our graduates’ successful career paths. Thus, our mission statement has recently been revised to increase the focus on activities that support and spread good, sustainable, and globally responsible business practices and essential leadership skills.

In 2018, FHWien der WKW dealt intensively with PRME and the UN Sustainable Development Goals (SDGs). PRME and the SDGs were presented in March 2019 at an employer event. In April of that year, our employees jointly developed projects to improve sustainability within the organization, some of which are presently being implemented. The aim was not only to address sustainability and environmental protection in teaching, but also to set an example through best practices within the organization. For this purpose, we started with the project SDG@FHWien, which was introduced in the last SIP report. We now outline how the different objectives of this project have been developed further.

B) Project SDG@FHWien der WKW

In order to meet its social responsibility, FHWien der WKW has set itself the task of sending a clear signal in line with the SDGs, promote dialogue and awareness, and integrate these topics into teaching and research. Therefore, employees have been working in four groups for SDG@FHWien der WKW. In these groups, a number of proposals for measures were developed, each on a specific topic, which were then evaluated by the FHWien der WKW management team. Based on this evaluation, it was decided which measures would be implemented.

The following measures – sorted by the four main topics – are being implemented or are already in the implementation phase:

Resource consumption

Future events should receive “ÖkoEvent” certification, which confirms that a celebration, a meeting or a large event is environmentally friendly. To make this possible, relevant employees are trained in the list of criteria and implementation of an “ÖkoEvent”.

Student projects

A survey will be carried out among students and teachers in order to generate attention for the topic of SDGs and to gain an insight into the sustainability of the university.

In another project, students will work out which key figures relating to sustainability are relevant for the FKH Wien, how this fits in with correspondingly implemented measures and in what form these can be used to promote the image in external presentation/communication. In a third student project, the focus is on implementing sustainability-oriented messages in corporate communications.

Giveaway products

Only the “most necessary” advertising materials are produced and used and the part of the advertising budget saved is used for sustainability projects and campaigns of FHWien der WKW or for sustainable advertising materials. Accompanying communication takes place on all appropriate advertising channels.

Furthermore, the recognition value of the SDG measures is increased by a separate SDG logo.

Saving energy – measures to reduce energy consumption and improve waste management

Sustainable copy paper with an environmental seal is to be used as standard. In addition, the number of printouts will be reduced by repeatedly pointing this out to employees in various communication channels (e.g. email signature).

In the area of waste management, there will be a round table between FHWien der WKW and the building owners to discuss possible measures.

- *Measures, activities and events at FHWien der WKW to implement one or more PRME principles (Appendix 6)*

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 several years. They drive us, motivate us and bind us together.

- Diverse

We are open to innovation and promote new ways of thinking and acting. The people who work at FHWien der WKW have wide-ranging skills and life experiences. We see this diversity as one of our special strengths. We are family-friendly and enjoy working in multicultural teams. Trust, respect and appreciation in our dealings with one another are of paramount importance.

- Engaging

We want to help shape the future that constantly throws up new tasks and challenges for us. We appreciate the varied nature of our work at a modern university that is in close dialogue with business. It is especially important to us that teaching is guided by research and real-world practice and is always on the cutting edge.

- Meaningful

Working in education is more than just a job for us. We supply business and the sciences with valuable impulses and develop answers to the provocative questions of the day. In addition, we always look to the future. With immense dedication, we support our students as they acquire the knowledge and skills they need for their professional lives.

A) Internationalization

International content and networking are central factors for a modern university. In particular, the development of intercultural competencies, international experiences, and improved foreign language skills are keys to success. FHWien of WKW is increasingly becoming an attractive place of learning for foreign students as well, especially through English-language study programs. This diversity benefits all students at the university. Semesters or internships abroad are obligatory for full-time Bachelor's degree students so they can gain initial experience abroad.

FHWien of WKW's internationalization strategy is based on mobility, cooperation and internationalization at home. Through semesters abroad (some of which are curricular or compulsory), internships abroad and graduate internships, our students broaden their professional and personal horizons and become cosmopolitan Europeans. They acquire essential skills for the global labor market, such as intercultural and foreign language competence. We offer students a preparatory intercultural workshop and a “welcome back” workshop that encourages reflection on their experiences and what has been learned. We seek to build and maintain sustainable cooperation with more than 170 partner universities around the world. We offer a growing range of English-language courses in a multinational, intercultural lecture hall to regular and international exchange students. Thus, teaching and

learning at FHWien take place in a climate of diversity. A continuing education program on intercultural teaching is available for lecturers.

FHWien of WKW also encourages teaching and administrative staff to spend time abroad, for example by participating in Erasmus+ Staff Mobility. Staff Mobility takes different forms: teaching at a partner institution, international staff training weeks, job shadowing in the equivalent department at the partner institution, and the like.

Erasmus+ Program 2021–27:

In spring 2020, FHWien of WKW applied for the Erasmus Charter for Higher Education (ECHE), which forms the basis for participation in the new Erasmus+ program 2021-2027. The new Erasmus+ program focuses on sustainability, inclusion and the promotion of civic engagement. By receiving the ECHE, FHWien of WKW is committed to promoting sustainability, inclusion and civic engagement in international academic mobility.

Green Erasmus:

As of the academic year 2021/22, students undertaking an Erasmus+ study or internship abroad will receive a special grant if they use predominantly environmentally friendly means of transport on their trip.

Inclusive Erasmus:

The new Erasmus+ program provides financial support for flexible international teaching formats (e.g. short mobilities, blended intensive programs), which particularly benefit part-time students. For students with special needs, Erasmus+ special grants will be available from the academic year 2021/22. These students include those receiving study grants, students with disabilities or chronic illnesses, and students who take a child with them abroad who needs care. The special grants are intended to help break down barriers to mobility. We inform outgoing and incoming students about the infrastructure at their host university and the support offered, for example with regard to accessibility. An FHWien of WKW website at <https://inclusivemobility.eu/> is planned.

Digital Erasmus:

The Erasmus+ program envisages the complete digitalization of all processes related to international Erasmus+ mobility by 2027, so CIEM is likewise continuously optimizing and adapting all outgoing and incoming student mobility processes in the Mobility Online mobility software. The gradual digitalization of the exchange of cooperation agreements with partner universities, Erasmus+ internships, staff mobility, learning agreements and transcripts of records has begun. The new Erasmus+ app provides students with a mobile application for the entire course of their semester abroad.

Erasmus and civic engagement:

In order for students to see themselves as European citizens, in addition to the Erasmus+ mobility opportunities, there is also European teaching content in all curricula, such as “EU Fact Checking”, which teaches journalistic skills such as dealing with sources, in cooperation with our international partner universities. Feature stories with a European flavor are created in the course “EU On Air”. Excursions to the EU institutions in Brussels are also on the program.

Erasmus+ students should see themselves as ambassadors of their universities, their country and the Erasmus+ program. To this end, we want to offer students platforms to present the culture of their home country. At the same time, they should get to know the language and culture of their host country. In this way, we can achieve mutual respect and recognition of European diversity.

B) Gender Mainstreaming & Diversity Management

Universities play an outstanding role in society in promoting gender and diversity issues. They have a special responsibility in terms of generating and disseminating knowledge. To be effective, however, this approach requires a high degree of equality and respect on every level.

Since summer semester 2020, the pandemic has brought new challenges to the university relating to diversity management. Events compelled FHWien der WKW to speedily move all teaching online. Teaching and learning formats as well as exams were adapted to the digital setting. But what did this move mean for students with a disability or chronic illness?

Distance learning allows a personalized learning experience because students can study wherever and very often whenever they want. This is an advantage and makes life easier for students with impaired mobility or who suffer from a chronic illness. For some students, the freedom to study in safe and familiar surroundings within their own four walls also reduces stress and anxiety.

One disadvantage of online teaching that affects all students is the lack of personal contact. Many students value the intellectual exchange in the classroom and learning together in groups – they have missed it greatly. Today, students are back in classes and the university can continue to leverage and put into use the experience of online formats to promote diversity in higher education teaching.

FHWien der WKW has also used the current challenge to revise our Gender & Diversity training, which is now offered in an e-learning format. The aim of this course is to sensitize all employees to this issue.

C) University & Family Audit tool

The University and Family Audit tool is a management tool to implement and coordinate family-friendly university policies. It serves to raise awareness of family and diversity issues, promoting a balance between the needs of the university, staff, and students. The second auditing cycle will be completed at the end of 2021. In spring 2021 FHWien der WKW already started the process to obtain the third audit cycle.

The main focus was on drawing up measures that can be sustainably established at the university and implementation targets that take account of the diversity of staff members and students. The structures to ensure the process continues will be presented to the Technical Inspection Association (TÜV) expert in charge of the audit in November 2021 during the final evaluation round. The target agreement covers the majority of gender and diversity measures in the areas of human resources, academic affairs and corporate communication, and marketing.

Principle 3 | Method



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

A) TEACHING CORPORATE RESPONSIBILITY – OVERVIEW

At FHWien der WKW, ethics is embedded throughout the curriculum of all Master's programs. A particular concern here is to anchor the principles of responsible and sustainable management into the students' mindset and actions. We teach ethics and corporate responsibility not as an abstract theory, but as practice-oriented dynamic concepts. The subject of Corporate Responsibility has been introduced into all Master's degree programs in business management. One key objective of the last SIP was 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 course of studies for the Bachelor's degree. The lists in the appendices to this report prove the success of these resolutions. They provide evidence for both the successful implementation of business ethics modules in all degree programs as well as for the increasing interest in sustainability among students.

Highlights of programs and courses dedicated to teaching PRME-related topics (See Appendix 1)

Student projects dedicated to PRME-related topics (Appendix 2)

Bachelor's and Master's theses on PRME-related topics (Appendix 5)

Miscellaneous events, measures, activities and projects introduced at FHWien der WKW to implement PRME (Appendix 6)

B) Faculty Development

FHWien der WKW develops innovative teaching concepts, materials, processes and interactive environments that enable effective learning experiences in responsible management. The teaching content is oriented towards introducing students to the concept of economically, ecologically and socially sustainable and inclusive business. One key objective of the last SIP Report was to improve FHWien's training program in business ethics and responsible corporate management. The aim in terms of content is to offer excellent teaching that provides students with a good theoretical foundation and at the same time a high degree of practical relevance. This goal is achieved both by the use of internationally renowned and certified teaching concepts and by offering sustainability training to all faculty members and FH employees.

A significant achievement in this area was the organization of an interactive workshop for faculty members in November 2019. Under the guidance of the sustainability expert Katrin

Muff, faculty members of FHWien laid the foundation for the integration of sustainability at the institutional level and in the curriculum. There are three major outcomes of this workshop that shaped our faculty development program in this reporting period:

- **Launch of an annual SDG day for the popularization of SDGs within FHWien (described in Chapter 6)**
- **Establishment of an internal faculty group that contributes to the integration of SDGs in teaching**
- **Organization of an Employees Workshop for raising the awareness about SDGs among staff members (described in Chapter 1)**

While revising the curricula of all the study programs, FHWien decided to integrate the SDGs into all areas of the curricula by 2023. To promote this process, we decided to create an annual initiative recognizing the excellent efforts of our faculty members in the popularization of sustainability topics among students. On the first SDG Day at FHWien in 2021, we introduced the first award for innovative teaching in two categories: innovative teaching methods, and implementation of SDGs in teaching. We plan to continue this initiative also in the next years. More information about this year's winners can be found in the news release in Appendix 7.

C) Curriculum Development

Under the supervision of the Academic Board at FHWien, we have undertaken a major transformation project aimed at updating and improving the curricula of all academic programs at FHWien by 2023, as well as at further integrating the PRME principles in teaching. Our goal is to develop a curriculum that is rich in content, transparent and easy to administer. In addition, the individual modules should build on each other in a meaningful way and be as free of overlaps as possible. To achieve this, we are in the process of creating new descriptions of all modules, including the teaching objectives, content, and assessment, among other elements. As offering innovative competence-based teaching is one of our key priorities, we aim at incorporating a wide variety of methods in our programs (e.g. case studies, business games, problem-based learning, competitions for students, e-learning and hybrid learning).

In accordance with the goals set in our previous PRME report, we are in the process of redesigning the structure and requirements of all Bachelor's degree programs by complementing the Common Body of Competence by 2023. In addition, we recognize the need for educating the sustainability specialists of the future, so we are developing several new degree and non-degree specialized programs. Finally, we continue to develop the content of our Master's programs, in order to further integrate sustainability into our teaching overall.

The Common Body of Competence

The Common Body of Competence is defined for all Bachelor's programs. The Common Body of Competence describes which basic competences all Bachelor's degree students at FHWien acquire. Every Bachelor's degree program must fulfill the contents and the acquisition of competences of the Common Body. In each Bachelor's degree program, sustainability (sub-) modules will be introduced and should be incorporated by 2023.

Sustainable Development in Existing Master's Programs

In addition to the comprehensive curriculum development project, FHWien der WKW is constantly improving the content of the existing business ethics and corporate social responsibility (CSR) module in all master degree programs. The first sub-aspect of ethical, reflective and principled action (responsibility) leads to the derivation of specific areas of responsibility for the company and is integrated with the approaches and methods of modern, strategic sustainability management. In the process, each course of study focuses on areas related to the respective occupational field.

For instance, the business ethics and CSR module of the MA in Financial Management & Controlling incorporates theoretical and practical knowledge regarding ESG criteria, sustainable finance and green financial instruments. Another example is the business ethics and CSR module of the MA in Organizational & Human Resources Development, which provides specialized skills and expertise in the field of green and sustainable HR. Providing students with in-demand knowledge and skills prepares them better for the sustainability requirements of the employers and is essential for their professional development and career perspectives.

