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# SIP REPORT #2

Reporting Period 2017 – 2019

**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

October 2019

**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 2017 and October 2019:

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 exceed 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. Today, FHWien der WKW offers a range of 18 Bachelor's and Master's degree programs in the fields of management and communication. Our Center for Academic Continuing Education offers 19 additional continuing education study programs as well as an International MBA in Management & Communications. In the last two years, the number of courses dedicated to teaching PRME-related topics has risen to 40. All study programs at FHWien der WKW teach Responsible Management within their individual focuses (see Appendix 1).
2. A newly designed concept for train-the-trainer seminars should improve the teaching of Responsible Corporate Management in all study programs at FHWien der WKW. In addition, the online "PRME Platform - SDGs in Teaching" was developed in order to promote exchange with other universities within the PRME Initiative universities network, especially in German-speaking countries (see "Faculty Development", p. 11).
3. Our commitment to the maxims of PRME is reflected throughout our curriculum, in our faculty's research, and demonstrated through many successful collaborations. We cooperate closely with companies from various sectors in numerous teaching and research projects. At the same time, FHWien der WKW is in the process of building up and maintaining a strategic network of international university partnerships (see "Research", p. 16; "Partnership", p. 18; "Dialogue", p. 20 and Appendix 2: Student projects dedicated to PRME -related topics).

This report is divided into six sections, 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 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 study programs, including an International MBA in Management & Communications.

### Quick facts:

- Founded in 1994
- Number of students: over 2,800
- Teaching staff: over 1,000
- Partner universities: approx. 140

### Students & Alumni

FHWien der WKW's student body numbered 2,853 in 2018. The proportion of female students was 58.8 %. A total of 871 students graduated in 2018, bringing the number of FHWien der WKW graduates over the past 25 years to a total of 10,946. The majority of our Bachelor's programs are available in two formats: either part-time or full-time, while all Master's degree programs are offered on a part-time basis. Classes take place mainly in the evenings during the week, but also at the weekend.

### Teaching Staff

In 2018 we had a total of 1,066 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 Bachelor's degree programs are taught in German. One cohort of the Corporate Communication program is taught entirely in English. The Department of Management and Entrepreneurship offers a full-time bilingual program.

## Master's Degree Programs

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

The majority of Master's degree programs are 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 | Controlling | Designing Digital Business | Digital Communication & Marketing | Industrial and Communications Psychology | Integrated Facility and Energy Management | International Project Development | Leadership | Marketing and Sales Management | 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&Co, an active network at FHWien der WKW
- A well-stocked library, which supports our research and teaching staff as well as our students

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

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

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

## Letter of Continued Commitment

Our employees at FHWien der WKW, the University of Applied Sciences for Management & Communication, have made us what we are today: for over 25 years one of Austria's leading business schools. FHWien der WKW offers a holistic and practice-oriented academic education for currently more than 2,800 Bachelor and Master students. Two-thirds of our lecturers come directly from the business world. A range of teaching and research courses tailored precisely to the needs of companies prepares graduates – over 10,000 to date – optimally for their careers.

Guided by the principle of lifelong learning, we have designed our degree programs to be active, flexible and future-oriented. This approach calls for equality as well as respect for one another at all levels. We prepare our students to take on responsibility for an economically productive and sustainable society. In the future, we will continue to expand the management topics of Digitization, Strategy and Sustainability at our university and include them even more in our research and teaching.

We pursue the strategic goal of assuming long-term national leadership and an internationally competitive position in the field of Business Responsibility & Sustainability. FHWien der WKW has been a signatory to the renowned Principles for Responsible Management (PRME) since 2015. As a member of this initiative, we promote the integration of social and ecological sustainability into our operational activities and in particular into our research and teaching. With these activities, we actively contribute to the achievement of the Sustainable Development Goals (SDGs).

We are sure that we have taken the right path in actively implementing PRME at our university, to sensitize both employees and students to the topic and to set a clear signal for “It is not only for what we do that we are held responsible, but also for what we do not do.” (John Baptiste Moliere).

We are proud to work with other institutions that share our goals. Sharing this report on our 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.”*

### 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 third parties of FHWien der WKW. Hence, a clearly defined Code of Conduct applies to all employees and lays down our guiding principles, values, commitments and standards.

The objectives formulated in the area of teaching overlap with those of PRME. The results of the first PRME report flowed into the new curriculum of the “ethics” teaching area, into the preparation of teaching materials and into the “train-the-trainer” offering. 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 further developed with an increased 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 the issue of PRME and the Sustainable Development Goals (SDGs). PRME and the SDGs were presented in March 2019 as part of an employer event. In April, employees jointly developed projects to improve sustainability within the organization, some of which are presently being implemented. The aim is not only to address sustainability and environmental protection in teaching, but also to set an example through best practices within the organization.

### A) PRME IN THE ORGANIZATION

#### Value-Oriented Leadership Diploma

Modern leaders have many roles: they set goals, they pose questions, they are role models, mentors & consultants, motivators, evaluators, they give feedback and they celebrate success. The existing leadership principles of FHWien der WKW from 2015 no longer corresponded to this approach and urgently needed to be revised. Hence, a new diploma was prepared in a workshop in autumn 2018 - these management principles represent the essential basis for good management culture at FHWien der WKW. As part of the refocusing of our employer brand TeamLife, our managers have fundamentally revised the one page-long document, shortened it and reformulated it in line with our values. The result is the value-oriented leadership diploma (“wertebasiertes Führungsdiplom”) - an agreement between managers and the employees of FHWien der WKW. Each individual can and should demand compliance with these principles from his/her superior. To ensure that these important guidelines are always present, a framed diploma is displayed in every management office.

## 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 UN's Sustainable Development Goals, promote dialogue and awareness, and integrate the topics into teaching and research. To begin with, at an event on PRME & SDGs employees collected ideas on how this topic is anchored in teaching and research and how dialogue and awareness can be promoted. The aim is not only to address sustainability and environmental issues in teaching, but also to set an example through our own projects. Currently, employees are involved in four projects for SDG@FHWien der WKW:

- Saving energy - measures to reduce energy consumption and improve waste management
- Sustainable giveaway products
- Optimization in the area of resource consumption (e.g. business trips)
- Supporting student projects on the topic of sustainability.

Our goal is to initiate a fundamental change with smaller, quickly implementable projects in order to tackle more challenging topics. Some of our employees' ideas have already been implemented: for example, the replacement of capsule coffee machines with fresh bean to cup coffee maker and switching to organic fair trade coffee products are just as much a part of this initiative as the anchoring of sustainability in the digitization strategy and its integration into the curricula.

- *Miscellaneous measures, activities and events at FHWien der WKW to implement one or more principles*  
See Appendix 6

## B) PRME IN TEACHING & RESEARCH

### Curriculum Development

For around 25 years, FHWien der WKW has been dedicated to teaching and research in the fields of entrepreneurship and innovation. Since 2018 Business Responsibility & Sustainability have been an integral part of the university's strategy. We have planned a number of strategic steps, such as the development of degree programs in the fields of management and communication, as well as the ongoing internationalization of research and academics. To implement these steps, FHWien der WKW has initiated a multi-year internal program focusing on curriculum development, the promotion of e-learning, internationalization, improvement of our infrastructure, as well as organizational, structural, and cultural issues.

The SDGs will play an important role in the next stage of curriculum development. As a first step, two one-day workshops with Prof. Dr. Katrin Muff (former Dean of Business School Lausanne) – an international expert in the field of integrating SDGs into teaching, research and higher education – will take place in November 2019. The aim of this workshop is to develop concrete ways in which SDGs can be integrated into our curricula.



## Center for Corporate Governance & Business Ethics

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

Courses on Corporate Responsibility are integrated into all of the Master's 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 the dissemination of research results in application-oriented contexts. This exemplary partnership model makes a significant contribution to the training of future business leaders. Currently the team is working on projects with the following focus areas:

- Business Strategy and Corporate Governance
- Political Corporate Social Responsibility
- Strategic CSR- & Sustainability Management
- Academic Governance Issues
- Ethical Leadership (European Centre for Giving Voice To Values)
- Academic Governance Issues

A key objective of the last SIP report was to improve our training program in business ethics and responsible management. Following this, FHWien der WKW avoids teaching "sustainability" only as a stand-alone subject. Instead, sustainability topics are increasingly being integrated into all business disciplines. We 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 through the use of internationally renowned and certified teaching concepts and by making use of the latest research in the individual courses. The aim is that our students learn to think about social and ecological sustainability aspects as the core of entrepreneurial decisions.

## 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 burning 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.

### Internationalization

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

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

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

## Gender Mainstreaming & Diversity Management

When it comes to promoting gender and diversity issues, universities play an outstanding role in society. They have a special responsibility in terms of generating and disseminating knowledge. However, this approach requires a high degree of equality and respect on every level to be effective. As in previous years, two full-day internal training courses were held on the topic “Diversity & Gender”. The aim of these courses is to sensitize all employees to this issue. In addition, this training encouraged a respectful dialogue among all employees and gave them a better understanding of the legal basis for equal treatment and protection against discrimination.

The workshops “The Multicultural Classroom” and “Intercultural Training” were offered to teaching staff. This format provided an opportunity for instructors to consider aspects of diversity in teaching. As an educational institution, we take on significant responsibility for implementing social changes and therefore support diversity as a high priority.

Gender Mainstreaming is embedded in all departments and FHWien der WKW has established a representative for Gender & Diversity. In order to further the promotion of diversity and inclusion, consultations have been held with students and staff in the last two years. Challenges such as studying as a parent, barrier-free application processes and study, as well as different examination formats were among the issues that were discussed and for which solutions were found.

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

## University & Family Audit

The University and Family Audit 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. In 2012, FHWien der WKW was awarded the University and Family Audit for the first time. In 2015 and 2018, it was re-audited and is now certified until 2021.

The process to obtain the second re-audit in 2018 began with a strategy workshop with the university administration in April 2018. This was followed in May by a full-day workshop at which the new target agreement was developed by a dedicated team of 12 colleagues, led by an external auditor. 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 that ensure the process continues were presented to the Technical Inspection Association (TÜV) expert in October during the final evaluation round. Greater scheduling predictability for students, the development of mobile working options for all members of staff and the implementation of daycare during the summer vacation are just three of ten measures that were adopted in the target agreement. Annual project group meetings and focus group meetings with students continue to take place. 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.”*

### TEACHING CORPORATE RESPONSIBILITY

At FHWien der WKW ethics is taught 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’ awareness and actions. We teach ethics and responsibility as a general mindset and not as an abstract theory. 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 Bachelor studies. The long lists in the appendix of this report prove the success of these resolutions.

