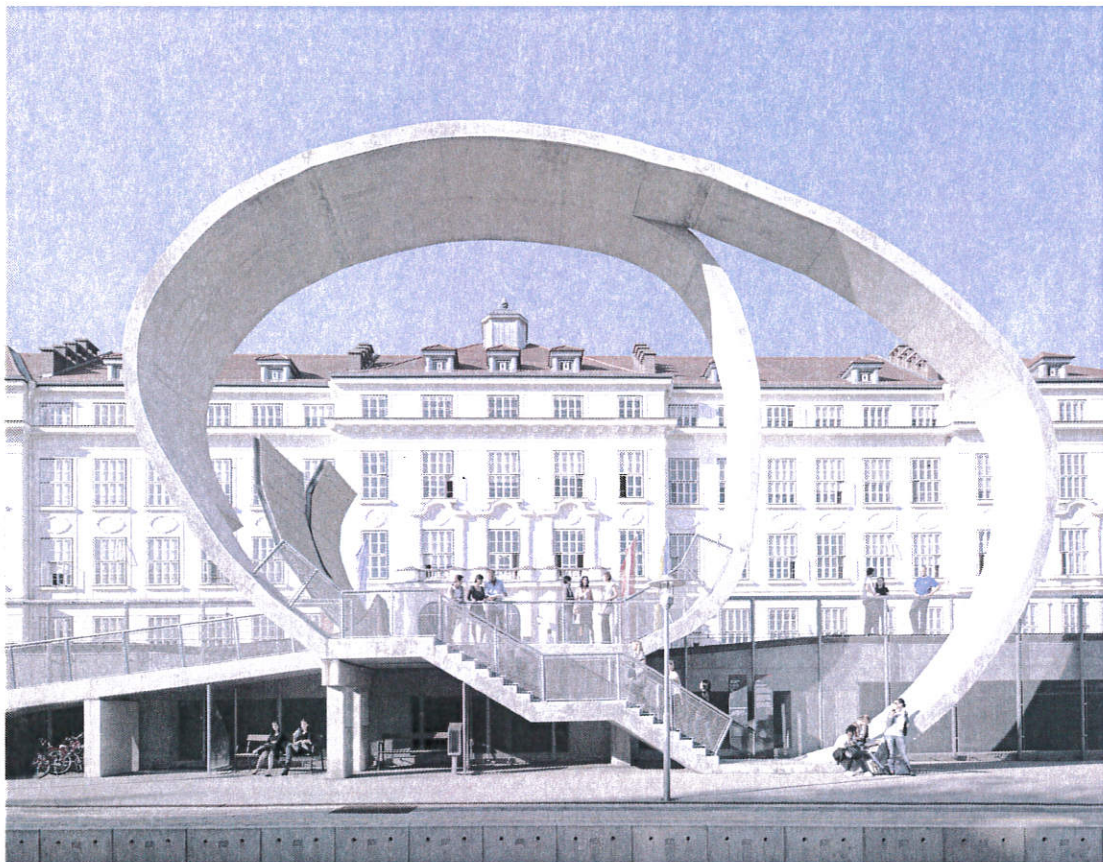


## Sharing Information on Progress (SIP)



**Danube Business School –  
Department for Management and Economics  
Donau-Universität Krems  
[www.donau-uni.ac.at/dba](http://www.donau-uni.ac.at/dba)**



Letter of Rector,

According to the University's performance agreement 2016–2018 with its shareholder, the Austrian Republic, Danube University Krems has to assume responsibility for society.

The six principles of responsible management education are an important basis to cope with this responsibility. Therefore Danube University Krems appreciates and supports the PRME membership of the Department for Management and Economics – Danube Business School!

A handwritten signature in blue ink, reading "Faulhammer", written over a horizontal line.

Mag. Friedrich Faulhammer  
Rector of Danube University Krems

Krems, 30 March 2016



Letter from Head of Danube Business School,

Danube Business School strives to be leading in Europe's executive education and sets standards by state-of-the art curricula tailored to a manager's needs in the fast-paced 21st century. As a lifelong career coach and partner to our executives we have a lasting impact on both, our managers' careers and self-development and the recent challenges of the society. For this reason, the PRME membership is essential for our school, as well as the involvement in the further setting of standards in Principles of Responsible Management Education as an active member of the PRME Chapter DACH.

By the PRME membership, interexchange with other PRME members is feasible, which is important for our own continuous improvement in responsible management education.

A handwritten signature in black ink, appearing to be "Brenner".

Professor Dr. Barbara Brenner  
Head of Danube Business School –  
Department for Management and Economics

Krems, 30 March 2016





Letter from PRME Representative,

Responsible management education is a main focus of our daily business. More and more we are keen to strengthen this aspect in all our programs and activities.