D) Center of Academic Continuing Education

The past two years offered considerable opportunities for interaction, dialogue and collaboration between the Academic Continuing Education division and collaborating businesses. Furthermore an innovative and novel course on "ESG-based financing" was delivered to a business partner in the banking sector, showing the great potential to foster dialogue on SDG-related topics between academia and business

As for the PRME principle "method", the Academic Continuing Education division contributes by the decision to hire new staff with a dedicated background in sustainability-related fields as well as to include the topics of sustainability, (environmental) responsibility and resource conservation as cross-sectional matters in all future revisions of curricula.

Considering that sustainability expertise is prevalent at FHW der WKW as a specific academic, topical asset, the Academic Continuing Education division aims at incorporating topics regarding the PRME values, methods and purpose into its programs in a substantial manner. Thus, a five-year strategic concept has been outlined establishing a threshold of 25 % of newly developed curricula to include SDG-relevant issues as a core topic. Additionally, two new Master's degree programs with a strong sustainability focus in the fields of finance and communications are being developed with a planned launch in 2022. More details about the programs will be included in our next report.

E) Bachelor's and Master's Theses

In our last PRME report, we set the goal of increasing the number of Bachelor's and Master's theses on the topic of sustainability. Due to our targeted efforts to popularize the topics among students, we have achieved this goal, which is evident from the list of theses in Appendix 5. Over the past two years, 147 Bachelor's theses and 66 Master's theses were written on sustainability. The topics varied from the highly specialized (specific sectoral or regional sustainability issues) to the more general (organizational dimensions of sustainability).

To recognize the efforts of our students in the field of sustainability, we launched the best Bachelor and Master's thesis awards. The awards were presented on the occasion of the first SDG Day@FHWien after a process of careful consideration involving nomination of the best theses in sustainability by the heads of study programs and then shortlisting 6 nominees (3 BA and 3 MA students). Then, the 6 works were read and evaluated by an expert committee. Based on their academic and practical relevance and novelty, the two best theses (1 Bachelor's thesis and 1 Master's thesis) were selected. More information about this year's winners and their topics can be found in the news release in Appendix 7.

Support from the Writing Center

The Writing Center supports students writing their bachelor's and/or master's thesis. It relates to the third principle of PRME because writing skills are important for higher education but beyond this, they are essential for personal development and lifelong learning.

When it comes to reading and writing in a higher education setting, students learn to read scientific papers, understand scientific arguments, independently solve complex problems, communicate with their readers and think in an analytical manner. Academic writing, therefore, is directly related to academic and critical thinking. In addition to the academic context, writing is a key skill required in students' professional lives. In a knowledge-based society, the most important challenges lie in dealing with complex information and having good communication skills. The ability to read and write well gives students the opportunity to do substantial research and to make a difference in their future work environment. Thus, the aim of the Writing Center is to encourage students to develop independent and creative thinking skills and support them in transferring these skills from their academic to their professional lives.

The Writing Center promotes diversity and caters to a heterogeneous group of students and their needs through workshops and individual consultations on student writing. This group is characterized by cultural, linguistic and social variety and diversity. For instance, students come from diverse educational backgrounds and disciplines or have differing writing backgrounds and experience. Some do not speak German as a first language; others are part-time or international students. All of these students require individual support and guidance during their writing process.

Therefore, the Writing Center offers a variety of different workshops. Most are held in German, such as the workshop "Richtig wissenschaftlich formulieren" (correct scholarly writing skills) which is aimed at students whose first language is not German, "Berufsbegleitend Schreiben" (professional writing skills) which primarily supports part-time students, and workshops like „Geschlechtergerechte Sprache" (gender-sensitive language) in academic writing. Additionally, a range of English workshops is offered to meet the needs of students writing their thesis in English (e.g. "Ready, set, write! An Introduction to English Academic Writing", "How to develop a research question" or "How to (re)write a paragraph").

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."

FHWien der WKW carries out excellent research that is both transferable and applied. The results from our research build the basis for the high-quality practice-oriented education we offer our students. Moreover, applied research and development (R&D) is a key factor in a competitive economy. Research activities at FHWien der WKW are driven by our motivation to innovate and are solution oriented. Our researchers are in close contact with businesses and the international scientific community.

FHWien der WKW has three research priorities:

1. Responsibility and Sustainability

Research under the "Responsibility and Sustainability" research priority focuses on strategic sustainability and CSR management, political CSR and corporate citizenship as well as ethical leadership. The basic research projects take place in cooperation with leading international universities (e.g. INSEAD, Wharton, University of St. Gallen).

2. Digitalization and Digital Transformation

FHW deals with the opportunities and challenges that arise in connection with digital transformation in an interdisciplinary way. More specifically, it examines strategic responses of firms to these changes as well as changes in activities, qualifications and forms of work. In addition, FHWien is developing and testing prototypes for virtual assistants in the area of artificial intelligence.

3. Strategic Management

At FHW, various topics in the field of strategic management are being investigated. The focus is on corporate strategies and (regional) competitiveness, corporate governance and SME & entrepreneurship. Findings from current projects will contribute to the scientific discourse and offer practical advice and action plans to business.

Research carried out by FHWien der WKW is organized in the **Institute for Business Ethics & Sustainable Strategy**, the **Institute for Digital Transformation and Strategy** and the **research** within the **different Study Programs**.

A) Institute for Business Ethics and Sustainable Strategy

In order to strengthen research, the Center for Corporate Governance & Business Ethics and the Center for Strategy & Competitiveness were combined into the Institute for Business Ethics and Sustainable Strategy (IBES) in 2020. IBES takes into account the increasing need for teaching and research in sustainable business and international sustainability standards at FHWien.

IBES activities include research, teaching and knowledge transfer. The Institute pursues three concrete goals:

1. Contributing to international scientific discourse through excellent research projects and publications
2. Training of students and future managers to become responsible members of society
3. Transferring knowledge through practical studies and the application-oriented processing of research results

Courses on corporate responsibility are integrated into all of the Master's degree programs in management at FHWien der WKW. The team works in an interdisciplinary manner and in close cooperation with partner organizations (universities, companies, ministries, NGOs) on foundational research, case studies and dissemination of research results in application-oriented contexts. This exemplary partnership model makes significant contributions to the training of future business leaders. Currently the team is working on projects in the following focus areas:

- **Business & Human Rights**
- **Corporate Responsibility & Business Ethics**
- **Corporate Political Action & Responsibility**
- **Leadership & Sustainability**
- **Strategic Sustainability Management & Corporate Social Responsibility**

Currently, there are two major externally funded projects managed by IBES: **Josef Ressel Center for Collective Action and Responsible Partnerships (JR Center CARE)** and **City of Vienna Competence Team Change for Corporate Sustainability (TRANSFORMS)**.

A.1 Josef Ressel Center for Collective Action and Responsible Partnerships (JR Center CARE)

The Josef Ressel Center for Collective Action and Responsible Partnerships (JR Center CARE) was founded at FHWien der WKW in September 2020. The center, which is funded by three corporate partners and the Christian Doppler Research Foundation, builds up comprehensive knowledge on Collective Action initiatives. This is understood to mean cooperation processes between companies and other stakeholders to solve social and environmental challenges.

The corporate partners of the Josef Ressel Center CARE, Josef Manner & Comp AG, Kapsch TrafficCom AG and Simacek Facility Management Group GmbH are closely involved in the project and regularly exchange knowledge with the team.

Based at the Institute for Business Ethics and Sustainable Strategy (IBES), the center researches the emergence, management, success measurement and legitimacy of so-called collective action initiatives. The project will run for five years.

The JR Center CARE has **three main priorities**:

Moving the academic discourse forward

The JR Center CARE aims to make a substantial contribution to the existing academic research on collective action. To achieve this goal, the center's research results will be published internationally. Contributions in leading scientific journals, monographs and various

articles in transfer journals are planned. In addition, members of the JR Center CARE will participate in conferences and host both conferences and workshops.

Generating practice-oriented knowledge

The JR Center CARE strives to be a competent partner for companies and other stakeholders regarding questions that arise from daily business activities. A special concern is involving the center's corporate partners in research, piloting and communicating results. Furthermore, the JR Center CARE develops tools for establishing, managing and evaluating collective action initiatives and advises companies on how to design such partnerships successfully.

Cooperating with companies and other stakeholders

The partners of the JR Center CARE benefit from expertise and the mutual exchange of knowledge in the CARE network. Until 2025, the JR Center CARE will organize several knowledge transfer events for companies and other stakeholders alike. In addition, it will organize bilateral workshops exclusively for corporate partners to disseminate research results and facilitate their implementation in the company.

A.2 City of Vienna Competence Team Change for Corporate Sustainability (TRANSFORMS)

In March 2021, the Competence Team *Change for Corporate Sustainability* was initiated with the support of the City of Vienna (MA 23 – Economy, Labor and Statistics). The City of Vienna Competence Team is based at IBES.

The objective of the competence team is to support the strategic orientation of Austrian companies with regard to environmental and social sustainability within the framework of the three-year project “Transformation for Sustainability (TransformS)” by providing up-to-date scientific knowledge in the field of strategic change competencies (Dynamic Capabilities). More specifically, the competence team addresses the question of how Austrian companies can develop the necessary strategic change competencies to enable Austrian companies to transform towards sustainability (Dynamic Capabilities for Sustainability). The project runs from March 2021 until February 2024.

The City of Vienna Competence Team has **three main foci**:

Advancing the field of strategic change competencies

The competence team Change for Corporate Sustainability aims to contribute substantially to the international scientific discourse on dynamic capabilities for sustainability in term of problem and solution oriented research. To achieve this, project findings will be presented at relevant research conferences and published internationally in renowned scientific journals as well as transfer journals and relevant practical outlets. In addition, the competence team is hosting conferences and workshops.

Generating and transferring practice-oriented knowledge

The project strives to generate application-oriented knowledge and pass it on to companies according to target group. The competence team therefore develops and applies research-based instruments for diagnosing dynamic capabilities for sustainability in cooperating Austrian companies. Further, tools for successfully developing and promoting such capabilities will be derived and piloted through individual workshops and focus groups. The competence team additionally supports companies in this process of transformation by

developing innovative teaching and training methods and by establishing dialogue formats (such as workshops or expert lectures).

Providing research-based and application-oriented teaching

The project also focuses on research and knowledge transfer into teaching at FHWien of WKW. Based on the research results in this project and together with cooperating Austrian companies, module components for a qualification program for change agents for sustainability will be developed and used in various Master's degree programs at FHWien. The technical, methodological and process knowledge generated in this project will be transferred to the students of FHWien on an ongoing basis and thus to future specialists and managers, through existing courses (e.g. Strategy, Business Ethics and Sustainability).

B) Institute for Digital Transformation & Strategy

Founded in 2021, the IDS – Institute for Digital Transformation and Strategy at FHWien der WKW – focuses its research on analyzing and solving complex problems in the organization of (digital) transformation processes. As part of the Department of Digital Economy, practice-oriented research questions in the following areas are at the center of its activities:

- **Digital Transformation**
- **Organizational Design**
- **Strategy & Competitiveness**
- **Corporate Governance**

In society and the economy, new digital technologies not only create opportunities for innovation and start-ups, but also generate considerable pressure for change in established organizations. To successfully design these necessary change processes, digital transformation needs to be assessed from different perspectives (technology, management and organization).

Digital transformation for business practice

By integrating these research perspectives, IDS enables comprehensive solutions for digital transformation and focuses on the interactions of technologies such as artificial intelligence, robotics, blockchain, Internet of Things on specific processes, organization and business models.

IDS places particular emphasis on an active dialogue with businesses by actively promoting the exchange of ideas and experiences with companies, students and research institutions, as well as public and private interest groups. Specific challenges in the context of digital technologies are addressed in applied research and practical projects, teaching activities and transfer events.

Vienna's regional competitiveness as a business location

IDS is regional competitiveness is the second focus. The endowed chair Microeconomics of Competitiveness (MoC) – within IDS – produces practical studies to strengthen Vienna as a

business location. In addition, courses and activities are coordinated and carried out as part of the FHWien der WKW's membership in the Harvard Business School's MoC network.

IDS research results are published in the form of practical studies and transfer articles, conference papers and in leading international journals. IDS researchers work closely with practitioners from industry as well as colleagues from national and international universities and research institutions.

DigiPharmaLogNet Project

The still ongoing pandemic shows how important rapid distribution and flexible availability of pharmaceutical products are for the containment of epidemics and diseases. DigiPharmaLogNet - a pilot network of innovative start-ups led by the Institute for Digital Transformation and Strategy at FHWien der WKW (IDS) - has committed itself to making this crucial logistics chain more efficient, secure and sustainable in the future. A key role in the digitalization of pharmaceutical logistics is the development of self-organizing reusable boxes, which enable increased automation and sustainable optimization of the supply chain in addition to ensuring certain transport conditions. Savings of packaging material through a reusable system, optimized transport routes through dynamic control at the load carrier level and relief of employees through physical and digital assistance systems are among the targeted improvements.

DigiPharmaLogNet is set up as a pilot network for pharmaceutical logistics. During the 24-month project, the network will research the utilization of the digitalization potential of self-organizing multi-way transport goods carrier systems in pharmaceutical logistics. The technological, process-related and economic improvement potentials of digitalized pharmaceutical logistics chains will be explored and utilized in operational practice through practical implementation.

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.”

Active academic exchange in the field of Corporate Responsibility and Sustainability

FHWien der WKW supports the advancement of interdisciplinary cooperation as well as public debate and dialogue with practicing professionals on contemporary topics in the field of Business Responsibility & Sustainability. These projects often require interdisciplinary approaches involving active exchange with a range of national and international industry partners, so we work in close collaboration with leading Austrian and international companies. The powerful international network of FHWien der WKW includes national and international universities as well as internationally leading scientific centers on business ethics (e.g. Wharton Business School, INSEAD, WU Vienna, Network for Business Sustainability NBS at Ivey Business School, University of St. Gallen, Management Center Innsbruck and other Austrian universities of applied sciences).