- *Highlights of programs and courses dedicated to teaching PRME-related topics*  
See Appendix 1
- *Student projects dedicated to PRME-related topics*  
See Appendix 2

### Faculty Development

FHWien der WKW develops teaching concepts, materials, processes and environments, which enable effective learning experience in the area of responsible management with regard to economically, ecologically and socially sustainable inclusive business. 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 making use of the latest research in the individual courses.

For example, in April 2018, FHWien der WKW organized a major event entitled “Companies & Universities as key partners in achieving the Global Goals”, with a lecture by Prof. Dr. Katrin Muff (Business School Lausanne) and a panel discussion with representatives from business, education and politics (see Appendix 3: Press release).

The following day, a Faculty Development Seminar on the “Integration of the SDGs into Teaching” took place at FHWien der WKW. During the seminar, 17 participants from different study programs discussed under the expert guidance of Ruth Nieffer (Hochschule für Technik und Wirtschaft, HTW Chur), Karin Huber-Heim (CSR & Communication) and Daniela Ortiz (FHWien der WKW) how the goals for sustainable development can be integrated into the various training programs. The teaching concept of the workshop is based on the understanding that successful learning in a transformation process links three levels with one another: the I level, the WE level and a level referred to as ALL OF US. This conception incorporated two objectives: firstly, to inform the participants about the content of

the SDGs and to make them aware of their relevance, and secondly, to enable the participants to gradually implement the SDGs both in their own teaching and research activities and in their daily academic lives. The detailed feedback at the end of the one-day workshop revealed that the participants view the integration of the SDGs at FHWien der WKW as a complex project. To contribute to its success, they are calling for ‘multi-stakeholder dialogue’ at all organizational levels. At the same time, the majority of the participants expressed their individually strengthened confidence that they can contribute to the SDGs in their everyday work.

In order to promote exchange with other universities within the PRME network, especially in German-speaking countries, the CGBE team developed in spring 2018 the online platform “PRME Platform - SDGs in Teaching”. Through this platform, 30 lecturers from Austria, Germany and Switzerland continuously exchange their experiences with the integration of PRME topics in business education, and share their syllabi, seminar papers and presentations, literature, and other online teaching.

### **MSc Leadership**

In 2017 MSc Leadership was the first degree program of FHWien der WKW to integrate elements of PRME in all four semesters of the program. It combines the core competencies of the Herstein Institute and the FHWien der WKW and focuses on the teaching of leadership competencies. The program’s target group is experienced executives, as well as those who would like to qualify for such a role or help to shape change initiatives. The content and structure of the modules are designed in such a way that students build a systemic overall understanding of the topic of leadership and ultimately deepen this understanding by dealing with the organizational theory on the functioning of systems, as well as with the dynamics in organizations. Additionally, the analysis and reflection of one's own leadership behavior is a prerequisite for recognizing potential for improvement – both at a personal and organizational level – for developing initiatives, and ultimately for implementing these in an organizational setting. The focus is on the responsible, future-oriented and sustainable actions of the executive.

### **Giving Voice to Values**

Giving Voice to Values (GVV) is an innovative approach to values-driven leadership development in business education and the workplace, pioneered by Dr. Mary C. Gentile. In April 2017, Markus Scholz (Head of the Center for Corporate Governance and Business Ethics) was named European Ambassador of GVV. Consequently, FHWien der WKW became the European Hub and is the European competence center for GVV. We undertake research in this area (e.g., surveying students and business leaders), create case studies in collaboration with Mary Gentile (cases can be downloaded via the Darden GVV Website) and offer teaching sessions for students in and outside of our university. We moreover, offer tailored GVV courses for entrepreneurs, business leaders and other decision makers, as well as faculty development for schools and educators who want to use the GVV methodology.

GVV was originally launched by the Aspen Institute with the Yale School of Management. From 2009 to 2016 it was housed at Babson College and is now hosted by the UVA Darden School of Business. Drawing on actual experience and scholarship, GVV fills a long-standing critical gap in the development of values-centered leaders. GVV is not about persuading people to be more ethical. Rather GVV starts from the premise that most of us already want to act on our values, but that we also want to feel that we have a reasonable chance of doing so effectively and successfully. This pedagogy and curriculum are about raising those odds.

### **Microeconomics of Competitiveness (MOC)**

FHWien der WKW was one of the first universities in Austria to be accepted into the MOC Network and to be allowed to offer strategy modules according to its model. The network is an initiative developed in 2002 by Michael E. Porter at Harvard Business School. The network has grown to include more than 100 educational institutions in over 65 countries worldwide. Participating institutions implement the course Microeconomics of Competitiveness in their curricula which explores the determinants of competitiveness and successful economic development viewed from a bottom-up, microeconomic perspective. Porter's publication "The Competitive Advantage of Nations" established the concept of competitiveness to be not only applicable to individual firms, but equally to nations and regions, and that a competitive nation or region would foster the development of competitive sectors and firms.

### **Students Video Competition**

As part of the 5th PRME Research Conference in Cologne in November 2018, students were invited to produce a two-minute video in which they present their views and ideas on "Responsible Management Education". The objective was to incorporate the voices of students in the conference and beyond. The videos explored what students felt their university should do, or what it is already doing, to embed responsible management education in courses, programs and extracurricular activities. The video competition was organized by six partner organizations from the PRME Chapter DACH (Management Center Innsbruck, Cologne Business School, FHWien der WKW, Vienna University of Economics and Business, Hochschule für Technik und Wirtschaft Chur and ZHAW School of Management and Law) with the aim of including authentic student voices from around the world. FHWien der WKW provided support in connection with the participation of its students in this competition and called on its lecturers to encourage their students to produce a film contribution. There were 26 video submissions from 80 participants in 9 countries and 4 continents. The winning team from Brazil, Fundacao Instituto de Administracao as well the runner-up teams from Deakin University in Australia, the University of Sao Paulo, Brazil, and Management Center Innsbruck, were also invited to attend the event. The videos, which show how diverse the subject of responsible management education is, provide food for thought. The submitted videos can be accessed on YouTube under #prme4us.

### **Book project about "Responsible Corporate Governance in Austrian SMEs"**

In December 2019 FHWien der WKW will release a book on the topic "Responsible Corporate Governance in Austrian SMEs - Vision & Practice". The aim of this anthology is to illustrate how Responsible Management is formulated and implemented in Austrian SMEs. In addition to the entrepreneurial perspective, the scientific and political perspectives are also examined in the sense of strengthening the necessary framework conditions. In a total of six chapters, the background and applications of Responsible Corporate Management are analyzed with the help of theoretical considerations and concrete practical examples. The authors are primarily owners of top Austrian companies and their managers. Furthermore, internationally leading scientists as well as representatives of government authorities and interest groups report on their experiences. The target group of this book is entrepreneurs and managers as well as executives in companies, government authorities, NPOs, NGOs and consumer associations. The anthology is also a teaching device to strengthen principles of responsible and sustainable management in the awareness and actions of our students.

### 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 the increasing demands of flexible and individual learning needs. The services of the Competence Center include:

- Support for the major learning platforms such as Moodle and Panopto
- Virtual classroom applications for different sustainable use cases such as global online collaboration
- Various didactic-workshops (online and offline) for the competence-based teacher development
- Network meetings, which give teachers a platform to present their E-Learning and Blended Learning projects and inspire peers with their ideas
- Organizing test groups for new tools or learning infrastructure
- Currently there is also a project in development called “E-Learning Lab”. The output will be an actual room for teachers to create different types of online content for the varying learning preferences of the students.

### Support from the Writing Center

The Writing Center supports students writing their Bachelor’s and/or Master’s thesis. Its relation to the six principles of PRME is as follows: Writing skills are important for higher education but beyond this, they are the key to personal development and lifelong learning.

When it comes to reading and writing, students learn to read scientific papers, to understand scientific arguments, to solve complex problems on their own, to communicate with their readers and to think in an analytical manner. Academic writing is directly related to academic thinking. The aim of the Writing Center is to encourage students to develop independent and creative thoughts. The ability to write gives students the opportunity to become part of the international research community. The main purpose of teaching writing is to make students fit for their professional career. In addition to academic competences, the ability to write is also required in professional life. In a knowledge-based society, the most important challenges are in dealing with complex information and in having good rhetorical and communication skills. The ability to read and write well gives students the opportunity to do substantial research and to make a distinction in their future work environment.

The Writing Center promotes diversity and, through workshops and individual writing consultations, focuses on a heterogeneous group of students with different needs. This group is characterized by a cultural, linguistic and social variety and diversity. There are e.g. students with heterogeneous educational backgrounds and writing biographies, from different disciplines or those who do not have German as their first language, as well as international or part-time students - all these call for individual support and guidance during their writing process. Therefore, the Writing Center offers a variety of different workshops: e.g., the workshop “Richtig wissenschaftlich formulieren” focuses on students whose first language is not German; “Berufsbegleitend Schreiben. Arbeiten, Studieren,

Familie, Freunde – und dann noch eine BA-/MA-Arbeit?“ focuses mainly on part-time students, and workshops like „Geschlechtergerechte Sprache“ brings to attention a gender-sensitive language approach in academic writing. In addition to the workshops in German, there is a range of workshops in English too (e.g. “How to structure a BA and MA thesis”) in order to meet the needs of students writing their thesis in English.

To highlight the importance of diversity, the 2019 annual conference of the Writing Center emphasized “Variety and diversity in writing. Accompanying writing processes individually” / “Vielfalt und Diversität im Schreiben. Schreibprozesse individuell begleiten“.



## Principle 4 | Research



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

### Research achievements in the field of Corporate Responsibility and Sustainability

Although research activities were initially characterized as being individual projects, over the last years larger research areas have emerged and research teams have formed, both of which are continually being revised and updated to meet changing requirements. Research findings also make up a part of the collaboration between FHWien der WKW and its corporate partners, by making our practice-oriented expertise available to the business world. We have grouped our competencies into research areas in order to act competently, flexibly, and in a solution-oriented manner.

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

- renowned corporate partners representing a rich sample of Austria’s economic landscape are sponsors for research development in the field of corporate responsibility and sustainability;
- regular exchange with our corporate partners ensures that transfer between theory and practice enriches our work and enhances our impact;
- the results of our research activities are published in leading journals and edited books;
- research results are made available to a broad group of stakeholders, transferred into application-related contexts and into industry projects;
- this process makes it possible to give relevant and robust practical recommendations to private companies, public institutions, non-profit- and non-governmental organizations.

At FHWien der WKW, we often combine small scientific studies within the framework of teaching in the form of student projects. The data collected by students is evaluated, submitted, and presented at international conferences. The results and the feedback of the experts are in turn used in the lectures as a concrete example of the implementation of studies. This results in a continuous and dynamic cycle, whereby these synergies are used optimally, above all in the sense of quality assurance in teaching. In addition, students’ investment in these scientific topics is increased, since their jointly collected data is put to real use.