Since 2010 Danube Business School offers a university course in “Corporate Responsibility & Business Ethics” targeted at business professionals dealing with ethical situations and/or moral decision making, chief executives as well as CSR managers.

In the course of a relaunch of our university program Professional MBA in 2014, the “business ethics” has been introduced as a compulsory subject for all students. Therefore, students finishing the Professional MBA program have to reflect ethical aspects in their companies and their own behavior.

Currently Danube Business School is developing MBA e-learning materials, incorporating aspects of business ethics in each subject, as e.g. finance or marketing.

The participation of the PRME Chapter DACH meetings and its working groups enables us a valuable reflection of our own approaches of responsible management education and so Danube Business School appreciates a continuation of this relationship and thereby of the PRME membership.



Dr. Andrea Hörtl, MBA MES  
Head of Field of Study and Competence  
„Sustainability & Business Ethics“



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## **I. Introduction of Danube Business School**

Danube Business School – Department for Management and Economics – is one out of 14 Departments of Danube University Krems. Danube University Krems is the university for continuing education and is facing up to the social challenge of lifetime learning. Its courses are specifically oriented toward the needs of working professionals. The university offers exclusive master's programs and short programs in five areas of study. Serving more than 8,500 students and with 17,000 graduates from 90 countries, it is one of the leading providers of further education courses in Europe. Danube University Krems combines almost 20 years of experience in postgraduate education with innovation and highest quality standards in research and teaching. Enthusiasm for the qualified and innovative involvement with the complex social, organizational and technical challenges presented by our society in the new Europe is what motivates the students, the teaching staff and everyone else working at Danube University Krems.

Danube University Krems is structured into three faculties:

- Faculty of Health and Medicine
- Faculty of Business and Globalization
- Faculty of Education, Arts and Architecture

The Danube Business School (Department for Management and Economics) is one out of five departments of the Faculty of Business and Globalization.

### **Vision of Danube Business School**

We strive to be number one in Europe in executive education and set standards by our state-of-the art curricula tailored to a manager's needs in the fast-paced 21st century. As a lifelong career coach and partner to our executives we cater to their specific needs with cutting-edge managerial knowledge delivered by flexible blended learning formats based on latest technology. This allows us to have a lasting impact on both, our managers' careers and self-development and the recent challenges of the society.

### **Statement of Mission Danube Business School**

We bridge future-oriented, academically sound teaching and research with practice-orientation to address recent economic and societal challenges from both a global and local angle. We put learning into action by providing the best-possible value to our students and businesses. We provide an inspiring learning environment that allows our students to acquire both social competences and expert knowledge from top-notch international faculty in an up-to-date and tailored fashion that caters to their individual needs.



Danube Business School offers three types of university courses:

- Master of Business Administration (MBA)
- Master of Science (MSc)
- Short Programs

The "Master of Business Administration" programs sharpen students' strategic management and leadership skills. On the one hand, they teach broad, general, cross-functional state-of-the-art management knowledge and on the other — depending on the choice of MBA program — deepen technical skills in functional or industry-specific specializations, or leadership skills at the overall business level. Danube Business School's MBA programs are characterized by a well-thought-out linkage of central topics in general management and state-of-the-art modules specializing in a function or an industry. Current issues from practice are taken up and written according to scholarly criteria and standards by means of a subject-specific master's thesis.

The MBA program is designed as a blended learning format, which complements interactive classroom and self-study before and after the modules on campus, and readily enables knowledge transfer between faculty and students. The MBA programs are designed to be part-time and can be completed with a "Master of Business Administration" after a normal study period of four semesters.

The Danube Business School's Master of Science (MSc) programs are oriented toward part-time continuing education in a particular management function or in a particular industry. They polish students' technical or industry-specific operational management and simultaneously sharpen their social and leadership skills. In a subject-specific master's thesis, theoretical knowledge is acquired and applied to the solution of a practical problem from one's own operation. In some MSc courses, students have the option to proceed to a two-semester "MBA upgrade." Here students acquire further in-depth technical or industry-specific management knowledge in addition to general management knowledge and, after having written another master thesis, are entitled to hold the title "Master of Business Administration."

If prospective students like to develop their knowledge and skills in one of our specialized study and competence areas, but part-time study is too time-consuming, they have the possibility to complete one of Danube Business School's short programs. They benefit here from practice-oriented expert knowledge and our speakers' and students' networks.

Most of the students study part time. For this reason the Danube Business School's programs are structured in week modules. On average students travel to the

university for around ten modules within two years. Each module takes between 6 and 7 days, with 8 to 10 teaching units of 45 minutes each day. Full time students can attend their required modules within 12 to 18 months.