Sustainability Center Community Workshop 2021

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 Institute for Business Ethics and Sustainable Strategy at FHWien der WKW is an active member of the Sustainability Centres Community (SCC), a sub-organization of NBS. We participate regularly in the biennial workshop of SCC and we co-hosted the fifth biennial (virtual) international workshop for leaders of sustainability research centers from July 12-15, 2021, in cooperation with NBS and WU Vienna Competence Center STaR. Academics from all over the world discussed the role of sustainability centers for the development of research and teaching at business schools. One aim of the workshop was to jointly design the “Business Sustainability Centre” of the future.

The four-day conference started with an event on “Multi-Sector Dialogue for a Sustainable Trans-formation: Radical Change vs More of the Same?”. The event was dedicated to a cross-sector exchange between academics, the top management of leading companies and pioneers from the start-up scene. Almost 200 thought leaders from science, business and civil society from all over the world took part in the interactive dialogue to discuss drivers and opportunities for a transformation of our (economic) world towards sustainability.

Speakers included Christoph Thun-Hohenstein (MAK Museum of Applied Arts), Marie Ringler (Ashoka), Bas van Abel (Fairphone) and Axel Kühner (Greiner AG), who shared their visions for promoting sustainable development. The multi-sector dialogue covered the role of the visual arts, the influence of start-ups, and the importance of visionary managers for driving sustainability. The Federal President of Austria Alexander Van der Bellen and the Austrian Climate Action Minister Leonore Gewessler sent inspiring words of welcome to the international guests. The opening speeches underlined the tenor of the entire conference: Sustainable transformation is imperative. More information about this event can be found in the press release in Appendix 3.

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."

A) SDG Day @ FHWien der WKW

The first Sustainability Day at the Vienna University of Applied Sciences for Management and Communication focused on the responsible use of natural resources and related socio-political fields of action.



SDG Day 2021

Be smart. Act responsibly.

Keynote | Panel-Diskussion | Interaktive Workshops | Networking | u. v. m.
rund um das SDG 12 – nachhaltige Konsum- und Produktionsmuster

23.9.2021
13:00-18:00 Uhr
online

Details und Anmeldung:
fh-wien.ac.at/sdg-day



"Be smart. Act responsibly" was the motto of FHWien of WKW's first SDG Day on September 23, 2021. Around 100 participants joined the online event. With the first Sustainability Day, the FHWien pursued the goal of informing students, staff, teachers and corporate partners about projects and activities at the FH having a sustainability focus, presenting examples of good practice and facilitating exchange with like-minded people who were interested in "networking for sustainability". The SDG Day is to take place every year.

Need for systemic change towards a circular economy

SDG Day 2021 focused on the United Nations' twelfth Sustainable Development Goal (SDG 12), which is dedicated to sustainable consumption and production. The online event was opened by Harald Friedl, a circular activist and change agent, who gave the keynote speech on the topic "We have no more time to wait – system change and leadership in the year of COP26?". Friedl drew attention to the need to establish the principles of the circular economy more firmly.

Promoting sustainability – as a university and personally

Internal FH activities such as sustainable giveaways, environmentally friendly business trips and student projects on the topic of sustainability were presented on SDG Day 2021, in addition to the teaching award for integrating the SDGs into teaching and the sustainability award for the best Bachelor's thesis and Master's thesis.

On a personal level, changes in consumer behavior are also more urgent than ever. Participants at SDG Day were invited to reflect on their personal carbon footprint in interactive workshops and to discuss communication strategies for communicating sustainability issues.

Halve food waste by 2030

Currently, about one third of the food produced globally ends up as waste or is not even harvested and processed. A sub-target of SDG 12 is therefore to halve global food waste at retail and consumer level by 2030. A panel discussion on the question “What needs to happen for this goal to be achieved?” underlined the responsibility of companies to achieve this goal. Alexander Hell (REWE Group), Lisa Tamina-Panhuber (Greenpeace), Renée Nicole Wagner (Accor Hotels) and Florian Schleicher (until recently Head of Marketing at TooGoodToGo) discussed awareness raising, structural problems in the food system, legal framework conditions, and measures along the value chain to get a better grip on food waste under the moderation of Stefan Lenglinger, FHWien graduate and journalist at the Austrian broadcasting service (ORF).

B) Responsible Management Lectures: Ideas for Better Business

In the “Responsible Management Lectures: Ideas for Better Business” (formerly “CGBE-Lectures”), internationally renowned experts from academia and business present their perspectives on business ethics, sustainability, corporate social responsibility (CSR) and corporate governance.

The lecture series is aimed at students and lecturers as well as external guests from the private sector, political decision-makers and the CSR community. Since 2012, we have been organizing the Responsible Management Lecture series on a regular basis.

2021 Prof. Dr. Kirsten Martin, Director, William P. and Hazel B. White Center Professor of Technology Ethics | Director, ND Technology Ethics Center (ND TEC) | Professor of IT, Analytics, and Operations (University of Notre Dame), **“Bias and Corporate Responsibility: How Companies Hide Behind the False Veil of the Technological Imperative”**, October 28, 2021

Prof. Dr. Hannah Trittin-Ulbrich, Director, Junior Professor of Business Administration, in particular Business Ethics (Leuphana University Lüneburg), **“The Discourse on Corporate Digital Responsibility”**, October 21, 2021

Prof. em. (HSG) Dr. Thomas Dyllick, Director, The Institute for Business Sustainability, Lucerne, Institute for Economy and the Environment (University of St. Gallen), **“True Business Sustainability”**, March 25, 2021

Univ.-Prof. Dr. Johanna Mair, Professor of Organization, Strategy and Leadership (Hertie School), **“What Can we Learn from Social Entrepreneurs?”**, March 18, 2021

2020 Prof. Dr. Elke Schüßler, Head of Institute for Organization (Johannes Kepler University Linz), **“Collective action on Living Wages: Analyzing the Emergence of the Action, Collaboration, Transformation (ACT) Initiative”**, November 5, 2020

Prof. Dr. Anselm Schneider, University Lecturer | Assistant Professor (Stockholm Business School), **“The Political Power of Multinational Corporations”**, October 22, 2020

Prof. Dr. Tobias Hahn, Professor, Department for Society, Politics and Sustainability (ESADE Ramon Llull University), **“Management and Strategy as if Sustainability Mattered”**, March 05, 2020

C) 14th Research Forum for Austrian Universities of Applied Sciences

In April 2021, FHWien der WKW hosted the 14th Research Forum for Austrian Universities of Applied Sciences under the motto “Shaping the future responsibly!”. The goal was to present academic topics with high practical relevance and application. The central theme of this year’s edition was sustainability, and its many facets were illustrated by a wide range of scientific achievements of researchers from the participating universities. The overarching goal of the forum was to discuss sustainable solutions to challenges facing our society, such as climate and environmental protection, and digital transformation. Researchers came from the fields of engineering and information technology were represented, as well as economists, social scientists and health scientists.

The spectrum of topics ranged from the efficient use of wind energy to digital assistance solutions for the elderly. The topics of responsible consumption and responsible corporate governance in Austrian small and medium-sized enterprises were also widely discussed in the framework of the event. The topic of diversity was reflected in 15 panels with 70 lectures and 20 poster presentations. Presenters in the forum included scholars from 16 Austrian universities of applied sciences, 10 national and international universities, and representatives of 11 companies.

Key Objectives & Future Plans

We have set ourselves the following targets for the period 2022–2023:

1) Further integration of PRME-relevant topics in teaching and research

Integrating PRME-relevant topics into our curriculum remains the top priority for the upcoming reporting period. We have already established the necessary organizational structure, which ensures that the topics are covered extensively in all Master's programs. Thus, we now plan on further modernizing the course content and tackling sustainability from both ecological and social perspectives. In addition, we will strive to provide students with real-life business examples of corporate transformations in the form of case studies and lecture series, which will allow them to put the theory into practice. By 2023 we plan to complete the curriculum development process and to have sustainability integrated into our Bachelor's programs as well. We also plan to introduce several new degree and non-degree programs focused on providing students with specialized sustainability-related knowledge.

As PRME topics are already embedded into the FHWien der WKW research agenda, we plan to continue expanding our research priorities, so that they cover all aspects of social, environmental and economic corporate value creation. The excellent research projects that we conduct are going to allow us to publish our empirical and conceptual results in international top-tier journals and thus to contribute to the popularization of PRME goals globally.

2) Increase institutional responsibility for organizational practices

We strive towards improving our energy efficiency and reducing our waste, so we plan on completing the ongoing renovation and digitalization processes that we started during the past reporting period. We have also introduced health and safety measures in line with the COVID-19 government rules and regulations, so that we can ensure the wellbeing and work-life balance of our employees. In the next period, we plan on increasing our focus on the social aspect of sustainability in our everyday work and to improve the communication channels and feedback mechanisms allowing employees to actively participate in the sustainability goal setting of our institution.

3) Expansion of cooperation with universities and companies (exchange, practical projects) in order to advance the topic

One of the key lessons from COVID-19 is that we need collective action initiatives now more than ever. As FHWien der WKW is a practice-based higher education institution, we plan on continuing and widening our cooperation with businesses and other educational institutions and research centers in order to increase our impact and knowledge creation.

Creating corporate partnerships remains a key priority of our teaching and research projects (Chapter 4 and 5), as this allows us to carry out impactful research and to contribute to advancing the topic in practice. In the next reporting period, we intend to increase the practical contributions of our research by organizing more workshops for partners and practitioners as well as by sharing our findings and fostering multi-sector dialogue for sustainability in Austria.

FHWien der WKW is committed to building up and maintaining a strategic network of international university and research center partnerships. For this purpose, we plan to continue organizing guest lecture events and seminars that will strengthen the ongoing exchange and collaboration between teaching and research staff and institutions. Regular knowledge exchange between scholars and the development of inter-institutional research projects is a key priority for the next reporting period.

Appendices

Appendix 1: Highlights of courses dedicated to teaching PRME-related topics

BACHELOR'S DEGREE PROGRAM

| Program | Course | Content |
|--|--|--|
| BA Tourism & Hospitality Management | Current Topics in Tourism | Trend and current topics in the Tourism & Hospitality Industry (e.g. overtourism, sustainability, food waste) |
| BA Tourism & Hospitality Management | Elective: Congress Management Elective: Events Management | Green Events, Brain Food, CSR |
| BA Tourism & Hospitality Management | Elective: Gastronomy & Restaurant Management | Sustainability in gastronomy, regional food production, sustainable food production, seasonality, food waste, social responsibility |
| BA Tourism & Hospitality Management | Elective: Hospitality Management | CRS, responsible leadership |
| BA Tourism & Hospitality Management | Elective: Mobility Management | Eco-friendly mobility, sustainable trends in transportation and mobility, new technologies, reduction of emissions |
| BA Tourism & Hospitality Management | Macroeconomics of Tourism | Socio-cultural impacts of tourism, ecological and economic impacts of tourism, sustainable tourism development |
| BA Tourism & Hospitality Management, BA Management & Entrepreneurship, BA Finance, Accounting & Taxation | Business English Fundamentals | Vocabulary of the SDGs |
| BA Marketing & Sales | Business English 1 | Vocabulary of the SDGs |
| BA Human Resources Management | Compensation & Benefits and Performance Management | Compensation in combination with expatriation Diversity aspects relating to compensation Legal framework for remuneration in Austria Connections to comp. & ben. and performance management Definition of "performance" – cultural perspectives and differences Advantages and disadvantages of management by objectives and performance-based compensation Trends in compensation & benefits and performance management |
| BA Human Resources Management | Advanced Labor Law and Stakeholder Communication | Compensation and liability in the employment relationship Employee protection and equal treatment, Maternity rights, maternity leave, parental leave, childcare allowance Transfer of business Employer insolvency Termination of the employment relationship Social plans, restructuring Laws related to working hours Focus: Design of working hour models |

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| | | In-house and external communication with stakeholders relevant to HR: employee council, unions, employees, executives, management |
| BA Human Resources Management | Intercultural & Diversity Management | <p>Cultural environments</p> <p>Inter-cultural comparative research, cultural theories</p> <p>Diversity in all dimensions</p> <p>Diversity management in theory and practice</p> <p>HR and HRD requirements in the international context</p> <p>Strategies for dealing with cultural differences in oral and written intercultural communication</p> <p>Characteristic pronunciation features in different dialects of English</p> <p>Business communication with international business partners using appropriate communication tools</p> |
| BA Human Resources Management | Leadership & Change Management | <p>Tasks and requirements for executives</p> <p>Traditional as well as modern leadership theories, management models (Management 4.0, agile leadership)</p> <p>Leadership as a process of social influence</p> <p>Key leadership skills</p> <p>Gender and diversity in leadership – anti-discriminatory staff selection and evaluation</p> <p>Structural vs. interactional leadership tools</p> <p>Leadership in the course of digitalization and globalization</p> <p>The leadership and guidance of change processes</p> <p>The different roles and tasks of leadership in change management</p> <p>Change management: various approaches, processes, success factors</p> <p>Methods of change (incl. design thinking)</p> <p>The effects of digitalization on change in organizations</p> |
| BA Human Resources Management | International Human Resource Management | <p>General internationalization of the economy; Various cultural contexts and their implications for the practice of HR</p> <p>Fundamentals of international HRM (international recruitment, international staffing and associated issues of compensation & benefits, international HR development, performance management in an international context)</p> <p>Differences between national and international HR management</p> <p>Trends in international HR management</p> |
| BA Real Estate Economy | general | Sustainability, environmental protection |
| BA Entrepreneurship | Business Ethics | <p>Defining corporate ethics, shareholder value vs stakeholder value, responsible leadership, good corporate governance, corporate culture and integrity, ethical decision-making, corporate social responsibility, challenges to corporate ethics from globalization, sustainability, preventing and dealing with corporate crime and corruption</p> |
| BA Entrepreneurship | Entrepreneurship and Innovation | Development of business ideas in the form of a business plan (e.g. education sharing platform, real-time car sharing platform) |