- *Selected publications on PRME-related issues*  
See Appendix 4

### **Project on Strategic Sustainability Management at Austrian SMEs**

Research-based solutions for current questions of business practice were the focus of the project “City of Vienna Competence Team for Sustainable, Strategic and Opportunity-Oriented Management of SMEs” (short: CR4SME). From 01.02.2016 to 31.01.2019, it was part of the Center for Corporate Governance & Business Ethics and the Research Cluster of FHWien der WKW. The activities of the CR4SME project linked the three core areas of research, practice and teaching.

A central objective of the project was the (further) development of sustainable and yet competitive solutions for responsible management, which are specifically geared to the needs of small and medium-sized enterprises (SMEs). Through research cooperations with SMEs, the findings can also be used directly to implement sustainable, successful and strategically relevant changes.

With the help of analytical instruments, the strengths and development potential of eight Austrian SMEs were examined. Based on the results of these case studies and the academic literature a model was developed to measure responsible corporate management in SMEs. A nationwide online survey focused on the challenges facing SMEs with regard to the integration of environmental standards and social obligations. The results of the qualitative and quantitative studies should contribute to deriving successful sustainability strategies for SMEs and suitable measures for business practice.

The findings from the CR4SME project were communicated to a diverse audience in the form of practical studies, lectures, workshops and train-the-trainer offerings as well as application-oriented university teaching. In addition, articles were regularly published in transfer journals and relevant blogs, and the acquired knowledge was made available to the public through news articles and social media.

#### **Results of the CR4SME Project:**

- (Further) development of sustainable yet competitive solutions for responsible management
- Identification of the innovation potential of business models integrating economic, social and environmental responsibility
- Establishment of the CR4SME team as a contact partner for sustainable management
- Optimization of the degree programs of FHWien der WKW in the area of business ethics to reinforce awareness of responsible and sustainable management in the minds and actions of future business leaders.

## 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.”*

### Corporate Partners

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

At FHWien der WKW, we investigate a range of theoretical problems together with international researchers. Our findings are made available to different stakeholders – from private companies, to public institutions, non-profit- and non-governmental organizations. This process helps us to provide relevant recommendations to support successful industry projects. We see ourselves as a hub between researchers and representatives of practicing professions. We organize a range of events for both the international research community and representatives of different professional sectors. Together this creates an impact beyond the scientific community and into civil society.

FHWien der WKW works closely with companies and professionals. We keep an eye on the professional practice of companies and take care to maintain dialogue with them. We regularly participate in the exchange of knowledge with our corporate partners. We also offer exclusive insights into the newest developments in research, development and teaching. The corporate partners' input and participation guarantees the quality and business relevance of our various public events which are addressed to students, graduates and/or the general public, depending on the subject area and format.

### Alumni&Co

Alumni&Co is FHWien der WKW's network for students and alumni. Our activities particularly focus on the topics of career and networking. Establishing a strong network of students and graduates is one of our main achievements. By offering extra-curricular workshops, company visits and social events, we help our members keep in touch with each other and build their personal network to aid in their future career path. We maintain contact with our graduates and link them to the FHWien der WKW as ambassadors.

With our work, we also strengthen partnerships with companies and professionals as they become involved in our alumni program or through their support as a partner with special benefits or as financiers. One of our key objectives is to increase collaboration with companies and professionals in the field of corporate responsibility and sustainability in Austria and to make our network more visible.

### **Active academic exchange in the field of Corporate Responsibility and Sustainability**

FHWien der WKW supports the advancement of interdisciplinary cooperation as well as public debates and dialogue with practicing professionals on contemporary topics in the field of Business Responsibility & Sustainability. As these projects often require interdisciplinary approaches involving active exchanges with a range of national and international industry partners, we work in close collaboration with leading Austrian and international companies. The powerful international network of FHWien der WKW also includes various 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).

The Network for Business Sustainability (NBS) is a powerful and growing network of international academic experts and business leaders. NBS enables business sustainability by fostering collaboration and co-creating knowledge through research and practice. The Center for Corporate Governance & Business Ethics 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 will co-host the fifth biennial international workshop for leaders of sustainability research centers in June 2020, together with NBS and WU Vienna Competence Center STaR.

## Principle 6 | Dialogue



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

### CGBE Lectures

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

The CGBE Lectures in 2017 - 2019 hosted numerous internationally respected researchers and business experts as guest speakers at FHWien der WKW. Students and external guests were invited to talks on current topics from the fields of business ethics, corporate governance, CSR, and sustainability:

- 2019 Dr. Ellen Quigley, Senior Program Manager, Investment Leaders Group (University of Cambridge, Institute for Sustainability Leadership), **‘Cranks and Levers in the Financial Sector’**
- Prof. Dr. Judith Schrempf-Stirling, Associate Professor of Responsible Management (Université de Genève), **‘Business and History: From an Inconvenient Past to an Organizational Asset’**
- Prof. Dr. Philipp Schreck, Friede-Springer Endowed Chair of Business Ethics and Management Accounting (Martin-Luther-Universität Halle-Wittenberg), **‘Cooperation and Collective Self-Commitment for the Greater Good’**
- Dr. Christopher Wickert, Associate Professor of Ethics & Sustainability (VU University Amsterdam), **‘Reflections on the infamous Business Case for CSR: An ethical and a managerial problem’**
- Dr. Julia Roloff, Associate Professor (Rennes School of Business), **‘How Can We Make Stakeholder Dialogues Work For Our Company?’**
- Prof. Dr. Mollie Painter, Professor of Ethics and Organisation (Nottingham Business School), **‘Instead of calculation in matters of business & society’**
- Dr. Sebastian Fritz-Morgenthal, Director, Head of Global Risk (Bain & Company Inc.), **‘Whale Watching on the Trading Floor: Unravelling Collusive Rogue Trading in Banks’**
- Prof. Dr. Arno Kourula, Associate Professor of Strategy (University of Amsterdam Business School), **‘Rethinking Corporate Roles In Sustainability’**
- 2018 Prof. Dr. Frank de Bakker, Professor of Corporate Social Responsibility (IESEG School of Management), **‘Getting CSR Going: Activists and CSR Managers’**
- Univ.-Prof. Hon.-Prof. Dr. Susanne Reindl-Krauskopf, Head of Criminal Law Department, ALES Director (University of Vienna), **‘Austrian Anti-Corruption Criminal Law: Concepts-Controls-Concerns’**
- Prof. Dr. Juliane Reinecke, Professor of International Management & Sustainability (King’s Business School), **‘5 Years after Rana Plaza: Stitching Governance Institutions in Global Supply Chains’**

Dr. Lisa Herzog, Professor for Political Philosophy and Theory (Hochschule für Politik München; HfP), **'Political Epistemology and its Implications for Business Ethics'**

Victoria Williams, Vice President and General Manager (GlaxoSmithKline Pharma GmbH), **'Transparency in the Pharmaceutical Industry'**

Dr. Gerhard Minnameier, Chair of Economics (Goethe-University Frankfurt), **'The Economics of Morality and the Fabric of Social Sciences'**

Dr. Dorothee Baumann-Pauly, Research Director (NYU Stern Center for Business and Human Rights), **'Unintended Consequences: Human Rights Challenges in the Apparel and Technology Sectors'**

2017 Mag. Georg Kapsch, CEO Kapsch AG and Head of the Federation of Austrian Industries, **'Corporate Responsibility'**

Dr. Brigitte Mohn, Executive Board Member at Bertelsmann Stiftung, **'Is Return Everything?'**

Prof. Dr. Timo Meynhardt, Managing Director of the Center for Leadership and Values in Society (University of St. Gallen), **'Public Value: Common Good Wins?'**

Prof. Dr. Florian Wettstein, Director of the Institute for Business Ethics (University of St. Gallen), **'Corporate Human Rights Responsibility: A Business Ethics Perspective'**

Ioannis Ioannou, BSc, PhD, Associate Professor of Strategy and Entrepreneurship (London Business School), **'Sustainability: From Surviving to Thriving'**

Mag. Othmar Sailer, CEO (LISEC Austria GmbH), **'A Conversation about Corporate Responsibility'**

Andrew Crane, BSc, PhD, Director of Centre for Business, Organisations and Society (University of Bath), **'Understanding the Business of Modern Slavery'**

Victoria Meyer, Director (Swiss International Business Academy), **'Anti-Money Laundering Controls and Promoting Financial Inclusion'**

## International Partnerships

Building up and maintaining a strategic network of international university partnerships is part of FHWien der WKW's internationalization strategy. Currently, we have 151 partnerships with universities from all over the globe. Student exchange has been the foundation of most of the partnerships, although further cooperation in other areas is also possible.

The introduction of a compulsory study-abroad semester or internship abroad for full-time students at the Bachelor's level is an important measure of the internationalization strategy. With the introduction of the compulsory international semester in the academic year 2018/19, the number of students who go abroad as part of their curriculum has risen considerably. We now send out approximately 170 students every semester and in return receive around 140 incoming students, who choose from a number of international semester programs taught entirely in English.

The target group for mobility activities is not just limited to students, but also available to faculty and administrative staff. Promoting the mobility of faculty and administrative staff is a central goal of the internationalization agenda at FHWien der WKW. Interest in staff mobility is rising and for the academic year 2019/20 we expect at least ten staff members to participate in mobility programs. At the same time an increasing number of lecturers visit the FHWien der WKW, e.g. for events such as International Weeks.

## Key Objectives & Future Plans

We have set ourselves the following targets for the period 2020 - 2021:

- **Further integration of PRME-relevant topics in teaching and research**

Our teaching conveys knowledge from theory to practice. One of the strategic steps in the ongoing curriculum development is to increase the PRME-related teaching in all study programs. FHWien der WKW creates teaching concepts, materials, processes and environments, which enable effective learning in the area of Responsible Management with regard to economically, ecologically and socially sustainable and inclusive business.

At FHWien der WKW excellent research projects are conducted, which are practice-oriented and target international top-tier journals. One key objective here is to increase the work on PRME-relevant topics.

- **Additional train-the-trainer seminars for lecturers in order to advance the integration of the SDGs into all modules of the core curricula of Master's Programs at FHWien der WKW**

In order to implement appropriate content into the classic business subjects, FHWien der WKW will offer more train-the-trainer seminars for lecturers at FHWien der WKW. In addition, a compilation of teaching materials for students and teachers will be provided. These activities are designed to generate responsible managers and entrepreneurs.