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| BA Marketing & Sales & BA Corporate Communication (elective subject) | Influencer Marketing; Visual Communication & Influencer Identification | Practical influencer concepts / group work on SDGs |
| BA Corporate Communication (full & part-time) | Social Skills 1 (WS 19/20 & WS 20/21) | Students use an innovative presentation technique to raise awareness for selected Sustainable Development Goals (SDG) as part of the module "Social Skills 1". |
| BA Journalism & Media Management | BA- & MA (5th & 3rd sem.) – Ateliers – development of media formats in real time scenarios 2020 & 2021 | SDG audio series 2020 "Reduce Inequality" in both programs. Live radio broadcasts on relevant journalistic topics concerning Austrian urban society: digitalization & education, gender equality, minorities, press subsidies, economical development, inclusion, etc. |
| BA Journalism & Media Management | BA (part-time)/2nd sem. – Radio & Audio modules 2020 & 2021 | SDG-related-topics in within radio journalistic lectures (sustainability, gender equality, biodiversity, climate action, cultural diversity, no poverty, social urban projects & initiatives, human rights, etc.) |
| BA Marketing & Sales & BA Corporate Communication (elective subject) | "Leistungssteuerung und Resilienz im Vertrieb" (performance management and resilience in sales) | KPIs and Performance Management, burn-out-prevention, resilience in sales/group works on performance management, individual works on self-reflection on resilience, performance, assessment center followed by individual coachings on team dynamics and resilience |
| BA Marketing & Sales | 6th sem. Business Field Project for "ZOO SCHÖNBRUNN" | Communication concept for "ZOO SCHÖNBRUNN" with special focus on on-site communication tools and communication about species protection |
| BA Marketing & Sales | 6th sem. Business Field Project for "STADT WIEN" | Awareness strategy and communication concept for "STADT WIEN" with the purposed of maintaining green areas in Vienna. |

MASTER'S DEGREE PROGRAM

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| MA Leadership in Tourism & Hospitality | Business Ethics | SDGs, CSR |
| MA Leadership in Tourism & Hospitality | Critical Issues in Tourism | Critical reflection on impacts of tourism regarding mobility, development, etc. |
| MA Leadership in Tourism & Hospitality | Leadership Basic and Advanced | Responsible HR management and leadership |

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| MA Leadership in Tourism & Hospitality | The Tourism System | Sustainability in Tourism (Destinations); CSR, SDGs |
| MA Organizational & Human Resources Development | Strategy & Business Ethics | <p>Internationalization strategies,</p> <p>Addressing the ethical dimension of professional practice with a focus on HRM, including:</p> <p>Different approaches to business ethics,</p> <p>Traditional management theories from an ethical perspective</p> <p>Applicability and significance of ethical management theories</p> <p>Objectives of sustainable company management, sustainable development goals and their implementation in business practice with a focus on HRM</p> <p>The major corporate governance and compliance guidelines (diversity, ethical leadership)</p> |
| MA Organizational & Human Resources Development | Advanced Law | <p>Law sources in labor law</p> <p>The formation and content of an employment contract</p> <p>Different contract forms (service contract, freelance contract, work contract)</p> <p>General rights and responsibilities in the employment relationship</p> <p>Laws related to working hours</p> <p>Holiday law</p> <p>Severance law</p> <p>Continued payment law</p> <p>Equal treatment law</p> <p>Liability in the employment relationship</p> <p>Termination of the employment relationship</p> <p>Selected issues in collective employment law</p> <p>Principles of social law</p> |
| MA Organizational & Human Resources Development | Modern Workplace Learning & Organizational Change | <p>Elements of modern workplace learning</p> <p>The effects and potential of digital media in the learning process</p> <p>Components of media competence</p> <p>Digital media and their applications (e.g. knowledge accumulation, knowledge transfer, social networking, reflection on work and learning processes, communication and interaction, knowledge distribution)</p> <p>Supporting management in the formation of a continuous learning culture</p> <p>Supporting executives in the human resources development of the employees</p> <p>Helping employees to integrate daily and continuous learning in the workplace</p> <p>Supporting self-organized and self-managed learning and professional development</p> <p>Supporting the exchange of knowledge and experience in teams and across organizations</p> <p>Supporting collaborative problem solving and the co-design of solutions</p> <p>Providing flexible learning resources and enabling the continuous flow of knowledge</p> <p>Managing/supporting social online learning</p> <p>Staging of learning campaigns</p> <p>Initiating innovation</p> |

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| MA Organizational & Human Resources Development | Organizational Culture & Intercultural Management | Foundations of organizational culture Central models and concepts of organizational culture Work on and with different cultures Intercultural management Knowledge about cultural phenomena |
| MA Real Estate Management | general | Sustainability in engineering, facility management, financing and evaluation of environmental protection of buildings, invitation of the person responsible for sustainability issues of a major consulting company to speak at a Master's course |
| MA Executive Management | Business ethics | CSR, ethical decision making, ethical blindness |
| MA Executive Management | General Business Management and Business Simulation | Business Ethics and Corporate Social Responsibility |
| MA Executive Management | Strategy, Business Ethics and Sustainability | Various approaches to ethics are presented. Traditional management theories such as the Principal-Agent theory and the Shareholder Value approach are explained from an ethical perspective. The applicability and importance of ethical management theories, such as the Stakeholder theory or the Triple Bottom Line approach, are also discussed. In particular, attention is paid to the Sustainable Development Goals (SDGs) and their implementation in economic practice. Overview of the key corporate governance and compliance guidelines. Specific areas such as diversity and ethical leadership are also addressed. |
| MA Marketing & Sales Management | 1st sem. Competition, Strategy & Ethics | Corporate Governance & Business Ethics |
| MA Marketing & Sales Management | 2nd sem. Service strategies in marketing and sales | Marketing and Sales Strategies of Non-profit Organizations |
| MA Communication Management | 2nd sem. Business Ethics & CSR | Business Ethics & CSR |

ACADEMIC CONTINUING EDUCATION

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| MSc Leadership | Corporate Governance & Leadership (PRME) | |
| | Introduction to Systems Theory & Context Factors of Leadership (PRME) | |
| | Leadership of Values (PRME) | |
| | Organizational Development and Culture (PRME) | |

Appendix 2: 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 commission our students to carry out practical assignments. The list below shows courses on PRME-related topics:

BACHELOR'S DEGREE PROGRAM

| Program | Course | Content | Corporate Partner |
|--|---|---|--|
| BA Tourism & Hospitality Management | Applied Tourism research | Hotel guests with reduced mobility, Analysis of mystery guest requests | Roomchooser |
| BA Journalism & Media Management | Intercultural Radio & Audio Project 2019 | Focus on Viennese sustainable energies, innovative mobility concepts, sustainable urban development & planning in a critical approach and taking journalistic quality into account | AP University College Antwerp, CEU Madrid, GIPA University Tbilisi, Haaga-Helia University Helsinki, Sofia University. |
| BA Marketing & Sales; BA Corporate Communication | Mobile Marketing | Sustainable parking management | Payuca (Start-up) |
| BA Marketing & Sales | Practical Students Project | Development of a social weblog platform | T.i.W. (NGO) |
| BA Entrepreneurship | Practical Students Project | How to improve awareness level of the organization | Hope for future – support women who have been affected by human trafficking and prostitution |
| BA Corporate Communication and Marketing & Sales | 6 students nominated to participate in international project with 5 other European universities | Communications project "Convince society to declare climate footprint on all food products" May 2021 | Oatley, Sweden |
| BA Corporate Communication (English cohort, WS 2020) | Business Field Project module | "Together we can reach the climate-goals and create a more sustainable city (smarte/g'scheite Stadt der Zukunft). We need to show, what the City of Vienna does to reach the climate goals and what everybody can do to help by changing their own habits." | Stadt Wien – Stadtentwicklung und Stadtplanung – Department Smart City Wien |

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| BA Corporate Communication (Kommunikationswirtschaft, WS 2020) | Business Field Project module | Development of marketing and communication concepts of an intensive integrated training program for skilled women in the field of the automotive technician profession to be future generators of sustainable value for business and society | Jugend am Werk – Bildungs:Raum GmbH Lehrbetrieb Technologiezentrum |
| BA Marketing & Sales (SS 2021) | Business Field Project module | Development of marketing concepts for the “Leitbild Grünräume Wien” (mission state of Green Space Vienna) for target groups: residents under 30 years, district politicians, real estate developers to incorporate the values of global social responsibility as future generators. (MZÖ) | Stadt Wien – Referat für Landschaft und Öffentlichen Raum (department of landscapes and public spaces) |
| BA Marketing & Sales BA Corporate Communication | Digital Marketing module | Development of a digital marketing and communication concept for the tool “Eco Turbino” – a tool to save up to 40 % of water consumption and energy costs in a household. (MZÖ) | Rabmer GreenTech GmbH |
| BA Corporate Communication | Public Relations module | Development of a communication concept for the NGO BBBS (SZW) | Big Brothers Big Sisters |
| BA Marketing & Sales | Business Field Project (6th sem.) | Communication concept for “ZOO SCHÖNBRUNN” with special focus on on-site communication tools and the communication of the “ species protection” | Zoo Schönbrunn |
| BA Journalism & Media Management | Elective Intercultural/digital Radio & Audio Project 2020 | „Climate Action” – how cities are changing and dealing with the climate crises and what is being done in respond. An intercultural project by partner universities. | AP University College Antwerp, CEU Madrid, GIPA University Tbilisi, Haaga-Helia University Helsinki, Sofia University. |

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| BA Journalism & Media Management | 6th International School of Multimedia Journalism 2020 | Elective subject on multimedia journalism on the topic "Super-Women: The role of women in society". The students research topics, interview partners, etc. and design and develop a comprehensive multimedia story in small groups. | Ukrainian Catholic University (UCU) Lviv/ Ukraine; DMJX, Aarhus/Denmark; GIPA, Tbilisi/Georgia |
| BA MGT (Schaller) | "Practical Project" in SS20/21 for the social NGO "Hope for the Future" | The students plan different digital marketing activities for Hope for the Future to reach more people, especially through digital channels – a great experience working with the founder of HftF Andrea Staudenherz. | Hope for the Future |
| BA MGT (Schaller) | "Marketing Management + Real Case Study" in SS20/21 for Jane Goodall Institute | The students plan new social media marketing activities for the Jane Goodall Institute Austria – a great experience working with CEO of JGI-Austria Doris Schreyvogel. | Jane Goodall Institute Austria |
| BA Entrepreneurship | Practical Student Project | Development of a KPI system to generate and report on Sustainability KPIs at FHWien | SDG focus group at FHWien |
| BA Human Resources Management | New World of Work, Virtual Teamwork & Collaboration | Students work together on the challenges companies and executives face in new working environments Examination of dimensions, such as digitalization, diversity, new management concepts, organizational culture and agility | Study Program on Human Resource Management (intern) |

MASTER'S DEGREE PROGRAM

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| MA Leadership in Tourism & Hospitality | Leadership | Development of strategic leadership and HR measures in gastronomy | Mchi GmbH |
| MA Real Estate Management | Architecture, Planning, Construction | Real property development: finance, valuation, real estate market, architecture, construction, urban development, sustainability issues (ecology, economy, socio-cultural topics) | Bundesimmobilien-gesellschaft ("BIG") (a quasi-governmental company in Austria) |

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| MA Real Estate Management | Property Development | Basics and goals of developer activity during project development taking into account the overriding goals of urban planning (sustainability, mobility) | Bundesimmobilien-gesellschaft |
| MA Real Estate Management | Real Estate Project Development | All aspects of the development of an actual property of a cooperation partner (usually in Vienna): sustainability at the location in connection with urban development, the building's structure, building materials and financing | Bundesimmobilien-gesellschaft |
| MA Communication Management (WS 2020) | Module "Business Field Project" | Development of a communication concept that makes the claim "Energy for a better life" tangible and credibly communicates OMV's efforts in the area of sustainability and strengthens OMV's reputation among a younger target group (16-29 year olds). The goals are to increase the image and attractiveness as an employer for the young people and to position OMV's core topic sustainability (CO2 reduction, circular economy, innovative energy solutions, social responsibility) in a relevant and credible way. (MZÖ) | ÖMV Aktiengesellschaft |
| MA Organizational & Human Resources Development | Organizational Culture & Intercultural Management | Global Case Study Challenge International Project in cooperation with 600 students from 22 universities in 14 different countries | Society of Global Case Study Challenge |
| MA Organizational & Human Resources Development | Transfer Project on Personnel Development (WS 19/20) | Employer Branding and Onboarding for "nursing employees"; Fostering the attractiveness of the occupational field "nursing, caring". Concept creation regarding employer branding activities to foster the attractiveness of this occupational field. | CARITAS Steiermark der Diözese Graz Sankt Ruprecht (NGO) |
| MA Organizational & Human Resources Development | Transfer Project on Personnel Development (WS 20/21) | Employer Branding to foster positive aspects of organizational culture Concept creation regarding employer branding activities to foster trustful aspects of organizational culture | Helvetia Versicherungen AG |

Appendix 3: Press release on Sustainability Centers Community Workshop 2021, Network for Business Sustainability (NBS)

PRESS RELEASE



International Sustainability Centres as Guests in Vienna Virtually

FHWien der WKW was co-host of the Sustainability Centres Community Workshop 2021, which enabled a multi-sector exchange on sustainable transformation.

Vienna, July 21st, 2021 - From July 12th to 15th, 2021, the Sustainability Centres Community Workshop 2021 of the Network for Business Sustainability (NBS) took place online and was co-organized by the FHWien der WKW. Academics from all over the world elaborated on the role of sustainability centers for the development of research and teaching at business schools. The aim of the workshop was also to jointly design the "Business Sustainability Centre" of the future.

Radical Change or More of the Same?

The four-day conference started with the "Multi-Sector Dialogue for a Sustainable Transformation: Radical Change vs. More of the Same?". The event was dedicated to a cross-sector exchange between academics, the top management of leading companies and pioneers from the start-up scene. Almost 200 thought leaders from science, business and civil society from all over the world took part in the interactive dialogue to discuss drivers and opportunities for a transformation of our (economic) world towards sustainability.

Top-class speakers such as Christoph Thun-Hohenstein (MAK Museum of Applied Arts), Marie Ringler (Ashoka), Bas van Abel (Fairphone) and Axel Kühner (Greiner AG) shared their visions for promoting sustainable development. As part of the multi-sector dialogue, the role of the visual arts, the influence of start-ups and the importance of visionary managers for driving sustainability were addressed. The Federal President of Austria Alexander Van der Bellen and the Austrian Climate Action Minister Leonore Gewessler sent inspiring words of welcome to the international guests. The opening speeches underlined the tenor of the entire conference: Sustainable transformation is imperative.

Network of Leading Sustainability Centres at Colleges and Universities

The Network for Business Sustainability (NBS) includes around 150 sustainability centres from the most prestigious colleges and universities on all continents. The cooperation and the exchange of knowledge within the network are intensified in the context of regular workshops. These are organized every two years in cooperation with a network partner. The workshops are considered to be the most important series of events within the international network of sustainability centers.

This year, the *Institute for Business Ethics and Sustainable Strategy* (IBES) at the FHWien der WKW and the *Center for Sustainability Transformation and Responsibility* (STaR) at the Vienna University of Economics and Business implemented the workshop in cooperation with the Network for Business Sustainability. Previous organizers include universities such as Cornell, INSEAD, Harvard and Ivey. Due to the pandemic, the workshop took place online but the supporting program still provided Viennese flair.

PRESS RELEASE



Research to Promote Change towards More Sustainability

As a leading university for management and communication, the topic of sustainability is of particular importance in the education of future specialists and managers as well as in research at FHWien der WKW. The employees of the *Institute for Business Ethics and Sustainable Strategy (IBES)* at FHWien conduct research in two projects and thus make a valuable contribution to a practice-oriented, scientific discourse in the area of corporate responsibility:

- The Josef Ressel Center for *Collective Action and Responsible Partnerships* (JR Center CARE) examines the development, management, success measurement and legitimacy of collaborative, long-term cooperation processes between companies and other stakeholders to solve social and environmental challenges.
- The City of Vienna Competence Team *Change for Corporate Sustainability* addresses the question of how companies can develop the necessary strategic change competencies for the transformation towards sustainability. In this regard, the main focus of the project is on research and the transfer of knowledge into teaching and practice in Austrian companies.

Related Links:

More information about the research work of IBES can be found on the website of the institute: ibes.fh-wien.ac.at

Details on the program of the Sustainability Centres Community Workshop 2021: nbs-scc2021.com

Videos, pictures and more about the "Multi-Sector Dialogue for a Sustainable Transformation" can be found on [the IBES website](https://the-ibes-website.com).

FHWien der WKW – University of Applied Sciences for Management & Communication

FHWien der WKW has been Austria's leading university of applied sciences for management & communication for over 25 years. Working in close contact with Austrian corporations, FHWien der WKW offers comprehensive and practice-oriented academic programs to over 2,800 Bachelor's and Master's students. Two thirds of our teaching staff have a background in business. Our programs are tailored to the needs of companies, optimally preparing our graduates – around 12,700 to date – for their future careers.

Contact

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Appendix 4: Selected publications on PRME-related issues

2021

Bärmann, S. (2021). *Trust of Self-Directed-Learners in the Use of Artificial Intelligence in an Organizational Context. A Theoretical Conceptualization*, FFH Forum.

Busch, A.M., Löffler, C., Ortiz Avram, D., Scholz, M. (2021). "Nachhaltigkeitsmanagement erfolgreich integrieren." *KMU Magazin* 04-05/2021, 2-4.

Haßler, J., Magin, M., Russmann, U., Baranowski, P., Bene, M., Schlosser, K., Wurst, A.-K., Fenoll, V., Kruschinski, S. & Maurer, P. (2021). Reaching out to the Europeans. Political parties' Facebook strategies of issue ownership and the second-order character of European Election campaigns In C. Holtz-Bacha (Ed.), *Die Europawahl 2019. Die Massenmedien im Europawahlkampf* (pp. 87-113).

Jarmai, K. (2021). "Unternehmenskooperation mit Impact." *corporAID Magazin*, 90, 33.

Scholz, M., Riegler, M. & Jarmai, K., (2021): Collective Corporate Action for Sustainability. In N. Tomaschek (Ed.): *University – Society – Industry. Beiträge zum lebensbegleitenden Lernen und Wissenstransfer*. Waxmann Verlag.

Scholz, M. (2021). "Es braucht Multi-Stakeholder-Dialoge!." *Pharmig Info – Perspektiven für Gesundheit und Forschung*, Edition 1, 4.

2020

Busch, A., Kratochvil, R. & Schweiger, C. (2020). Innovationen im (öffentlichen) Gesundheitssystem: Eine Analyse aus strategischer Perspektive. In M. A. Pfannstiel, K. Kassel & C. Rasche (Eds.), *Innovationen und Innovationsmanagement im Gesundheitswesen*, (pp. 121-138). Springer Gabler.

Engelmann, A., Kump, B. & Schweiger, C. (2020). "Clarifying the Dominant Logic Construct by Disentangling and Reassembling its Dimensions." *International Journal of Management Reviews*, 22/4, 323-335.

Hayek, L., Mayrl, M. & Russmann, U. (2020). "The Citizen as Contributor—Letters to the Editor in the Austrian Tabloid Paper Kronen Zeitung (2008–2017)." *Journalism Studies*, 21(8), 1127-1145.

Kratochvil, R./Schweiger, C. (2020). *Mint Tax, Identifying Capabilities for Developing a Strategy Perspective*, IVEY Teaching Case Study.

Ortiz, D., Czuray, M. & Scholz, M. (2020). *Verantwortungsvolle Unternehmensführung im österreichischen Mittelstand – Vision und Praxis*. Springer Gabler.

Riegler, M. & Scholz, M. (2020). Entstehungsfaktoren von Collective-Action-Initiativen zur Lösung sozialer und ökologischer Probleme. In B. Stoll, & H. Herrmann (Eds.), *Corporate Social Responsibility – Impulse aus der und für die Profit- und Sozialwirtschaft*, Schriftenreihe Gesellschaft und Nachhaltigkeit, Vol. 7, Verlag Barbara Budrich.

Riegler, M. & Scholz, M. (2020). Responsible Innovation: Unternehmerische Verantwortung und Collective Action. In Markus Hengstschlager & Rat für Forschung und Technologieentwicklung (Eds.), *Digitaler Wandel und Ethik* (pp. 344-368). ecwin Verlag.

Russmann, U., & Hess, A. (2020) "News Consumption and Trust in Online and Social Media: An In-depth Qualitative Study of Young Adults in Austria." *International Journal of Communication*, 14, 3184–3201.

Scholz, M. (2020). "Die gesellschaftliche Verantwortung von Pharmaunternehmen für die Produktion, Preisgestaltung und Allokation von Covid-19-Impfstoffen." *Zeitschrift für Wirtschafts- und Unternehmensethik, Sonderband 'Lehren aus Corona, Issue 1*, 215-226.

Scholz, M. (2020). "Die neue Dimension um den Sinn und Zweck von Unternehmen." *Zeitschrift für Wirtschafts- und Unternehmensethik*, 21(1), 62-73.

Scholz, M. & Smith, N.C. (2020). In the Face of a Pandemic: Can Pharma Shift Gears?. *MIT Sloan Management Review*, April 16.

Scholz, M. & Smith, N.C. (2020). Six Ways Companies Can Promote and Protect Human Rights. *MIT Sloan Management Review*, November 3.

Scholz, M. (2020). Kooperation ist gut, Konkurrenz fast noch wichtiger. *Investment Zukunft*, Raiffeisen Capital Management.

Scholz, M. & Schulz, A.-C. (2020). Mit Kooperation zum nachhaltigen Unternehmenserfolg. *Der Standard Forschung* (AT), 74.

Tharani, A., Jarmai, K., Schönherr, N., & Urban, P. (2020). The COMPASS Self-Check Tool. In Emad Yaghmaei & Ibo van de Poel (Eds.), *Assessment of Responsible Innovation: Methods and Practices* (pp. 198-217). Routledge.

2019

Busch, A., Schulz, A.-C. & Scholz, M. (2019). Ungenutzte Chancen für österreichische Mittelunternehmen durch geringe Präsenz von Beiräten. *Aufsichtsrat aktuell*, 4, 26-30.

Fink, M., Hatak, I., Scholz, M. & Down, S. (2019). "He Who Pays the Piper Calls the Tune? Setting the Stage for an Informed Discourse on Third-Party Funding of Academic Business Research." *Review of Managerial Science*, 13, 1-9.

Jarmai, K. (2019). *Responsible Innovation: Business Opportunities and Strategies for Implementation*. Springer.

Jarmai, K. & Vogel-Pöschl, H. C. (2019). "Meaningful Collaboration for Responsible Innovation." *Journal of Responsible Innovation*, 7(1), 138-143.

Jarmai, K. (2019). Learning from Sustainability Innovation. In K. Jarmai (Ed.) *Responsible Innovation: Business Opportunities and Strategies for Implementation*, (pp. 19-35). Springer.

Jarmai, K., Tharani, A. & Nwafor, C. (2019). Responsible Innovation in Business. In K. Jarmai (Ed.) *Responsible Innovation: Business Opportunities and Strategies for Implementation* (pp. 7-17). Springer.

Schönherr, N., Martinuzzi, A. & Jarmai, K. (2019). Towards a Business Case for Responsible Innovation. In K. Jarmai (Ed.), *Responsible Innovation: Business Opportunities and Strategies for Implementation* (pp. 85-97). Springer.

Scholz, M. (2019). "Unternehmen & Menschenrechte: Der Mord an dem Journalisten Jamal Khashoggi zeigt wenig Folgen." *Assets – Das Wirtschaftsmagazin*, 2, 58-62.

Appendix 5: Bachelor's and Master's degree theses on PRME-related topics

The following table displays topics and titles of Bachelor's and Master's degree theses relating to the field of Corporate Responsibility and Sustainability. The theses are mainly in German.

BACHELOR'S DEGREE THESES

| Program | Topic |
|-------------------------------------|---|
| BA Tourism & Hospitality Management | Welche Potentiale ergeben sich durch die Implementierung von ökologisch nachhaltigen Maßnahmen in der österreichischen Gastronomie? |
| BA Tourism & Hospitality Management | Nachhaltige Kommunikation biologischer Produkte in der Hotellerie |
| BA Tourism & Hospitality Management | Employer Branding im österreichischen Hotellerie- und Gastgewerbe mit besonderem Fokus auf Arbeitnehmer und ArbeitnehmerInnen der Generation Z |
| BA Tourism & Hospitality Management | Die Ermittlung des Zusammenhangs zwischen Arbeitszufriedenheit und Führungsstilen |
| BA Tourism & Hospitality Management | Führungsstile im Tourismus und deren Auswirkungen auf die Motivation von MitarbeiterInnen |
| BA Tourism & Hospitality Management | Authentizität, faire Bezahlung und Klimawandel: Eine Arbeit über die Einstellung von Studierenden zu Nachhaltigem Tourismus |
| BA Tourism & Hospitality Management | Eine empirische Betrachtung der Gastronomie Instrumente und mögliche Strategien zur Senkung der Fluktuation |
| BA Tourism & Hospitality Management | Eine Analyse aktueller Mobilitätstrends im urbanen Raum im Hinblick auf den Städtetourismus am Beispiel von Wien. |
| BA Tourism & Hospitality Management | Nachhaltige Angebotsgestaltung in der Gastronomie in Hinblick auf das Produkt Fleisch |
| BA Tourism & Hospitality Management | Interesse der Generation Y an Insekten in der Gastronomie bei entsprechender Zubereitung und Präsentation |
| BA Tourism & Hospitality Management | Nachhaltige Messewirtschaft – Green Standards für Fachausstellungen bei Messen. |
| BA Tourism & Hospitality Management | Eine Betrachtung umweltverträglicher Produktverpackungen im Hinblick auf Ess- und Kaufverhalten im "Food-To-Go" Bereich mit dem Schwerpunkt Österreich. |
| BA Tourism & Hospitality Management | Nachhaltige Lösungsansätze bezüglich der negativen soziokulturellen Folgen des "Overtourism" in europäischen Tourismusdestinationen |
| BA Tourism & Hospitality Management | Nachhaltiges Management in der Hotellerie, fokussiert auf die Guest Amenities im Sanitärbereich |
| BA Human Resources Management | Die Einflüsse von Kompetenzen weiblicher bzw. männlicher Führungskräfte auf transformationales Führungsverhalten in österreichischen Unternehmen. |
| BA Human Resources Management | Maßnahmen des Personalmanagements zur Prävention von Burnout im Arbeitsumfeld. Eine qualitative Befragung von PersonalistInnen |
| BA Human Resources Management | Positive Leadership: Wie Führungskräfte die MitarbeiterInnenbindung beeinflussen können |
| BA Human Resources Management | Agil geführte Mitarbeiter Eine qualitative Untersuchung der Auswirkungen eines agilen Führungs-stils auf die Mitarbeitermotivation. |
| BA Human Resources Management | Kulturelle Adaption an die österreichische Kultur aus der Sicht von US-amerikanischen Expatriates |
| BA Human Resources Management | Die Bedeutung der erfolgreichen Einführung von neuen Lernformen in Unternehmen für die Kompetenzentwicklung der MitarbeiterInnen |