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

FHWien der WKW is a practice-based higher education institution, which links higher education with research and business to benefit regional development. We cooperate closely with companies from various sectors in numerous teaching and research projects. In addition, an obligatory work placement for all students promotes the practical relevance of the training. Frequent lectures from internationally renowned academics and leading representatives from different industries complement the teaching offered. Our key objective is to increase cooperation with managers and entrepreneurs as well as representatives of governmental and non-governmental organizations in the field of corporate responsibility and sustainability in Austria.

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

- **Increase institutional responsibility with regard to organizational practices**

Our employees have been made aware of the prime importance of taking into account the SDGs in their everyday work and as a critical part of FHWien der WKW's communication strategy. The implementation of this concept is a continuous process and will prove to be one of our key challenges in the coming years.

## Appendix

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

Program	Course	Content
MA Leadership in Tourism & Hospitality	Business Ethics	Sustainable Development Goals, 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
MA Leadership in Tourism & Hospitality	The Tourism System	Sustainability in Tourism (Destinations); CSR, SDGs
BA Tourism & Hospitality Management	Current Topics in Tourism	Trend and current topics in the Tourism & Hospitality Industry (e.g. Over Tourism, Sustainability, Food Waste)
BA Tourism & Hospitality Management	Congress Management; Events Managements	Green Events, Brain Food, CSR
BA Tourism & Hospitality Management	Gastronomy & Restaurant Management	Sustainability in Gastronomy, regional food production, sustainable food production, seasonality, food waste, social responsibility
BA Tourism & Hospitality Management	Hospitality Management	CRS, Responsible Leadership
BA Tourism & Hospitality Management	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
MSc Leadership	Corporate Governance & Leadership (PRME)	
	Introduction to Systems Theory & Context Factors of Leadership (PRME)	
	Leadership of Values (PRME)	
	Organizational Development and Culture (PRME)	



MSc Real Estate Management	Regional Planning; Project Development	City center renewal; attractivation of city/village centers and issues related to business park development
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 comp. & ben. and performance management
BA Human Resources Management	Advanced Labour 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, In-house and external communication with stakeholders relevant to HR: employees' council, union, employees, executives, management.
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 Organizational & Human Resources Development	Strategy & Business Ethics	Internationalization strategies, Addressing the ethical dimension of professional practice with a focus on HRM, in particular, Different approaches of business ethics, Traditional management theories from an ethical perspective, Applicability and significance of ethical management theories, Objectives of sustainable company management, sustainable development goals and their implementation in business practice with a focus on HRM, The major corporate governance and compliance guidelines (diversity, ethical leadership)
MA Organizational & Human Resources Development	Advanced Law	Law sources in labor law, The formation and content of an employment contract, Different contract forms (service contract, freelance contract, work contract), General rights and responsibilities in the employment relationship, Laws related to working hours, Holiday law, Severance law, Continued payment law, Equal treatment law, Liability in the employment relationship,

		Termination of the employment relationship, Selected issues in collective employment law, Principles of social law
MA Real Estate Management	general	Sustainability in engineering, facility management, financing and evaluation of buildings environmental protection, invitation of the person responsible for sustainability issues of a major consulting company to a Master's course
BA Real Estate Economy	general	Sustainability; environmental protection
MA & BA Real Estate Management	Architecture, Planning	Guided Vienna City Tour - buildings of building culture, history of architecture and urban development in the 19th century site inspection
BA Journalism & Media Management	Radio & Audio-Module	SDG-topic related approaches in within radio journalistic lectures (sustainability, gender equality, biodiversity, climate action, cultural diversity, poverty, social urban projects & initiatives, human rights etc.)
BA Journalism & Media Management	Ateliers (development of media formats in real time scenarios)	SDG-Audio-Series 2019 "No Poverty" & "Sustainable Cities & Communities". live-radio-broadcasts with relevant journalistic topics concerning Austrian urban society: digitalisation & ethics, press subsidies, economical development, freedom of press etc.
BA Corporate Communication	Fields of Corporate Communications	Analysis and critical reflection of mini marketing & PR cases regarding CSR-communication, introduction to stakeholder approach
BA Corporate Communication	Public Relations	Fictional PR-case and development of communications concept for Soda Stream, plastic waste reduction, protection of the environment
BA Corporate Communication	Integration & Cross-linking	Critical reflection of different ethical topics with regards to corporate communication (sustainability, social equality, cultural diversity)
MA Communication Management	Business Ethics & CSR	The complete module deals with CRS-related topics and critical reflection
MA Marketing- & Sales Management	Competition, Strategy & Ethics	Corporate Governance & Business Ethics
MA Marketing- & Sales Management	MA 2nd sem. Service strategies in marketing and sales	Marketing and sales strategies of non profit organizations
BA Entrepreneurship	Business Ethics	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 presented by globalisation, sustainability, preventing and dealing with corporate crime and corruption
BA Entrepreneurship	Business Planning	Development of business ideas by a business plan (e.g.: education sharing platform, real-time car sharing platform)
BA Entrepreneurship	Career Planning and Team Development	Conflict resolution in groups and strategies for group success, work-life-balance, career and gender
MA Executive Management	Business ethics	CSR, ethical decision making, ethical blindness
MA Executive Management	Corporate Governance and Business Ethics	responsible decision making, corporate governance, business ethics, corporate social responsibility, socially responsible management, sustainability, corporate ethics

MA Executive Management	Human Resources and Leadership Skills	responsible decision making, corporate governance, business ethics, corporate social responsibility, socially responsible management, sustainability, corporate ethics
MA Executive Management	Strategy, Business Ethics and Sustainability	<p>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.</p> <p>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.</p> <p>Next, an overview of the key corporate governance and compliance guidelines is given. Specific areas such as diversity and ethical leadership are also addressed.</p>
BA Entrepreneurship	Value based Management	Comparison of shareholder value. vs stakeholder value

## 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 dedicated to PRME-related topics:

Program	Course	Content	Corporate Partner
MA Leadership in Tourism & Hospitality	Design Thinking 2	Customer Journey Analysis of the destination mobility concept for tourists (last mile concept)	Villach Tourism Board
BA Tourism & Hospitality Management	Applied Tourism research	Hotel-Guests with reduced mobility, Analysis of Mystery Guest requests	Roomchooser
BA Tourism & Hospitality Management	Project Management	Fundraising Concept; Ideas for Charity Events	Global Family
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
MA Real Estate Management	Property Development	Basics and goals of the developer activity during the project development under consideration of overriding goals of urban planning (sustainability, mobility)	Bundesimmobilien-gesellschaft
MA Real Estate Management	Real Estate Project Development	project development in all aspects for a concrete property of a cooperation	Bundesimmobilien-gesellschaft (quasi-

		partner (mostly in Vienna): sustainability at the location in connection with the urban development, the building structure, building materials, financing	governmental company in Austria)
BA Journalism & Media Management	Intercultural Radio & Audio Project 2019	Focussing on Viennese sustainable energies, innovative mobility concepts, sustainable urban development & planning in within a critical approach where journalistic quality is taken into consideration	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 generate donations and find volunteers	Red Cross Lower Austria
BA Entrepreneurship	Practical Students Project	Support for entrepreneurs and farmers in Ghana and Ethiopia with microfinancing: how to generate donations, how to transfer money to finance projects to the countries with less transaction costs as possible	The Leaf Foundation
BA Entrepreneurship	Practical Students Project	Trust building for an NGO who collects non used products and conveys it to other NGOs	Fairmittlerei

*Miscellaneous Student activities at FHWien der WKW on PRME-related issues*

### Field trips and site visits

Field trips, excursions and site visits are a fundamental part of our study programs. Facultative and obligatory study trips regularly focus on best practice examples for sustainable practices. Examples include a trip to the best practice region for sustainable mobility in Austria (Werfenweng), visits to eco-hotels like Boutiquehotel Stadthalle in Vienna or a 2-day bike tour to experience local food production in Styria.

### Radio NJOY 91.3

The radio station "Radio NJOY 91.3" belongs to FHWien der WKW and can be used by students enrolled in Journalism & Media Management study programs. Additionally, teams of three students produce radio shows, for example "Science radio" that also deal with topics like environment, sustainability, urban development, cultural and diversity issues etc. This radioshow cooperates with renowned Viennese universities (e.g. TU Wien, Medical University of Vienna, Austrian Institute of Technology). The radio program "Start Me Up" is another radio show for entrepreneurs that provides information on technology and management competence from the perspective of ecology and sustainability, business planning, leadership responsibility.

## Appendix 3: Press release concerning the event “Companies & Universities as key partners for achieving the SDGs” (German)

*Nachbericht zur Podiumsdiskussion:*

### Unternehmen & Hochschulen als Schlüsselpartner zur Erreichung der globalen Nachhaltigkeitsziele

Wie können Unternehmen & Hochschulen zur Erreichung der globalen Nachhaltigkeitsziele (SDGs) der Vereinten Nationen beitragen? Darum ging es am 12. April 2018 an der FHWien der WKW. Das [Competence Center for Corporate Governance & Business Ethics](#) (CGBE) des Research Cluster SMEs & Family Businesses der FHWien der WKW hatte zu einem Vortrag von Prof. Dr. Katrin Muff mit anschließender Podiumsdiskussion.

Eine wichtige Aufgabe des CGBE ist die Förderung des interdisziplinären Dialogs in Hinblick auf wirtschafts- und unternehmensethische Aspekte. Ein besonderes Anliegen dabei ist, Prinzipien eines verantwortungsvollen und nachhaltigen Managements im Bewusstsein und Handeln der Studierenden zu stärken. Die FHWien der WKW ist daher auch Mitglied des internationalen Netzwerks PRME ([Principles for Responsible Management Education](#)) und Pionier bei der Integration von Sustainable Development Goals (SDGs) in die Lehre.



*Prof. Dr. Muff bei der keynote*

Die Referentin, Vordenkerin im Bereich verantwortungsvolle und transformative Unternehmensführung, erläuterte die Bedeutung der SDGs. Diese 17 Ziele der Vereinten Nationen dienen der Sicherung einer nachhaltigen Entwicklung auf ökonomischer, sozialer sowie ökologischer Ebene. Katrin Muff veranschaulichte anhand des [Gapframe](#)-Modells die größten Prioritätsbereiche für Österreich und demonstrierte [Strategieinstrumente](#) zur Entwicklung von Maßnahmen.

Für Unternehmen bieten die SDGs Chancen. Um diese nutzen zu können, ist aber ein neues Bewusstsein notwendig. Die Außenperspektive muss in das Unternehmen integriert werden, d.h. ein Unternehmen

muss seine Umgebung betrachten und sich fragen, welche Ressourcen und Kompetenzen es bereitstellen kann, um gesellschaftliche und ökologische Herausforderungen zu bewältigen. Ebenso sollen die Partizipationsmöglichkeiten und Auswirkungen auf individueller und gesellschaftlicher Ebene berücksichtigt werden. Auch eine Neudefinition dessen, was Unternehmenserfolg bedeutet und wie dieser gemessen wird, ist notwendig. Die Ausbildung dieser neuen UnternehmerInnengeneration ist Aufgabe der Hochschulen. Die Integration der SDGs in die Lehre sollte auch als Kriterium in den Hochschulrankings berücksichtigt werden.