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| BA Human Resources Management | Der Einfluss von Betrieblicher Gesundheitsförderung auf die ArbeitgeberInnenattraktivität – mit speziellem Fokus auf Fachkräfte im Alter von 20 bis 40 Jahren |
| BA Human Resources Management | Topsharing: Erfolgsmodell oder Mode-Erscheinung? – Eine qualitative Analyse der möglichen Hindernisse und Erfolgsfaktoren bei der Implementierung im Einzelhandel, spezifiziert auf die Möbelbranche. |
| BA Human Resources Management | Altersgerechte Arbeitsgestaltungen in österreichischen Unternehmen |
| BA Human Resources Management | Chancen und Herausforderungen von Diversity Management Maßnahmen in Bezug auf die Personalbeschaffung und -bindung von Frauen in der IT-/IKT-Branche: Eine qualitative Befragung |
| BA Human Resources Management | Altersdiverse und altershomogene Teams im Vergleich: Unterschiede in der Zusammenarbeit zwischen altershomogenen und altersdiversen Teams. Eine qualitative Befragung von Mitarbeiter/innen am Beispiel eines Unternehmens des öffentlichen Dienstes. |
| BA Human Resources Management | Die Herausforderungen im Umgang mit agilen Methoden von Führungskräften im Raiffeisensektor. Eine qualitative Studie |
| BA Human Resources Management | Dringlichkeit, Konzeption, Maßnahmen und Perspektiven von Diversity Management in unterschiedlichen österreichischen Unternehmen mit Konzernstruktur – Eine Erhebung des Status Quo |
| BA Human Resources Management | Die Auswirkung der Digitalisierung für zukünftige Recruiting Arbeit |
| BA Human Resources Management | Gestaltung von interkulturellem Management in virtuellen Teams |
| BA Human Resources Management | Implementierung und Perspektiven von lebenszyklusorientierter Personalentwicklung in österreichischen Unternehmen |
| BA Human Resources Management | Herausforderung Fachkräftemangel am Beispiel von Siemens Österreich – Asyl- und subsidiär Schutzberechtigte in Lehrlingsausbildungen als potentielle Lösung für den Fachkräftemangel |
| BA Human Resources Management | Chancen und Risiken in der Beschäftigung von jungen Straftätern – eine qualitative Untersuchung in österreichischen Unternehmen |
| BA Human Resources Management | Die Nutzung von Corporate Social Responsibility im Employer Branding einer im Pflegebereich tätigen NGO. Eine qualitative Erhebung am Beispiel der Caritas Steiermark. |
| BA Human Resources Management | Eine qualitativ empirische Befragung von Führungskräften eines globalen Unternehmens zu Frauenförderungs-Maßnahmen und deren Umsetzung. |
| BA Human Resources Management | Nachhaltige Umsetzung von Positive Leadership in Start-Ups |
| BA Human Resources Management | Die Förderung der individuellen Resilienz der MitarbeiterInnen durch Führungskräfte und die dazu erforderlichen Fähigkeiten und Maßnahmen |
| BA Human Resources Management | Das Potenzial künstlicher Intelligenz im Recruiting unter Berücksichtigung von ethischen Aspekten – eine qualitative Untersuchung am Beispiel eines Technologiekonzerns |
| BA Human Resources Management | Diskriminierungsrisiken für österreichische muslimische Frauen mit Kopftuch zweiter Generation und deren Wahrnehmung von Diskriminierung im Bewerbungsprozess. Eine qualitative Erhebung am Beispiel österreichischer muslimischer Frauen im Alter von 20 – 35 in Wien |
| BA Human Resources Management | Digital unterstützter Wissenstransfer in Unternehmen mit Konzernstruktur. Der Status Quo in der Praxis. |
| BA Human Resources Management | Nachhaltigkeit schreibt man grün. Der Konnex zwischen der Corporate Social Responsibility und dem strategischen Employer Branding. |
| BA Human Resources Management | Work-Life-Balance-Maßnahmen und ihr Einfluss auf die MitarbeiterInnenbindung |
| BA Human Resources Management | Nachhaltige MitarbeiterInnenbindung von IT-MitarbeiterInnen der Generation Y |

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| BA Human Resources Management | Ein Überblick über Wohlfühlmaßnahmen in Anlehnung an das Feelgood Management zur Steigerung des Wohlbefindens aus der Sicht von HR-MitarbeiterInnen |
| BA Human Resources Management | Die für das Führungsgelingen von interkulturellen Teams benötigten interkulturellen Kompetenzen und ihre Besonderheiten. Eine qualitative Untersuchung der in der Führung von interkulturellen Teams benötigten interkulturellen Kompetenzen |
| BA Human Resources Management | Der Einfluss der betrieblichen Förderung von digitalen Kompetenzen auf die Mitarbeiterzufriedenheit. Eine qualitative Studie zu familiengeführten österreichischen Unternehmen. |
| BA Human Resources Management | Erwartungen der Mitarbeitenden an die Führung altersdiverser Abteilungen am Beispiel der Logistikbranche |
| BA Human Resources Management | Chancen und Risiken flexibler Arbeitszeitmodelle in Hinsicht auf das nachhaltige Personalmanagement für die Generation Y und Z |
| BA Human Resources Management | Personalpolitische Maßnahmen zur Erreichung einer angestrebten Frauenquote in österreichischen Unternehmen |
| BA Human Resources Management | Kooperatives Lernen in digitalen Trainingsmaßnahmen. Eine quantitative Untersuchung der kooperativen Ausgestaltung von digitalen Trainings im betrieblichen Kontext |
| BA Human Resources Management | Führung in den neuen Arbeitswelten: eine qualitative Studie zu Herausforderungen und Lösungsansätzen in der Pharmabranche aus Führungsperspektive |
| BA Human Resources Management | Herausforderungen und Konflikte zwischen der Generation Babyboomer und der Generation Y im Onboarding in Großunternehmen |
| BA Human Resources Management | Leadership im Wandel: Über die Kompetenzen Digital Leaders und die Anforderungen in einer digitalen Arbeitswelt |
| BA Human Resources Management | Differenzierte Ansätze zur Stärkung der Mitarbeiter*innenbindung und Bleibemotivation von Frauen und Männern |
| BA Human Resources Management | Einfluss der Akteure/Akteurinnen auf den Onboarding-Prozess internationaler Mitarbeiter/innen in österreichischen Unternehmen |
| BA Human Resources Management | Agile Leadership in der Finanzbranche |
| BA Human Resources Management | Welche Herausforderungen ergeben sich bei der Führung virtueller Teams und welche Kompetenzen benötigen die Führungskräfte, um diese Herausforderungen zu meistern? |
| BA Human Resources Management | Arbeitszeitsoveränität mit Fokus auf die Vereinbarkeit von Beruf, Familie und Freizeit im Hinblick auf die Generationen Y und Z. Eine quantitative Studie für Österreich im Bereich der Arbeitszeitsoveränität |
| BA Human Resources Management | Rahmenbedingungen für den Umgang mit Emotionen von MitarbeiterInnen in Klein- und Mittelunternehmen |
| BA Human Resources Management | Einfluss der Digitalisierung auf die Gestaltung informeller Lernformen. Eine qualitative Studie anhand agil arbeitender Organisationen |
| BA Human Resources Management | Lebensphasenorientierte Personalpolitik in Großunternehmen |
| BA Human Resources Management | Der Einfluss von Home-Office auf die Vereinbarkeit von Beruf und Privatleben |
| BA Human Resources Management | Einsatz von Dual Career Service im deutschsprachigen Raum und deren Auswirkungen auf den Frauenanteil in Führungspositionen |
| BA Human Resources Management | Artificial Intelligence in Retention Management: A Single-case Study |
| BA Human Resources Management | Relevanz, Entwicklung und Auswirkung von agilen Fähigkeiten auf Mitarbeiterebene in Großunternehmen |
| BA Human Resources Management | Der Einsatz von künstlicher Intelligenz im Talentmanagement. Eine qualitative Studie in Großunternehmen. |
| BA Human Resources Management | Evaluierung des Implementierungsprozesses von Diversity Management als ganzheitlich integrativer Ansatz und dessen Bedeutung für die Unternehmenskultur |
| BA Human Resources Management | KI-Technologien im Wissensmanagement: Instrument zum erfolgreichen Einsatz |
| BA Human Resources Management | Die Auswirkung von Künstlicher Intelligenz auf das Recruiting |

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|----------------------------------|---|
| BA Human Resources Management | Corporate Social Responsibility – Einflussnahme auf Mitarbeitende im Unternehmenskontext |
| BA Human Resources Management | Eine lebensphasenorientierte Betrachtung der Auswirkungen zunehmender Work-Life-Integration in der Banken- und Versicherungsbranche |
| BA Human Resources Management | Ethische Aspekte bei der Anwendung und Implementierung von Künstlicher Intelligenz im Human Resource Management |
| BA Human Resources Management | Der Prozess der nachhaltigen Stellenbesetzung durch HeadhunterInnen |
| BA Human Resources Management | Unterschiede im Führungsverhalten von Frauen und Männern aus Sicht der MitarbeiterInnen |
| BA Human Resources Management | Unconscious Bias im Rekrutierungsprozess. Eine qualitative Studie anhand welcher Maßnahmen Unconscious Bias im Rekrutierungsprozess minimiert werden kann. |
| BA Management & Entrepreneurship | Inklusion von Menschen mit Behinderung im Rahmen von Diversity Management |
| BA Management & Entrepreneurship | Einführung nachhaltiger Maßnahmen in der Hotellerie unter Berücksichtigung der Ansätze des Change-Managements |
| BA Management & Entrepreneurship | Der mögliche Beitrag des europäischen Gasmarktes bei der Erreichung der Klimaziele der EU aus dem Pariser Klimaabkommen |
| BA Management & Entrepreneurship | KYC on Blockchain – Vom Geldwäschepotential von Kryptowährungen und dessen Prävention |
| BA Management & Entrepreneurship | Impact Investing: der Einzug von Nachhaltigkeit am Finanzmarkt in Österreich |
| BA Management & Entrepreneurship | Sicherung zukünftiger Erfolgspotentiale von Großunternehmen durch ein nachhaltiges Supply Chain Management |
| BA Management & Entrepreneurship | Der nachhaltige Tourismus als Chance zum umweltfreundlichen Wirtschaftswachstum in der Wiener Hotellerie |
| BA Management & Entrepreneurship | Minimierung von Fraud Risiken durch die Implementierung von Präventionsmaßnahmen |
| BA Management & Entrepreneurship | Auswirkungen der Corporate Social Responsibility auf die Mitarbeitermotivation |
| BA Management & Entrepreneurship | Social Business – Soziales Konzept Café |
| BA Management & Entrepreneurship | Die Auswirkungen der geplanten Obsoleszenz auf das Konsumverhalten der heutigen Gesellschaft |
| BA Management & Entrepreneurship | Eine Analyse der Nachhaltigkeitsberichterstattung der österreichischen Industriebranche zwischen 2015 und 2019 |
| BA Management & Entrepreneurship | Nachhaltigkeit eines Online-Shops in Zeiten von Klimakrisen: Wie ein mittelgroßer Onlinebuchhandel im deutschsprachigen Raum seinen ökologischen Fußabdruck verbessern kann |
| BA Management & Entrepreneurship | A move from take-make-dispose to a circular economy in Europe: The role of start-ups and the resulting opportunities for investors |
| BA Management & Entrepreneurship | Die Neugestaltung der Prozesse entlang der Sustainable Value Chain großer Handelsunternehmen der Modeindustrie im Sinne der Anforderungen an ein Cradle to Cradle® Konzept |
| BA Management & Entrepreneurship | Die Neuausrichtung profitabler Hersteller-Geschäftsmodelle in der Smartphone-Industrie zur Vermeidung von Obsoleszenz |
| BA Management & Entrepreneurship | Maßnahmen im Online Handel zur Steigerung der Klimafreundlichkeit |
| BA Management & Entrepreneurship | Collaborative Consumption: The Effectiveness of Collaborative Consumption Models in achieving Circular Economy in terms of Sustainable Consumption in the Garment Industry |
| BA Management & Entrepreneurship | Chancen und Risiken regionaler Beschaffung für den österreichischen Lebensmittelhandel |
| BA Management & Entrepreneurship | Chancen und Risiken von Social Entrepreneurship unter Berücksichtigung des österreichischen Regierungsprogramms 2020-2024 |
| BA Management & Entrepreneurship | Women in leading positions in companies, a comparison between Austria and Sweden |
| BA Management & Entrepreneurship | From CSR to CSV – the road to sustainability |