Bei der von [Prof. Claus Reitan](#) moderierten lebhaften Podiumsdiskussion im Anschluss legten VertreterInnen aus Politik, Wirtschaft und Bildung ihre Sichtweisen dar. Es diskutierten:

- Prof. Dr. Katrin Muff ([Business School Lausanne](#))
- Mag. Marlis Baurecht ([Austria Wirtschaftsservice](#))
- Julia Ganglbauer, MSc. ([Biogena](#))
- DI Günter Liebel ([Bundesministerium für Nachhaltigkeit und Tourismus](#))
- Mag. Markus Urban-Hübler, M.Eng., MBA ([Verbund](#))
- FH-Prof. Dr. Markus Scholz ([FHWien der WKW](#))



*Podiumsdiskussion (v.l.n.r. Urban-Hübler, Baurecht, Muff, Scholz, Reitan, Ganglbauer, Liebel)*



Mag. Marlis Baurecht betonte, dass die SDGs gelebte Wirklichkeit in der unternehmerischen Praxis sein müssten, nicht nur ein weiterer Punkt im CSR-Bericht. Allerdings sei die Messbarkeit schwierig.

Julia Ganglbauer, MSc. sprach die positive Bedeutung des Commitments aus dem Top-Management an und erläuterte, wie bei Biogena die Außenperspektive mittels eines Netzwerks aus KundInnen, ÄrztInnen und ForscherInnen Berücksichtigung findet.

Für DI Günter Liebel müssen sich Unternehmen hinterfragen lassen, ob und inwiefern sie einen Beitrag zur Nachhaltigkeit leisten. Allerdings seien SDGs über Gesetze schwer regelbar, die Bürokratie sei hier ein Hemmschuh, so der Vertreter des Bundesministeriums für Nachhaltigkeit und Tourismus.

Mag. Markus Urban-Hübler, M.Eng., MBA stellte die Bedeutung eines konstruktiven Stakeholder-Dialogs heraus. Auch fragen AnalystInnen bei der Unternehmensbewertung Aspekte zur Nachhaltigkeit eines Unternehmens verstärkt nach.

FH-Prof. Dr. Markus Scholz wies darauf hin, dass es eines Zusammenspiels zwischen Unternehmen und Politik bedürfe und eine stärkere Orientierung an Werten abseits des Shareholder-Values notwendig sei, um den erforderlichen Bewusstseinswandel herbeizuführen.

Für Prof. Dr. Katrin Muff ist Interdisziplinarität eine der Schlüsselkompetenzen. Auch sei es wichtig, den Unternehmen Anknüpfungspunkte aufzuzeigen, wo sie prioritär anknüpfen und ihre Stärken einsetzen können. Gleichzeitig sei aber jede/r selbst verantwortlich und alle seien aufgefordert, ihren individuellen Beitrag zu leisten.

Während der Diskussion gab es zahlreiche Wortmeldungen aus dem Publikum, welche zu einem regen Meinungsaustausch führten. Dabei zeichneten sich zwei konträre Positionen ab: Auf der einen Seite wurde betont, dass Österreich im Bereich Nachhaltigkeit im internationalen Vergleich bereits ein relativ hohes Niveau erreicht habe. Dem wurde entgegengehalten, dass ein ausruhen auf dem Status Quo nicht ausreiche, um globale Nachhaltigkeit zu realisieren. Beim anschließenden Netzwerken wurde der Meinungsaustausch bei einem Imbiss mit einem Glas Wein weitergeführt.



*Im Anschluss: in vino veritas*

Bereits am Tag darauf, am 13. April 2018, fand das Thema „Integration der SDGs in die Lehre an der FHWien“ eine konkrete Weiterführung. Im Rahmen des Faculty Development Seminars erörterten 17 TeilnehmerInnen aus unterschiedlichen Studiengängen der FHWien der WKW unter fachkundiger Anleitung von Mag. Ruth Nieffer ([Hochschule für Technik und Wirtschaft HTW Chur](#)) sowie Mag. Karin Huber-Heim ([csr & communication](#)) und Dr. Daniela Ortiz ([FHWien der WKW](#)), wie die Ziele für nachhaltige Entwicklung in Zukunft noch klarer in die verschiedenen Ausbildungsprogramme integriert werden können.



*Faculty Development Seminar 13. April*

Center for Corporate Governance & Business Ethics  
Research Cluster SMEs & Family Businesses  
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## Appendix 4: Selected publications on PRME-related issues

### Human Resources & Organization Study Programs

- Hansen, E., Torkler, A., Covarrubias Venegas, B. (2018): Intercultural Training Tool Kit: Activities for Developing Intercultural Competence for Virtual and Face-to-face Teams, SIETAR Europa Intercultural Book Series. 76 pages. ISBN 9783752810073. Available on Amazon.
- Covarrubias Venegas, B., Thill, K., Domnanovich, J. (2018): Personalmanagement: Internationale Perspektiven und Implikationen für die Praxis. Erschienen in der Schriftenreihe: Forschung und Praxis an der FHWien der WKW, Springer Gabler: Wiesbaden.
- Covarrubias Venegas, B., Thill, K., Domnanovich, J. (2017): The Importance of Strategic Competence in HRM: Evidence from Austria, Czech Republic, Hungary and Slovakia. In: Journal of Eastern European and Central Asian Research, Vol 4, No 2, pp. 1-11
- Guest Editorial: Covarrubias Venegas, B., Erten-Buch, C., Fink, G. (2017): Strategic Cultural Intelligence and Intentional Action (Special Issue). In: European Journal of Cross-Cultural Competence and Management, Vol. 4, No. 3/4.

### Tourism & Hospitality Management Study Programs

- Wagner, D., Schobert, M., Steckenbauer, G. H. (2019): Experience Design im Tourismus – eine Branche im Wandel. Gestaltung von Gäste-Erlebnissen, Erlebnismarketing und Erlebnisvertrieb. Wien: Springer Gabler
- Wagner, D., Mair, M., Stöckl, A. F., Dreyer, A. (2017): Kulinarischer Tourismus und Weintourismus. Wien: SpringerGabler

### Communication Management Study Programs

- Winkler, P., Etter, M. & Castelló, I. (2019): Vicious and virtuous circles of aspirational talk. From self-persuasive to agonistic CSR rhetoric. *Business & Society*. 1-31.
- Winkler, P. & Rußmann, U. (2019): Dialog und Polyphonie in Unternehmen. In S. Einwiller, S. Sackmann & A. Zerfaß (Hrsg.), *Handbuch Mitarbeiterkommunikation. Interne Kommunikation in Unternehmen*. Wiesbaden: Springer Gabler.
- Winkler, P. & Seiffert-Brockmann, J. (2019): Organizing from disorder: Internet memes as subversive style. In C. Vásquez & T. Kuhn (Hrsg.), *Dis/organization as communication. Exploring the disordering, disruptive and chaotic properties of communication* (S. 220-245). New York: Routledge.

### Journalism & Media Management Study Programs

- Gonser, N. & Reiter, G. (2018): Öffentlich-rechtliche Medienangebote und die Haltung des Publikums. In: Gonser, Nicole (Hrsg.). *Der öffentliche (Mehr-)Wert von Medien. Public Value aus Publikumssicht*. Springer VS: Wiesbaden. S. 151-165.
- Reiter, G., Gonser, N., Grammel, M., Gründl, J. (2018): Young Audiences and their Valuation of Public Service Media. A case study in Austria. In: Lowe, Gregory Ferrell; Van den Bulck, Hilde & Donders, Karen (eds.). *Public Service Media in a Networked Society. Ripe@2017 Reader*. Nordicom: Göteborg. pp. 211-226.

### Center for Corporate Governance & Business Ethics

- De los Reyes, G. & Scholz, M. (2019): Response to Porter: Responsibility for Realising the Promise of Shared Value: CSV for the Legitimacy of Capitalism, in: Lenssen, G. & Smith, N.C. (Eds.): *Managing Sustainable Business: An Executive Education Case and Textbook*, Springer Science+Media, pp 347-348.
- De los Reyes, G. & Scholz, M. (2019): The limits of the business case for sustainability: Don't count on Creating Shared Value to Extinguish Corporate Destruction, *Journal of Cleaner Production*, Vol. 221.
- Scholz, M. & de los Reyes, G. (2019): Guest Editorial: Understanding the Practice Potential and Theoretical Limits of Creating Shared Value, *Competitiveness Review*, Vol. 29 (1), pp. 2-4.
- Scholz, M., de los Reyes, G. & Smith, N.C. (2019): The Enduring Potential of Justified Hypernorms, *Business Ethics Quarterly* Vol. 29 (3), pp. 317-342.
- Ortiz, D., Domnanovich, J., Kronenberg, C. & Scholz, M. (2018): Exploring the Integration of Corporate Social Responsibility into the Strategies of Small- and Medium-Sized Enterprises: A Systematic Literature Review, *Journal of Cleaner Production*, Vol. 201, pp. 254-271.
- Scholz, M. & Gradel, T. (2018): *Bildungswesen AG Academic Governance, Transparency International Annual Report 2017*.
- Scholz, M. & Riegler, M. (2018): Corporate Governance & Collective Action: No Risk, No Fun?, *Blog Creating Corporate Cultures*, Bertelsmann Stiftung (DE), March 6, 2018.
- Smith, N.C. & Scholz, M. (2018): Big Investors Call for Company Attention to Social Purpose: What Next?, *Blog INSEAD Knowledge* (FR), February 23, 2018.
- Smith, N.C. & Scholz, M. (2018): Finding Good News for Human Rights after Khashoggi, *MIT Sloan Management Review* (US), Vol. 60 (1), pp. 1-4.
- Scholz, M., de los Reyes, G., & Pfitzer, M. [eds.]: *CSV - Restoring the Legitimacy of Business and Advancing Competitiveness*, *Competitiveness Review*, Vol. 29 (1).