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| BA Management & Entrepreneurship | Understanding the Benefits of Blockchain Technology in Optimizing Sustainability in E-businesses |
| BA Management & Entrepreneurship | Nachhaltigkeit im österreichischen Bankensektor |
| BA Management & Entrepreneurship | Entwicklung und ökonomische Folgen des Fleischkonsums in Europa in den letzten 50 Jahren |
| BA Management & Entrepreneurship | Der Einfluss von Klimavorgaben auf die Bildung strategischer Allianzen in der Automobilindustrie |
| BA Management & Entrepreneurship | Strategien österreichischer Körperpflege-Produktionsunternehmen zur Vermeidung von Produktverschwendung |
| BA Management & Entrepreneurship | Is Boyan Slat's "The Ocean Cleanup" concept viable when it comes to plastic waste collection from the ocean? |
| BA Management & Entrepreneurship | Financing the SDGs: The Contribution of Impact Investing towards the Achievement of the Sustainable Development Goals |
| BA Management & Entrepreneurship | Collaborative Consumption: The Effectiveness of Collaborative Consumption Models in achieving Circular Economy in terms of Sustainable Consumption in the Textile Industry |
| BA Management & Entrepreneurship | Nachhaltige und verantwortungsvolle Beschaffung der Bordverpflegung von Fluglinien |
| BA Management & Entrepreneurship | Achieving a higher level of female representation in management in Austria's organizations |
| BA Management & Entrepreneurship | Creating shared value through strategic corporate social responsibility practices: A qualitative study on incentivization and guidance for small and medium enterprises of the hospitality industry in San Cristobal de Las Casas, Chiapas, Mexico |
| BA Management & Entrepreneurship | Green Controlling – Unternehmenssteuerung auf der grünen Welle |
| BA Communication Management | Profit – Pressure – Publicity. An explorative study of the meaning and significance of Corporate Social Responsibility and its implementation from the perspective of selected stakeholders |
| BA Communication Management | Luxus und Nachhaltigkeit als eng verbundene Konzepte. Eine empirische Arbeit über Potentiale der Nachhaltigkeit für Modeunternehmen der Luxusbranche |
| BA Communication Management | Verpackungsmaterialtrends bei Milch. Eine quantitative Untersuchung zur Bewertung der Umweltfreundlichkeit von Einweg-Glasflaschen und Verbundkartons unter Berücksichtigung des umweltfreundlichen Konsumverhaltens |
| BA Communication Management | Zielgruppe LOHAS – der Preis als Kommunikationsinstrument. Eine empirisch-quantitative Arbeit mit Fokus auf die Zielgruppe LOHAS und der Einfluss des Faktors Preis auf ihre Kaufentscheidungen und ihre Kaufbereitschaft nachhaltiger Lebensmittel. |
| BA Communication Management | Integration der Gleichberechtigung in CSR und Unternehmenskultur – Eine empirische Arbeit über den Umgang mit Sexismus im Unternehmen |
| BA Communication Management | Nachhaltigkeitsmarketing von Luxusmarken. Eine empirische Arbeit zu dem Thema „Einsatz von Nachhaltigkeitsmarketing bei Luxusmarken“ |
| BA Communication Management | CSR – Der Trend zur Nachhaltigkeit |
| BA Communication Management | CSR in the change. A theoretical analysis of the triple bottom line of CSR from 1999-2021 with a focus on economic profitability |
| BA Communication Management | Nachhaltigkeit – der Schlüssel zum (Marken)erfolg? Eine literaturbasierte Arbeit über den Einfluss gezielt eingesetzter Corporate Social Responsibility auf die Wahrnehmung von KonsumentInnen |
| BA Communication Management | Nachhaltigkeit versus Greenwashing. Untersuchung der Nachhaltigkeit im Lebensmitteleinzelhandel und der Auswirkungen von Greenwashing auf KonsumentInnen |
| BA Communication Management | Corporate Social Responsibility: A theoretical analysis of its driving forces and its increasing relevance for businesses |
| BA Communication Management | Nachhaltigkeitskommunikation via Social Media als Strategie für Unternehmen der Kaffeeindustrie |

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| BA Communication Management | Sustainability in the luxury goods segment: A cross-cultural analysis of millennials in China and the U.S and global communication strategies |
| BA Communication Management | Rahmenbedingungen zur Umsetzung von Marketingkommunikation mit strategischem Ansatz der Corporate Social Responsibility (CSR) |
| BA Communication Management | Communicating sustainability. Implementing the UN Sustainable Development Goals in the external company's communication strategy |
| BA Communication Management | How mobile Applications lead to more Transparency in the Cosmetic Industry |
| BA Communication Management | Corporate Social Responsibility and McDonald's Austria – With a special Focus on Obesity |
| BA Communication Management | Die Zusammenhänge von finanzieller Leistung und sozialer Verantwortung eines Unternehmens. Warum sich eine Änderung der Ansichten positiv auf CSR und CFP auswirken kann |
| BA Communication Management | Die Bedeutung von Corporate Social Responsibility und Corporate Sustainability in der Tourismusbranche. [The importance of corporate social responsibility and corporate sustainability in the tourism industry] |
| BA Marketing and Sales Management | Der Einfluss von aufgedecktem Greenwashing auf die Glaubwürdigkeit einer Marke |
| BA Marketing and Sales Management | Tackling climate change in the Austrian outdoor industry. Environmental concerns, eco-friendly business practices, and implications of CSR on consumer behavior. |
| BA Marketing and Sales Management | Greenmarketing als Antwort auf nachhaltiges KonsumentInnenverhalten |
| BA Marketing and Sales Management | Collaborative Consumption vor dem Hintergrund der Nachhaltigkeit |
| BA Marketing and Sales Management | Transformation in der Modebranche – Entwicklung neuer Geschäftsmodelle für bewusste KonsumentInnen |
| BA Marketing and Sales Management | Nachhaltigkeit in der Logistik: Slow Steaming in der maritimen Transportkette |
| BA Marketing and Sales Management | Marktwert Steigerung durch die Integration von Corporate Social Responsibility im Unternehmen. |
| BA Marketing and Sales Management | Grüne Markenführung im digitalen Zeitalter – Chancen vor dem Hintergrund des steigenden Umweltbewusstseins europäischer KonsumentInnen |
| BA Marketing and Sales Management | Greenwashing in der Fleischindustrie mit dem Fokus auf Gütesiegel und Qualitätskennzeichnungen |
| BA Marketing and Sales Management | Konsumwandel durch Klimawandel: Die neue Welt der Konsumenten und des Marketing |
| BA Marketing and Sales Management | Chancen des Marketings durch die Implementierung von Lean und Green Management Prozessen |
| BA Marketing and Sales Management | Einfluss von Nachhaltigkeit auf die Bereitschaft zum Kauf von Kosmetikprodukten |
| BA Marketing and Sales Management | Die Glaubwürdigkeit von CSR-Botschaften – Der schmale Grat zwischen wahrer Verantwortung und Blue- and Greenwashing |
| BA Marketing and Sales Management | Die Bedeutung und Herausforderungen von Storytelling in der Kommunikationspolitik von Slow Fashion Unternehmen (Engl: The importance and challenges of storytelling in the communication policy of slow fashion companies) (MZÖ) |
| BA Marketing and Sales Management | Die COVID-19-Krise als Chance für den Tourismus: Von Overtourism zu nachhaltigem Tourismus mithilfe von Destinationsmarketing |
| BA Marketing and Sales Management | Einfluss von Corporate Social Responsibility auf den Unternehmenserfolg in der europäischen Lebensmittelbranche |
| BA Marketing and Sales Management | Die Auswirkungen der verstärkten Nachfrage nach Nachhaltigkeit auf die Fast Fashion Industrie |
| BA Journalism and Media Management | Media – mirror of society. The importance of cultural diversity in german speaking editorial departments. |
| BA Journalism and Media Management | The climate change and the media voice. The role and influence of media in the debate of animal-based products |
| BA Journalism and Media Management | Ansätze zur Förderung eines ethischen Journalismus. Herausforderungen und Chancen der Regulierung, Steuerung und Kontrolle journalistischer Medien in Österreich. |

MASTER'S DEGREE THESES

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| MA Tourism & Hospitality Management | Eine Analyse des Konstrukts der Nachhaltigkeit aus der Perspektive der BesucherInnen am Beispiel des Wiener Naschmarkts |
| MA Tourism & Hospitality Management | Potenziale zur Umsetzung der Sustainable Development Goals in den Partnerbetrieben der Angebotskooperation „TOP-Ausflugsziele“ in Niederösterreich |
| MA Tourism & Hospitality Management | Die Sicherstellung eines qualitativ hochwertigen Onboarding-Prozesses innerhalb einer Hotelkette anhand des Beispiels eines Wiener Hotelbetriebs |
| MA Tourism & Hospitality Management | The engagement of tourists towards sustainable food tourism during their vacation: The case of Rhodes |
| MA Tourism & Hospitality Management | Die Rolle der ökologischen Nachhaltigkeit bei der Wahl des Nachtzuges als Hauptverkehrsmittel. Eine Analyse des Einflusses der ökologischen Nachhaltigkeit des Nachtzuges sowie der Einstellung zur Nachhaltigkeit auf die Zahlungsbereitschaft der 20-30-jährigen ÖsterreicherInnen |
| MA Organizational & Human Resources Development | Herausforderungen bei der Inklusion von blinden Menschen und Menschen mit Sehbehinderung am ersten österreichischen Arbeitsmarkt – Ein Vergleich zwischen öffentlichem Dienst und Privatwirtschaft |
| MA Organizational & Human Resources Development | Resilienz Coaching als professionelle Unterstützung für Ein-Personen-Unternehmen zur Bewältigung psychosozialer Problemstellungen. |
| MA Organizational & Human Resources Development | Organisation inmitten von Partizipation, Engagement und Wohlbefinden. |
| MA Organizational & Human Resources Development | Eine qualitative Studie über die moderne Organisation inmitten von Partizipation, |
| MA Organizational & Human Resources Development | Auswirkungen der nach der Elternkarenz beanspruchten flexiblen Arbeitsmodelle auf das betriebliche Karrieremanagement. Eine qualitative Untersuchung am Beispiel von Großunternehmen in Österreich. |
| MA Organizational & Human Resources Development | Interne Herausforderungen von mittelständischen Unternehmen in Österreich bei der Implementierung von CSR |
| MA Organizational & Human Resources Development | Unveiling the influence of organizational culture on the employee perceptions of digital learning |
| MA Organizational & Human Resources Development | Generationenmanagement als Bindeglied zwischen verstärktem Einsatz künstlicher Intelligenz und Demografiemanagement in Unternehmen |
| MA Organizational & Human Resources Development | Nachhaltige Wettbewerbsvorteile internationaler Unternehmen durch Retention Management |
| MA Financial Management | Ethische Performance von SRI Aktienfonds und konventionellen Aktienfonds am Beispiel des österreichischen Markts |
| MA Financial Management | Geldwäsche und Terrorismusfinanzierung |
| MA Financial Management | Performance Vergleich von nachhaltigen und nicht nachhaltigen ETFs |
| MA Management & Entrepreneurship | Corporate Social Responsibility in der Lebensmittelwirtschaft – Inwiefern ergreifen KMU in der Lebensmittelwirtschaft in Österreich Maßnahmen und Strategien um CSR in ihre unternehmerischen Tätigkeiten zu implementieren? |
| MA Management & Entrepreneurship | An investigation of motivational differences of Austrian female and male University of Applied Science students studying Management & Entrepreneurship to reach a top management position in an enterprise |
| MA Management & Entrepreneurship | The link between gender and leadership characteristics: An investigation of the perception of Austrian employees in regard to their superiors |
| MA Management & Entrepreneurship | Sustainable Municipal Waste Management in the Urban Area of Croatia: Case Studies of Zagreb, Croatia and Ljubljana, Slovenia |
| MA Management & Entrepreneurship | Impact of Green Supply Chain Management on Agility Performance through Mediating Role of Supply Chain Integration |

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| MA Management & Entrepreneurship | Implementing SDGs targets – The business case for sustainable energy and waste management in a large scale shopping mall |
| MA Management & Entrepreneurship | Circular Economy in the European Chemical Industry: Drivers, Barriers & Principles |
| MA Management & Entrepreneurship | Women in leadership positions in Austria. How can firms better address the lack of women in middle-level management positions in Austria? |
| MA Management & Entrepreneurship | The mindset and behavior of business students from Viennese educational institutions towards sustainability and their use/usage of plastics as well as the application of circular economy as an approach to sustainable development in Europe |
| MA Management & Entrepreneurship | Zero Waste Management in Food and Beverage Industry |
| MA Management & Entrepreneurship | Women in Management: A closer look to the phenomenon of glass ceiling among high achieving women – what factors are influenceable from the company's view and therefore contribute to gender equality in Austria |
| MA Management & Entrepreneurship | A Multiple Case Study of Corporate Social Responsibility in High-end Safari Ecotourism in Africa and its' Resilience to the Covid-19 Pandemic |
| MA Management & Entrepreneurship | The determining factors of corporate social responsibility: scientific evidence from Austria |
| MA Management & Entrepreneurship | The Benefits of Business Networks for Sustainability: A qualitative Examination of how Business Networks for Sustainability support their Network Members to become Sustainable Business |
| MA Management & Entrepreneurship | Multinational Enterprises and the Sustainable Development Goals 12 and 13 – an analysis of the contribution of Austrian MNEs in the manufacturing industry |
| MA Management & Entrepreneurship | User acceptance of battery electric cars in Austria |
| MA Management & Entrepreneurship | Sharing Is the New Owning – A Business Model Approach for the Sharing Economy in Austria |
| MA Management & Entrepreneurship | Shared Mobility among Millennials in Europe |
| MA Management & Entrepreneurship | Economic Performance and Crisis Resilience of European Electric Utilities in the Context of Sustainability |
| MA Management & Entrepreneurship | Impact of children in the presence of women in management. |
| MA Management & Entrepreneurship | An analysis of motherhood and its implications for women in management positions in four European countries |
| MA Management & Entrepreneurship | Managing Sustainability Cultures – A Qualitative Research of How Sustainability-Oriented Companies Can Build an Organizational Infrastructure that Fosters a Sustainability-Supportive Culture |
| MA Management & Entrepreneurship | Gender stereotypes and their effects on career aspirations of female and male managers. A qualitative examination of gender stereotypes |
| MA Management & Entrepreneurship | Barriers to gender diversity at the executive level, focusing on small- to medium sized enterprises in Austria |
| MA Management & Entrepreneurship | The status of understanding of Corporate Social Responsibility (CSR) and Corporate Sustainability (CS) in Austrian construction industry |
| MA Management & Entrepreneurship | Zero-Waste-Management in the sector of E-Mobility |
| MA Management & Entrepreneurship | Integration of Environmental Sustainability into Business Model and Strategy of Small and Medium-Sized Enterprises in Austria, |
| MA Management & Entrepreneurship | Key Barriers and Drivers for Implementation |
| MA Management & Entrepreneurship | It is not only advertising. Corporate Social Responsibility and Ethical Correctness of Advertising Agency Executives in the Advertising Industry |
| MA Management & Entrepreneurship | Fears of Women about the Gender Quota |
| MA Management & Entrepreneurship | CSR Reporting in the Austrian banking system: A qualitative analysis of how and why Austrian banks issue sustainability reports |
| MA Management & Entrepreneurship | Ethical Labeling and Ethical Sourcing in the Cosmetics Industry: The Effect of Age, Knowledge and Perception on Ethical Consumerism |