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

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

Program	Topic
International MBA in Management & Communications	Der Beitrag von Führungskräften im mittleren Management zur Arbeitsplatzevaluierung psychischer Belastung am Arbeitsplatz
International MBA in Management & Communications	Diversity Management zur Überwindung von Unconscious Bias und Diskriminierung im Recruiting Prozess - Auswahlverfahren und Entscheidungskriterien österr. Unternehmen und Personalvermittlungsagenturen
International MBA in Management & Communications	Eco-innovation: A driver in the circular economy and plastic industry?
International MBA in Management & Communications	Geschlechtergleichstellung bei Investitionen von Entwicklungsbanken am Beispiel der Österreichischen Entwicklungsbank
International MBA in Management & Communications	Smart Logistics. Mittelständische Logistikunternehmen und Ihre Mitarbeiter im Zeitalter der Digitalisierung
International MBA in Management & Communications	Welche Chancen ergeben sich durch werteorientiertes Marketing für die BKK ProVita in der gesetzlichen Krankenversicherung?
MSc Applied Corporate Management	Chancen und Risiken bei der Implementierung von Teilzeitbeschäftigungsmodellen Karrieremöglichkeiten für Mütter in österreichischen Großbetrieben
MSc Applied Corporate Management	Mit Nachhaltigkeit zum Unternehmenserfolg - eine explorativ-empirische Untersuchung zum aktuellen Stand der Umsetzung von integrierten Nachhaltigkeitsstrategien in ausgewählten österreichischen Versicherungsunternehmen
MSc Applied Corporate Management	Nachhaltige Liquidität in der Bauwirtschaft
MSc Designing Digital Business	Voraussetzungen für die nachhaltige Implementierung und Umsetzung von digitalem Lehren und Lernen in Erwachsenenbildungseinrichtungen
MSc Applied Corporate Management	Eingliederungsprozess / Onboarding von MigrantInnen aus Drittstaaten in kleineren Unternehmen
MSc Applied Corporate Management	Nachhaltigkeit im Supply Chain Management in der deutschen und österreichischen Automobilindustrie
MSc Integrated Facility and Energy Management	Analyse der Möglichkeiten zur thermischen Sanierung von bestehenden Einfamilienhäusern in Holzriegelbauweise mit dem Fokus auf Wärmebrücken
MSc Integrated Facility and Energy Management	Analyse des Potentials von Photovoltaikanlagen in steirischen Gewerbe- und Industriebetrieben
MSc Integrated Facility and Energy Management	Bedeutung der koordinierten Planung und des Netzzusammenschlusses zur Erhöhung des Anteils an erneuerbarer Energie in der regionalen Stromversorgung (am Beispiel der Region Murau)
MSc Integrated Facility and Energy Management	Chancen und Risiken beim Einbau von Komfortlüftungen im österreichischen Einfamilienhausbereich
MSc Integrated Facility and Energy Management	Chancen und Risiken der Heizungswasseraufbereitung für den Betrieb und die Effizienz der Heizungsanlage im Geschossbau
MSc Integrated Facility and Energy Management	Chancen und Risiken der thermischen Bauteilaktivierung im Büro-Neubau und deren Auswirkungen auf die NutzerInnen
MSc Integrated Facility and Energy Management	Chancen und Risiken der Umnutzung von bestehenden Wohnflächen zu attraktiven Büroflächen im städtischen Bereich am Beispiel der Landeshauptstadt Graz
MSc Integrated Facility and Energy Management	Chancen und Risiken für Kleinwindenergieanlagen in Niederösterreich, Burgenland und Kärnten hinsichtlich des Planungs- und Betriebsprozesses beim Einsatz im Privathaushalt
MSc Integrated Facility and Energy Management	Die Chancen und Risiken der Transformation einer bestehenden Wohnhausanlage zu einer "SMART CITY" Wohnhausanlage

MSc Integrated Facility and Energy Management	Die Chancen und Risiken des Internet der Dinge für die Heizung, Lüftung und Klimatechnik
MSc Integrated Facility and Energy Management	Einsatzmöglichkeiten von dezentralen Energiespeichern im Einfamilienwohnhaus
MSc Integrated Facility and Energy Management	Energie- und klimapolitische Chancen zur Erreichung der Klimaziele 2050 durch Nutzung von Straßenbahnsystemen in Ballungszentren
MSc Integrated Facility and Energy Management	Infrarotheizungen in der Sanierung im steirischen Geschosswohnbau
MSc Integrated Facility and Energy Management	Potenzial eines zentralen Batteriespeichers für die regionale Energieversorgung umliegender Einfamilienhäuser
MSc Integrated Facility and Energy Management	Potenzial fester Biomasseanlagen für Fernwärme- und Gewerbeanlagen von 1 bis 3 MW
MSc Integrated Facility and Energy Management	Weiche Chancen und Risiken bietet die zunehmende Zahl an Elektrofahrzeugen im Energieverteilnetz im Einfamilienhausektor
MA Real Estate Management	Zukünftige Entwicklungen einer Büro-Immobilienverwaltung durch den Einsatz von Smart Building Technologien in Wien. Ein Vergleich von aktuellen Low Tech Gebäuden, Gründerzeithäusern und Nachkriegs-Neubauten
MA Organizational & Human Resources Development	Die Konsequenzen der aktuellen Förder- und Rahmenbedingungen in österreichischen Non-Profit-Organisationen: Auswirkungen hinsichtlich der MitarbeiterInnenmotivation, sowie Möglichkeiten der positiven Einflussnahme mittels Führung
MSc Communication and Corporate Psychology	Analyse psychischer Belastungsfaktoren bei Mitarbeiterinnen und Mitarbeitern in Betreuungseinrichtungen für Minderjährige
MSc Communication and Corporate Psychology	Arbeitszufriedenheit von teilentlasteten Gleichstellungsbeauftragten in den Jobcentern. Eine qualitative Analyse
MSc Communication and Corporate Psychology	Aspekte nachhaltiger Motivation der Mitarbeiter und Mitarbeiterinnen in sozialen Berufen. Eine qualitativ-empirische Analyse der Möglichkeiten zur Aufrechterhaltung und Stärkung der Grundmotivation
MSc Communication and Corporate Psychology	Berufliche Wiedereingliederung psychisch erkrankter Personen: Das Potential arbeitsbezogener Faktoren
Applied Corporate Management	Betriebliche Gesundheitsförderung als Erfolgspotenzial in gewerblichen österreichischen Klein- und Mittelbetrieben
MSc Communication and Corporate Psychology	Organisation und Wandel in der Sozialwirtschaft. Empirische Analyse von Herausforderungen und Strategien
MSc Communication and Corporate Psychology	Psychische Belastung von Führungskräften im industriellen Kontext: Qualitative Erhebung der Risiko- und Schutzfaktoren
MA Tourism & Hospitality Management	Social Media in der Gastronomie
MA Tourism & Hospitality Management	Terrorismus am Tourismus - Quantitative Untersuchung der Wirksamkeit von Terrorberichterstattung auf das Reiseverhalten deutscher StudentInnen, am Beispiel der Stadt Paris
MA Tourism & Hospitality Management	Interkulturelle Herausforderungen auf internationalen Kongressen
MA Tourism & Hospitality Management	Entrepreneurial Marketing in Destinationen, am Beispiel von St. Corona am Wechsel
MA Tourism & Hospitality Management	Natürliche Ressourcen als touristischer Attraktor, Schaffung eines Wettbewerbsvorteils für die Region Osttirol
MA Tourism & Hospitality Management	Möglichkeiten der Förderung von Bürgerbeteiligung an lokalen Entwicklungsstrategien dargestellt am Beispiel der LEADER-Region "Kraftspendedörfer Joglland"
MA Tourism & Hospitality Management	Bindung von Mitarbeiterinnen/Mitarbeitern der Generation Y an familiengeführte Gastronomieunternehmen
MA Tourism & Hospitality Management	Somewhere over the rainbow - Die potenziellen Marktchancen gleichgeschlechtlicher Paare mit Kindern im touristischen Kontext
MA Tourism & Hospitality Management	Virtuelle Messen - Chancen heute, Revolution morgen? Eine qualitative Analyse am Beispiel der deutschen Tourismusindustrie
MA Tourism & Hospitality Management	Eine Untersuchung maßgeblicher Einflüsse für die Identifizierung von Geschäftschancen in der Tourismuswirtschaft am Beispiel von österreichischen Beherbergungsbetrieben
MA Tourism & Hospitality Management	Strategische Verankerung von Entrepreneurial Marketing in der österreichischen Gastronomie

MA Tourism & Hospitality Management	A tasty destination - creating an authentic culinary-themed destination with social media
MA Tourism & Hospitality Management	Gays on vacays - Reisegewohnheiten spanischer, homosexueller Familien
MA Tourism & Hospitality Management	Umgang niederösterreichischer Gastronomiebetriebe mit der Bewältigung endogen bzw. exogen verursachter Unternehmenskrisen
MA Tourism & Hospitality Management	How to increase the level of direct reservations in the 4-star hotel segment in Vienna based on "arte Hotel Wien Stadthalle"
MA Tourism & Hospitality Management	Neuromarketing bei touristischen Messen in der DACH-Region: Eine qualitative Analyse zum Einsatz von neurowissenschaftlichen Erkenntnissen
MA Tourism & Hospitality Management	Eine quantitative Analyse neurowissenschaftlicher Erkenntnisse zur Steigerung der wahrgenommenen Attraktivität der Print-Werbung höherpreisiger Fluglinien
MA Tourism & Hospitality Management	Fehlerkultur im Groundhandling - Möglichkeiten und Grenzen. Eine Analyse anhand der AUA
MA Tourism & Hospitality Management	Service 4.0 - Betriebs-Apps in Beherbergungsbetrieben der Tourismusregion Wörthersee
BA Tourism & Hospitality Management	Almtourismus in Österreich unter der genauen Betrachtung des Almtourismus
BA Tourism & Hospitality Management	Analyse der Integration gesunder Ernährung, in Form von Gemüse, in das Speisenangebot der Wiener Gastronomie
BA Tourism & Hospitality Management	Apfelstrudel mit Vanillesauce oder veganer Chia-Samen-Pudding mit Mandelmilch?
BA Tourism & Hospitality Management	Auf keinem grünen Zweig? Das Kommunikationsverhalten von Wiener Gastronomiebetrieben bezüglich nachhaltiger Maßnahmen
BA Tourism & Hospitality Management	Das Reiseverhalten von Flüchtlingen in Wien
BA Tourism & Hospitality Management	Die Herausforderungen des Overtourism für Städtedestinationen unter besonderer Berücksichtigung von Venedig
BA Tourism & Hospitality Management	Die Integration von regionalen Produkten in das Frühstücksangebot der Wiener Gastronomie
BA Tourism & Hospitality Management	Die Kongresse der Zukunft im Digitalen Zeitalter
BA Tourism & Hospitality Management	Die Meinung der Bevölkerung in der Region Nationalpark Neusiedler See - Seewinkel, über die ökologischen Auswirkungen des Tourismus und deren Wünsche an die lokale Politik
BA Tourism & Hospitality Management	Die Wirkungen von Infotainment-Events auf das Image der Landwirtschaft
BA Tourism & Hospitality Management	Eine Analyse der Kommunikation von Klimakompensationen über Flughafenwebseiten als Lösung zur Erreichung von Klimaneutralität
BA Tourism & Hospitality Management	Geflüchtete im Hotel- und Gastgewerbe
BA Tourism & Hospitality Management	Geschlechterspezifische Kompetenzen Tourismusstudierender in den Landestourismusorganisationen Österreichs
BA Tourism & Hospitality Management	Geschlechtsspezifische Unterschiede touristischer Schlüsselkompetenzen von Bachelor-Tourismusstudierenden der FH Wien der WKW
BA Tourism & Hospitality Management	Green Meetings - Herausforderungen aus der Praxis und der Weg zur Zertifizierung der Veranstaltung
BA Tourism & Hospitality Management	Interkulturelle Schulungen in der Spitzenhotellerie in Wien und in Zürich
BA Tourism & Hospitality Management	Ist die Gastronomie noch grün hinter den Ohren oder schon dem Trend zur Nachhaltigkeit hinterher?
BA Tourism & Hospitality Management	Just pay what you want! Eine Arbeit zur Überprüfung der Eignung des Pay-what-you-want-Konzepts für den ständigen Hotelbetrieb in Österreich
BA Tourism & Hospitality Management	Lebensmittelverschwendung in der österreichischen Gastronomie
BA Tourism & Hospitality Management	Ökologisches Nachhaltigkeitsmanagement an Flughäfen - ein Vergleich im deutschsprachigen Raum

BA Tourism & Hospitality Management	Repräsentation von Frauen am European Congress of Radiology
BA Tourism & Hospitality Management	Sharing-Economy in Wien: Wie StudentInnen auf das Konzept reagieren
BA Tourism & Hospitality Management	Strategie, Innovativität oder Bodenständigkeit? Was macht Mitglieder des Vereins „Niederösterreichische Wirtshauskultur“ erfolgreich?
BA Tourism & Hospitality Management	Vegetarismus: Vom Trend zur Mindestanforderung in der Wiener Gastronomie. Produktpolitische Maßnahmen in der Gastronomie in Bezug auf vegetarische Speisen
BA Tourism & Hospitality Management	Vereinbarkeit von Naturschutz und Tourismus in den österreichischen Nationalparks
BA Tourism & Hospitality Management	Vergleich nachhaltiger Restaurants in Wien - anhand Mystery Guest Analysen
BA Tourism & Hospitality Management	Von Auge zu Auge – von Screen zu Screen - Eine Gegenüberstellung aktueller Business Meeting Formen
BA Tourism & Hospitality Management	Wie gelingt Inklusion in der österreichischen Gastronomie?
BA Tourism & Hospitality Management	Wie ist das Konsumverhalten für das Lebensmittel Milch bei den 18- bis 30-Jährigen ÖsterreicherInnen im Jahr 2019?
BA Tourism & Hospitality Management	Work-Life-Balance in der Wiener Hotellerie
BA Human Resources Management	Die Konsequenzen der aktuellen Förder- und Rahmenbedingungen in österreichischen Non-Profit-Organisationen: Auswirkungen hinsichtlich der MitarbeiterInnenmotivation, sowie Möglichkeiten der positiven Einflussnahme mittels Führung
BA Human Resources Management	Motive und Ursachen zur geschlechtstypischen Berufswahl bei österreichischen Pflichtschullehrerinnen
BA Human Resources Management	Die Arbeitsfähigkeit älterer ArbeiterInnen: Eine qualitative Studie zu Stellenwert, Besonderheiten und Maßnahmen in österreichischen Großunternehmen
BA Human Resources Management	Soziale Netzwerke im österreichischen Bankensektor und ihre Rolle in Bezug auf den organisationalen Trainingstransfer: Dargestellt anhand einer quantitativen Analyse eines österreichischen Kreditinstitutes
BA Human Resources Management	Auswirkungen des Einsatzes von künstlicher Intelligenz auf den Recruiting Prozess
BA Human Resources Management	Adaption der Talent Management Strategie im Zeitalter der Digitalisierung im österreichischen Bankensektor
BA Human Resources Management	Der Stellenwert von Emotionen und emotionalen Markierungen von Führungskräften und RecruiterInnen für die Personalauswahl unter besonderer Berücksichtigung des Bewerbungsinterviews
BA Human Resources Management	Die Bedeutung von emotionalen Markierungen für Entscheidungsfindungsprozesse von Führungskräften in österreichischen Unternehmen und die sich daraus ergebenden Implikationen für die Führungskräfteentwicklung
BA Human Resources Management	Der Stellenwert von Emotionen für Bildungslaufbahnentscheidungen im Kontext von Weiter- und Fortbildungen und sich daraus ergebende Implikationen für das Personalmanagement
BA Human Resources Management	Maßnahmen des Talent Managements im Umgang mit der kommenden Pensionswelle der Generation „Babyboomer“
BA Human Resources Management	Cultural Fit - wie relevant ist die kulturelle Passung der Mitarbeiterinnen und Mitarbeiter für Österreichs Arbeitgeber
BA Human Resources Management	Value creation through talent management: the tension between global standardization and local adaptation
BA Human Resources Management	Arbeitgeberattraktivität im Tourismus. Eine qualitative Untersuchung unter besonderer Berücksichtigung der Gruppe der BerufseinsteigerInnen
BA Human Resources Management	Neue Karriereformen in der österreichischen Dienstleistungsbranche: Ein Vergleich der Altersgruppen bezüglich der Einstellungen neuer Karriereformen

BA Human Resources Management	Das Anforderungsprofil eines Scrum Master und dessen Einsatz im Recruiting: Eine qualitative Untersuchung am österreichischen Arbeitsmarkt
BA Human Resources Management	Arbeitsplatzgestaltung und Leistung in Klein- und Mittelunternehmen - Wie MitarbeiterInnen in Kleinbüros die höchste Leistung erbringen können
BA Human Resources Management	Die Wahrnehmung von HR Rollen in österreichischen Großunternehmen aus der Sicht von zwei Stakeholdergruppen
MA Organizational & Human Resources Development	Arbeitgebersiegel als Personalmarketingmaßnahme - Eine qualitative Untersuchung der Arbeitgeberwahl von in Wien lebenden Millennials
MA Organizational & Human Resources Development	Chancen und Herausforderungen von Arbeitgeberbewertungsplattformen und deren Implikationen auf das Employer Branding und den Personalbeschaffungsprozess - eine qualitative Erhebung in österreichischen Pharmaunternehmen
MA Organizational & Human Resources Development	Langzeitkonten als Instrument innovativer Arbeitszeitflexibilisierung: Voraussetzungen für eine erfolgreiche Etablierung und zu erwartende Vorteile
MA Organizational & Human Resources Development	Eine Analyse der Karriereorientierung österreichischer StudentInnen
MA Organizational & Human Resources Development	Die Unterschiede innerhalb der Generation Y - Eine quantitative Untersuchung der Werte der unterschiedlichen Altersgruppen innerhalb der Generation Y
MA Organizational & Human Resources Development	Organisationale Veränderungen durch starkes MitarbeiterInnenwachstum in österreichischen Start-ups - eine qualitative Untersuchung und Klassifizierung der Veränderungen nach Single Loop, Double Loop und Deutero Learning
MA Organizational & Human Resources Development	Radical Change: Transformation der organisationalen Tiefenstruktur - Fallstudie anhand des Technologieunternehmens Tele Haase
MA Organizational & Human Resources Development	Agilität in österreichischen Unternehmen - Verständnis, Herausforderungen, Erwartungen, Chancen und Grenzen aus Mitarbeitersicht
MA Organizational & Human Resources Development	Wie Einsatzbetriebe die Arbeitsergebnisse von Zeitarbeitskräften beeinflussen können. Eine qualitative Erhebung aus der Perspektive von Zeitarbeitskräften in Installationsbetrieben der Gas- & Sanitär-, Heizungs- & Lüftungstechnik in Wien
MA Organizational & Human Resources Development	Einsatz von Interim Management zur Vermeidung von Personalknappheit ausgelöst durch den Fachkräftemangel. Eine qualitative Studie zur aktuellen Akzeptanz dieser atypischen Beschäftigungsmethode von EntscheidungsträgerInnen im Bereich Human Resources in österreichischen IT-Unternehmen
MA Organizational & Human Resources Development	Betriebliche Gesundheitsförderung im österreichischen Tourismus - Eine quantitative Erhebung zum Erhalt der Leistungsfähigkeit und Ressourcen von MitarbeiterInnen
MA Organizational & Human Resources Development	Maßnahmen des Personalmanagements bei Fachkräftemangel am IT-Arbeitsmarkt in Österreich zur Sicherung IT-spezifischen Wissens
MA Organizational & Human Resources Development	Der Stellenwert emotionaler Kompetenzen von Führungskräften für eine gelingende Kommunikationskultur und die sich daraus ergebenden Implikationen für die Führungskräfteentwicklung
MA Organizational & Human Resources Development	Syrische Asylberechtigte als Lehrlinge im Einzelhandel in Wien - Einflussfaktoren der Integration in die Arbeitswelt
MA Real Estate Management	Ein Vergleich von aktuellen Low Tech Gebäuden, Gründerzeithäusern und Nachkriegs-Neubauten
MA Real Estate Management	Zukünftige Entwicklungen einer Büro-Immobilienverwaltung durch den Einsatz von Smart Building Technologien in Wien
BA Communication Management	Authenticity Oriented Brand Building in the Social Voluntary Sector
BA Communication Management	Conditions of an Authentic CSR Communication
BA Communication Management	Consumer Values in Sustainable Fashion Consumption
BA Communication Management	CSR Communication for LOHAS in the Context of SME and Large Corporations
BA Communication Management	Diversity Management as Corporate Practice
BA Communication Management	How Much Sustainability is Good Enough?