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| MA Communication Management | Persönlichkeitseigenschaften in der umweltbezogenen Unternehmenskommunikation. Die Rolle von Wertorientierungen der Rezipient*innen in Bezug auf das wahrgenommene Greenwashing. [Personality traits in environmental corporate communication. The role of recipients' value orientations in relation to perceived greenwashing.] |
| MA Marketing and Sales | Die Bedeutung von Emotionen und Communities in Geschäftsmodellen der Sharing Economy. |
| MA Marketing and Sales | Möglicher Einsatz von Blockchain-Technologie im Spendenbereich und Auswirkungen auf den Spendenprozess |
| MA Marketing and Sales | Der Einfluss von emotionalen Botschaften in Non-Profit-Spendenwerbung auf die Glaubwürdigkeit von Non-Profit-Organisationen und die Spendenwahrscheinlichkeit der Generation Y. |
| MA Marketing and Sales | Die Bedeutung von nachhaltigen Verpackungen im Markenmanagement der Lebensmittelbranche. |
| MA Marketing and Sales | Greenwashing – Einfluss auf die Markenwahrnehmung der Zielgruppe Millennials |
| MA Marketing and Sales | Der Einfluss von Cause-Related Marketing auf die Markenwahrnehmung am Beispiel des Bankensektors |
| MA Marketing and Sales | Nutzungsbarrieren in Hinblick auf Datenschutz und Privatsphäre bei der Verwendung von Smart Speaker und Lösungsansätze mit CDR |
| MA Marketing and Sales | Der Einfluss der Informationspflicht bei personalisierten Preisen auf die wahrgenommene Fairness der VerbraucherInnen. |
| MA Marketing and Sales | Nachhaltigkeitsmanagement im österreichischen Hotel- und Gastgewerbe – Fokus auf KMUs und Familienunternehmen |
| MA Marketing and Sales | Förderung eines nachhaltigen Einkaufsverhaltens mittels Apps am Beispiel des Startups Evocco. |
| MA Marketing and Sales | Das Sustainable Development Goal 12 – Nachhaltige Produktion und Konsum in Bezug auf die Lebensmittelbranche in Österreich. |
| MA Marketing and Sales | Schein und Sein: Das widersprüchliche Kaufverhalten von grünen Konsumentinnen und Konsumenten und Implikationen für das Marketing. |
| MA Journalism and Media Management | New Media effects on a sustainable everyday behavior of recipients |
| MA Journalism and Media Management | Are you consuming or renouncing? New media and their effect on sustainable acting of recipients. |
| MA Journalism and Media Management | Aufholjagd zur Informationsfreiheit. Europäische Lehren für die staatliche Transparenz in Österreich. |
| MA Journalism and Media Management | Die Lösung, bitte! Lösungsorientierter Journalismus und dessen Perspektiven für die audiovisuelle Berichterstattung über Klima- und Umweltbelastung |

Appendix 6: Miscellaneous events, measures, activities and projects introduced at FHWien der WKW to implement PRME

Events on PRME-related issues

- Corporate Learning Days 2021: Online Barcamp from April 9–16; Organization and implementation of the Barcamp with the project partner: Project partner: Corporate Learning Community; Content: Workshops and short think tanks on future trends/topics regarding corporate learning; Participants: Experts and students from Germany, Switzerland and Austria
- Creation of a Moodle module for use in teaching with theoretical content on marketing ethics and sustainable marketing and a case study as part of the Moodle Hub of the Competence Center for Marketing (work in progress).
- During the International Week at the Fontys Academy for Creative Industries (Netherlands during March 15–19, 2021, David Bourdin (Teaching & Research Associate at the Competence Center for Marketing) coached students on concept development for anchoring the UN Sustainable Development Goals (SDG) among selected target groups. The task focused on three of these goals: “Good Health and Well-Being” (SDG 3), “Gender Equality” (SDG 5), and “Reduced Inequalities” (SDG 10). David Bourdin acted as coach by supporting the concept development process in daily group meetings with feedback and food for thought, and by encouraging dialogue.
- Introduction of the regular event series “Public Value Lecture” in cooperation with the Public Value Competence Center of the Austrian Broadcasting Corporation ORF.

Other activities

- Employees are cognizant of the number of copies made and provide students pdfs whenever possible, if not they use both sides of the paper.
- Employees have participated in the SDG train and trainer program and are actively involved in specific SDG working groups, e.g. SDG group for sustainable advertising materials.
- Employees use resources responsibly, e.g. by turning off the lights when leaving rooms, or not keeping a faucet running.
- *In COM and MARS BA, theses are no longer required in paper form (unless specifically requested by a supervisor).*
- *In COM and MARS MA, students are required to submit just one copy of their MA thesis.*
- Marketing activities:
 - News article and social media postings about Kosima Kovar, graduate of the Bachelor's Program in Corporate Communication who was included in the Forbes 30 under 30” for her commitment to green marketing by supporting companies in implementing the SDGs in their communication strategies: [Read the article](#)
 - News article and social media postings about the business field project with Smart City Vienna in which students of the English cohort from the Bachelor's Program in Corporate Communication created communication campaigns for more sustainability in the city: [Read the article](#)
 - News article and social media postings about the lecture on “Social Skills 1” in the Bachelor's programs on Corporate Communication and on Marketing & Sales, highlighting the importance of Responsible Management Education in the curricula. In this lecture, students used an innovative presentation technique to raise awareness for selected SDGs: [Read the article](#)

- News article and social media postings about the business field project with Jugend am Werk, where students of the Bachelor's Program in Corporate Communication were given the task of making the intensive training program in automotive technology more attractive for women: [Read the article](#)
- News article and social media postings about the event "Digital Impact Night" where Bachelor's degree students (Corporate Communication and Marketing & Sales) were tasked with presenting their communication and marketing concepts for startups in the health, sustainability and food sectors to a public online audience: [Read the article](#)
- News article and social media postings about ethics in public relations: [Read the article](#)
- News article and social media postings about the keynote speech by Christian Graf, Sales Director Austria at ratiopharm Arzneimittel Vertriebs-GmbH, who gave insights into the pharma industry regarding the impact of the COVID 19 pandemic on the customers' hygiene behaviors and thus on the pharmaceutical sales: [Read the article](#)
- News article and social media postings about the guest lecture by David Bourdin at the Fontys University of Applied Sciences (NL), who conducted a workshop where he presented his research and supported students in developing concepts for the implementation of the SDGs in selected communities: [Read the article](#)
- News article and social media postings about the 6th International School of Multimedia Journalism (ISMJ) on the topic "Super-Women: The role of women in society". The topics covered included SDG #5 ranged from female founders to midwives to transwomen. [Read the article](#)
- News article and social media postings on the "Public Value Lectures" in cooperation with the Public Value Competence Center of the Austrian Broadcasting Corporation ORF. [Read the article](#)
- Social media postings and publication of journalistic student work on the SDGs on the blog of the Journalism & Media Management study programs. [Link to blog](#)

Support from the Competence Center for E-Learning

The Competence Center deals with all matters relating to digital teaching and learning. Innovative teaching and learning settings take the strategic orientation of FHWien der WKW into account and are in the spirit of PRME. A student- and teacher-centered digital learning environment facilitates responding to the increasing demands of flexible and individual learning needs. The services of the Competence Center include:

- Support and coaching for the major learning platforms (Moodle, Panopto and MS Teams)
- Virtual classroom applications for different sustainable use cases such as global online collaboration
- Various online didactic-workshops, self-paced online courses and an E-Learning Help Course for the competence-based teacher development
- Network meetings (such as "Digital Learning Teatime"), which give teachers a platform to share their e-learning and blended learning experiences and inspire peers with their ideas
- Organizing test groups for new tools or learning infrastructure
- Supporting Open Educational Projects on the platform iMooX (the first MOOC produced by the FHWien is "Wissenschaftliches Schreiben Schritt für Schritt")

- Support and infrastructure (rooms and equipment) for in-house content production (still in development due to the pandemic)

Ecofriendly measures of FHWien der WKW

- Saving energy – measures to reduce energy consumption and improve waste management
- Degree program folder printed on Austrian Eco-label-certified paper (Österreichisches Umweltzeichen)
- The quarterly magazine STUDIO! with a circulation of 31,000 is also printed on paper certified with the Austrian Eco-label.
- All events organized by FHWien der WKW are ecofriendly and meet the City of Vienna's ÖkoEvent criteria.
- Reduction of the portfolio of promotional items as well as the selection of new promotional items based on their sustainability.
- Welcome bags at events and conferences contain fewer promotional items than before; notepads are no longer included.
- The increased use of digital communication channels in internal and external communication reduces paper consumption.
- One example for this is the annual report of FHWien der WKW, which is now published only digitally and no longer as a printed report.
- The replacement of capsule coffee machines with fresh bean to cup coffee maker and switching to organic fair trade coffee products.
- Bachelor's theses are no longer required in paper form.
- Students are required to submit just one copy of their Master's thesis.

Field trips and site visits

- Field trips, excursions and site visits are a fundamental part of our study programs. Optional and obligatory study trips regularly focus on examples of sustainable best practices. Field trips to different public organizations in Austria (e.g. United Nations in Vienna) and to organizations and companies (e.g. International Criminal Court, orchid producer "Ter Laak") in The Hague (NL) to develop perspectives on different cultures and organizational dominant logics. Students reflect on different working styles and cultural differences. (Cooperation Partner: The Hague University of Applied Sciences)

Radio Radieschen

Radio Radieschen 91.3 is the training station of FHWien of WKW and is available to students in the Journalism & Media Management degree program. The students are supported in their media training and learn radio making in theory and practice in the classroom. In addition to teaching, a radio editorial team provides quality content.

The Radio Radieschen team regularly devotes itself to topics related to the SDGs in the course of teaching, as does the editorial team.

One example is the focused broadcast as part of the "Tonwerkstatt" and "Kulturcollage" programs, which were created under the direction of Academic Expert & Lecturer Karina Schwann. Bachelor's and Master's degree students dedicated themselves to the goal "Reduce Inequality", looked for different sub-topics on which they presented contributions.

Programs such as "Science Radio" (in cooperation with the Technical University of Vienna, the Medical University of Vienna, the University of Veterinary Medicine Vienna, the University of

Natural Resources and Applied Life Sciences Vienna, and the Austrian Institute of Technology) focus on scientific perspectives.


With the program series “Start Me Up – das Gründermagazin”, we work out economic aspects and focus on issues such as fair access to the labor market, the impact of production on the environment or sustainable financial products (to name just a few).

The very elaborately designed feature program “Perspectives” looks at many aspects of one topic. In September 2021, for example, the topic was “The fairy tale of social advancement – workers' children at university.” Two programs earlier, on the occasion of the 50th anniversary of the International Roma Day, editor Johanna Hirzberger spoke with seven young Roma and Sinti about their activism and their self-image.






The extent to which students also focus on the SDGs can be seen in the programs that are created voluntarily and outside of teaching. A very committed team of students devotes itself to the topic of feminism in the program “Femality” and highlights different aspects.

The Radio Radieschen team is very proud to make a (journalistic) contribution to more diversity. It is important to us to give many people access to a mass medium and at the same time to portray a variety of topics and people within the radio programs outside of the mainstream topics and to give a public voice to those who would otherwise not get one.

Appendix 7: Review of the first SDG Day@FHWien (for more details please follow this link: <https://www.fh-wien.ac.at/en/news/review-sdg-day-2021/>)



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DEUTSCH

SDG Day 2021: Inspiring keynote & exciting discussion

🕒 September 27, 2021

Categories: [Uncategorized](#)

On September 23, 2021 FHWien der WKW hosted the SDG Day for the first time. The focus was on SDG 12: Sustainable Consumption & Production.



Our graduate Stefan Lenglinger (ZIB news program) moderated the panel discussion about food waste with representatives from REWE Group, Greenpeace, Accor Hotels and TooGoodToGo



Circular Activist Harald Friedl delivered an inspiring keynote on "We have no more time to wait - System Change and Leadership in the Year of COP26?"

Around 100 participants attended the **first Sustainability Day at FHWien der WKW online**. Under the motto "**Be smart. Act responsibly.**" they took part in the diverse program, learned about good practice examples, established contacts with companies, exchanged ideas with like-minded people, and learned about FHWien der WKW's SDG projects and activities in the networking coffees.

The SDG Day was opened by Circular Activist and Change Agent **Harald Friedl**, who gave an **exciting keynote** on "We have no more time to wait - system change and leadership in the year of COP26?". This was followed by **five interactive workshops**, in which the participants

- improved their storytelling skills,
- reflected on their personal carbon footprint and ecological footprint,
- learned about improvisational theater as a new way of communicating knowledge about sustainability issues, or
- used the power of visualization to communicate sustainability strategies and other complex issues.

Afterwards, the **SDG Awards** were presented. Congratulations to the lecturers Klaus-Peter Fritz and Jürgen Weiss, who won the **teaching award in the category "SDGs in Teaching"**, and the two winning teams Claudia Schwarz, Margret Steixner and Sandra Luger as well as Birgit Kronberger, Rainer Kraft and Doris Preyer, who were awarded in the **category "Individual Innovative Elements"**. The prize for the **best Bachelor's thesis** went to Andreas Ledermüller (Bachelor's program in Management – Entrepreneurship) for his thesis on "Opportunities and risks of social entrepreneurship in consideration of the Austrian government program 2020-2024". Talea Gauhl (Master's program in Leadership in Tourism) was pleased to receive the prize for the **best Master's thesis**, in which she dealt with the topic "Food waste: consumer analysis of food sharing platforms using the example of the individual case study of Too Good To Go". Congratulations for this great achievement!

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