BA Communication Management	Is LGBT-Marketing Outdated Already?
BA Communication Management	Relevance of Sponsoring as CSR Tool
BA Communication Management	The Thin Line between CSR and Greenwashing
MA Communication Management	Cause Related Marketing as a Fundraising Tool
MA Communication Management	The Role of Packaging in Forming a Sustainable Brand
BA Marketing- & Sales Management	Current applications and problem areas in Green Marketing
BA Marketing- & Sales Management	The use of ethical marketing to combat greenwashing in the food industry
BA Marketing- & Sales Management	The importance of the topic of land consumption for CSR activities of the Austrian food retail trade
BA Marketing- & Sales Management	The development of distribution systems in regional organic food trade
BA Marketing- & Sales Management	Sustainability as a sales argument for FMCG goods in Western Europe
MA Marketing- & Sales Management	Requirements for the (eco-) fundraising for attracting and retaining sponsors on the example of the excursion destination "Am Himmel" in Vienna
MA Marketing- & Sales Management	Organic plastic packaging in food retail as a purchasing factor
MA Marketing- & Sales Management	The influence of corporate volunteering on the introduction of agile project management within the company
MA Marketing- & Sales Management	Innovation for good. The relevance of the Sustainable Development Goals in innovation activities of Austrian, medium-sized, innovation-active companies. A quantitative empirical study.
MA Marketing- & Sales Management	Customer priorities regarding sustainability at discounters in food retailing
MA Marketing- & Sales Management	Motivation to buy vegan labeled products and perception of the V label
BA Journalism & Media Management	Analysis of the news coverage about disabled people in Austria
BA Journalism & Media Management	Chances and risks of AI in the newsroom of the 21 <sup>st</sup> century
BA Journalism & Media Management	Climate change in the international press – a comparison of daily newspapers in Austria, Spain and USA
BA Journalism & Media Management	Equality – the media depiction of feminism in Austrian print media
BA Journalism & Media Management	Media Ethics at the workplace of Austrian journalists with a focus on visualizing violence
BA Journalism & Media Management	Press freedom in Austria – an Analysis of reporting in Austrian print media
BA Journalism & Media Management	Quality Journalism in practice – the relation between theory and practical challenges. Stereotypical media reporting about Jewish communities
BA Journalism & Media Management	Stereotypical media reporting about Jewish communities
BA Journalism & Media Management	Sustainable Reporting in Austria. The challenges of environmental and sustainable topic-reporting
BA Journalism & Media Management	Visualizing climate change
BA Journalism & Media Management	World Climate Conference in Paris in 2015 – a Framing Analysis of Austrian and German Newspapers
MA Journalism & Media Management	Constructive Journalism – benefits and challenges concerning constructive reporting
MA Journalism & Media Management	Shaping of public opinion exemplified by the milieu report about "Haus Simmering"
MA Journalism & Media Management	Unemployed, homeless, quiet? A combinational work about media with poverty and social inequality topics
MA Management & Entrepreneurship	Führung in der Abfall- und Ressourcenwirtschaft
MA Management & Entrepreneurship	A qualitative empirical study on Industry 4.0 and its impact on management in the energy sector
MA Management & Entrepreneurship	Die Auswirkungen von Industrie 4.0 auf die Einkaufsprozesse eines Unternehmens



BA Financial Management	Analyse der allgemeinen Geldwäschepräventionen in besonderer Hinsicht auf die Praxis in Wirtschaftsprüfungsgesellschaften bezogen auf die 4. Geldwäscherichtlinie
BA Financial Management	Auswirkung der Datenschutzgrundverordnung 2016 und des Datenschutz-Anpassungsgesetzes 2018 auf das Berufsfeld des Wirtschaftsprüfers
BA Financial Management	Auswirkungen des Nachhaltigkeitscontrollings
BA Financial Management	Bilanzielle Behandlung von Rückstellungen nach UGB und IFRS mit besonderer Berücksichtigung von Umweltrückstellungen
BA Financial Management	Bilanzierung und Bewertung von Emissionszertifikaten am Beispiel eines Energieversorgungsunternehmens
BA Financial Management	Der Methodenwechsel als Anti-Missbrauchsbestimmung im österreichischen Steuerrecht
BA Financial Management	Nachhaltiges Supply-Chain Management und dessen Optimierung durch Unternehmenskooperationen
BA Financial Management	Nachhaltigkeitscontrolling – anhand eines Unternehmensbeispiels
BA Financial Management	Nachhaltigkeitskennzahlen und deren Umsetzung anhand von ausgewählten Beispielen
BA Financial Management	PKWs im Steuerrecht – Die steuerliche Begünstigung von Elektrofahrzeugen in österreichischen Unternehmen
BA Financial Management	Wirtschaftskriminalität
MA Financial Management	Die Umsetzung des Nachhaltigkeits- und Diversitätsverbesserungsgesetzes und die Auswirkung auf die Unternehmensberichterstattung – Eine Analyse am Beispiel österreichischer Kapitalgesellschaften
MA Financial Management	Doing well be doing good – Die Umsetzung von Konzepten gesellschaftlicher Verantwortung in österreichischen Unternehmen
MA Financial Management	Eine Analyse der Ausprägungen sowie der sozialen und ökonomischen Effekte von Mikrokrediten in Hoch- und Niedrigeinkommensländern
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

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

### Events on PRME-related issues

- **Business talks**  
Leadership skills and talks are another fundamental part of our study programs. Especially in the Master's program, important business leaders are invited to share their insights, which often includes the discussion of sustainable practices, principles and management implications in tourism businesses.
- **Annual "Gastronomy-Founders Day"**  
The aim of the annual "Gastronomy-Founders Day" is to present different topics related to starting a gastronomy business. Experts, founders and entrepreneurs discuss with students and alumni as well as with faculty. In addition, a so-called "Trendmarkt" presents current topics and trends related to sustainability and innovations in gastronomy businesses. Both the presentations and the Trendmarkt cover a wide range of issues dealing with sustainability (e.g. use of insects, green drinks, slow food movement, healthy hedonism, and digital detox concepts).
- **Participation in networking events and congresses**  
Faculty and students regularly attend networking events and congresses with a special focus on sustainability in order to establish and/or expand networks. Examples are the "Sustainability Leaders Congress" (May 2019, Berlin), "SDGs and Transformative Learning" discussed at the Conference SCIENCE in TRANSITION (November 2018, Vienna) or the "Green Care Natural Forest Reserve Workshop" organized by the Austrian Research Centre for Forests (BFW) (October 2019, Vienna).
- **Co-host of the EBEN-Conference**  
In September 2018, the Center for Corporate Governance & Business Ethics was co-organizer of the EBEN research conference on corruption in companies, which took place at the Palais Eschenbach in Vienna. EBEN (European Business Ethics Network) is the European network for business ethics and supports initiatives at international and regional level. Around 70 experts from Asia, Africa, Australia, the USA and 15 European countries took part in the renowned conference.
- **Co-host of a workshop on corruption prevention in science**  
Together with Transparency International and the Austrian Conference of Universities of Applied Sciences, in October 2018 the Center for Corporate Governance & Business Ethics organized a workshop on corruption prevention in science. The aim was to equip the participating decision-makers with steering instruments to strengthen the independence and legitimacy of research.
- **HRprogress Business Breakfast**  
Barbara Covarrubias-Venegas, former researcher at the Human Resources & Organization study program has a research focus on and international expertise in "New World of Work, Intercultural & Diversity Management". In November 2018, she organized an "HRprogress Business Breakfast" at FHWien der WKW on social responsibility, strength orientation and the integration of people with disabilities.



- **agpro Research Award Ceremony**

In February 2019, FHWien der WKW co-organized the award ceremony for the research prize of agpro (Austrian Gay Professionals) on the topic "LGBTI and economy / working world". Among the award winners this year were two students of FHWien der WKW.

- **Strategy Day of the Department of Communication**

In April 2019, the Department of Communication developed an awareness concept for SDGs in teaching and in the immediate environment. First, the relevant topics were assigned to the individual relevant SDG. Then an action plan with steps for the implementation of this concept was developed, especially concerning the following topics:

Integration of the SDGs in teaching:

- Paying special attention to gender-appropriate language in lectures as well as Bachelor's and Master's theses.
- Promoting sustainable field projects, e.g. with partners such as T.I.W., Kinderfreunde, Licht ins Dunkel, etc.
- Promoting & expanding CSR teaching content

Integration of SDGs in the immediate environment:

- Ensuring compatibility of career & family
- Ensuring a balanced gender ratio among employees
- Promoting the search engine "ecosia"
- Electing a Sustainability Officer

#### **New ecofriendly measures of FHWien der WKW**

- Saving energy - measures to reduce energy consumption and improve waste management
- Degree program folder printed on paper certified with the Austrian Eco-label (Österreichisches Umweltzeichen)
- The quarterly magazine studio! with a circulation of 31,000 copies is also printed on paper that has been certified with the Austrian Eco-label.
- 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.
- 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.

## Research projects by Tourism & Hospitality Management faculty

- *Project “UMBESA” – Sustainable food in canteen kitchens*

The aim of this project was to actively support large-scale kitchens establishing a sustainable menu through greater use of organic, regional, seasonal and freshly prepared food. In addition, the optimization of portion size and quality of ingredients were analyzed. Another goal was to establish different networks to implement sustainable menus in large-scale kitchens. Shared events allowed for networking and information exchange among large-scale kitchen staff, suppliers, stakeholders and organizations. Additionally, a training tool was developed to ensure that sustainable menus continue to be used in future education and training of executive chefs and executives.

- *Project “KUGE” – Basic culinary attitudes of guests of Viennese Gastronomy businesses*

The goal of this project was to analyze the basic culinary attitudes of guests of Viennese gastronomic businesses. Based on a quantitative survey, a combined factor and cluster analysis identified areas that affect basic culinary attitudes and thereby identified eight consumer types. Sustainable aspects like local, seasonal organic and fair food were one key issue. Following an in-depth analysis of the typologies, a discriminant analysis was used to develop a survey tool to analyze the basic culinary attitudes of catering establishment customers focusing on sustainable issues.

- *Project “NANGUR” – Sustainable food consumption in the context of package holidays*

This study investigated the attitude of both cruise tourists and package-holiday travelers towards food along several sustainability dimensions (local, seasonal and biological food, size of plates, food waste, and meat consumption). The aim was to define the concept of sustainable food in the context of holidays, identify strategies and practices for creating a more sustainable gastronomy service, and understand how package holiday travelers feel about sustainable food and the subsequent management implications. In addition a handbook for practitioners was developed.

## Research on the EU Energy Performance in Buildings Directive

In the wake of the planned new edition of the “Handbuch für Immobilienwirtschaft” published by Linde Verlag, the Department of Real Estate Management at FHWien der WKW addressed Directive (EU) 2018/844 on the Energy Performance in Buildings. Given the well-known major challenges we face, climate protection and energy policy will be high on the agenda in the real estate sector. The relevant chapter outlines the development of the legal instruments (EU Directive) in the area of climate protection and energy, describes in detail the current Austrian legislation regarding the obligation to the present Energy Performance Certificate Act (EAVG 2012). In addition, it offers an insight into the ongoing implementation of the Register of Buildings and Apartments and the Federal Central Energy Certificate Database that is currently being set up. This extensive overview of existing, potential and anticipated changes in the field of building efficiency will be an important point of reference in real-world practice as well as in teaching and research.

In this context there is also to mention the cooperation with ÖGNI (Austrian Society for Sustainable Real Estate Management): The Department of Real Estate Management is a member of ÖGNI in order to be able to use current data from building research and practical examples of sustainable project development for research and teaching.

## Contact Information

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