The in-class modules are held in groups with 10 to 35 students. The teaching units are designed interactively. Beside theoretical inputs by the lecturers, students work in groups, discuss and present their results in the class. The teaching language is English and/or German.

Each program of Danube Business School is managed by a program management team. An assistant is responsible for all administrative tasks (student registration, invoices, Moodle, class room, WLAN, general services for students etc.), an academic qualified person for academic activities (communication with lecturers, student support regarding contents, learning outcome assessments, master thesis, class feedback etc.) and an academic director or an academic board for the academic quality and state of the art of the program.

The faculty of Danube Business School comprises members of the scientific staff of the Department for Management and Economics as well as other departments of Danube University Krems. However, external lecturers mainly form the faculty allowing flexibility in the contents and the provision of a wide range of experts from different fields and countries. The external lecturers are professors or academic staff members from other universities in Europe, Asia, America or Australia, CEOs or members of the middle management of different national and international companies and consultancies. Each lecturer receives our faculty guidelines, which has to be followed. Since recently the commitment to PRME and the six principles for responsible management education are included in the faculty guidelines. Therefore each faculty member is asked to follow these principles and to integrate responsible management education into the contents of their classes.



## II. Danube Business School and PRME

Responsible Management Education is an expectation and requirement of Danube Business School's stakeholders, who are the students and alumni, businesses, the faculty, our partners as well as our owners.



Rudi Kurz (Hochschule Pforzheim), Andrea Höttl (Danube Business School), Jürgen Keßler (HTW Chur), Florencia Librizzi (PRME), Lutz Schlange (HTW Chur), 31 October 2014

Since March 2014 Danube Business School is a member of PRME. Some months later, in June 2014, the School joined the PRME Chapter DACH, too. Within this Chapter, consisting of PRME Signatories in German-speaking countries (Germany-Austria-Switzerland), Danube Business School is able to be involved directly in the further development of standards for responsible management education on a cross-linked and international level.

### **III. University programs and responsible management education**

In 2004 Danube Business School started to integrate subjects such as Gender & Diversity Management and Corporate Social Responsibility in the curricula of its programs. By that our alumni shall be aware of their social and environmental responsibility in a management position and in doing business.

In 2010 Danube Business School developed its commitment further with the launch of a specialization in Corporate Responsibility & Business Ethics for the MBA program. The program focuses on business ethics on corporate and economic as well as the manager's individual level. All relevant new approaches to corporate responsibility and business ethics are included in the three levels of economy: macro, meso, and micro level. The first three modules of the program take a close look at these three levels of Business Ethics: Economic Ethics, Corporate Responsibility & Ethics, and Management Ethics. For the fourth module students may choose one module of another topic related program of Danube University Krems; this allows students to strengthen their individual skills and become an expert in their favorite field.

A further step was the revision of our MBA programs based on our stakeholders' evaluation feedback and market analysis, resulting in Business Ethics as compulsory subject of the core modules. Hence each MBA student has to understand and learn about this topic.

The aim of the course Business Ethics is that students learn to understand their own ethical positions in the context of their daily professional lives as well as identifying critical ethical issues, which are relevant to the companies and/or industries in which they are employed or active. Therefore the learning outcome should be an understanding and exploring of the dynamics of personal and organization ethics. Furthermore, the students will experience the process of examining a group or system's values and therefore gain insight into one way of approaching this subject within their own organization or work context.

Our ongoing commitment has led to the decision to integrate corporate responsibility into all modules and topics. Thus it will be established as a thematic core item through all our work.

The PRME membership is a signal to our students and other stakeholders, too. Danube Business School expresses its commitment to PRME through the



participation at the PRME DACH Chapter meetings, in Innsbruck, Austria (Feb 2014), Chur, Switzerland (Oct 2014) and Frankfurt, Germany (November 2015).

### **Field of studies and competences – Sustainability & Business Ethics**

In August 2013 the new Head of Danube Business School organized an external two-day strategy workshop with the Head of Centers and Head of Specialized Fields of the department. Eight people elaborated a new structure of the department including programs in support with an external consultant. On the basis of this workshop's results a couple of further one-day workshops were organized with this group and with the adviser at Danube University Krems.

The result of these strategy workshops were a restructuring of the department. E.g. one academic person is in charge for the core modules of our programs, and colleagues are responsible for a specialization (Finance, Business Ethics, Entrepreneurship etc.) according to their expertise. Prior to this, each center had its "own" core modules. Additionally, scientific have become more involved in the department's programs, which means, that e.g. the employee, who is expert in accounting, is responsible for the content and the choice of the lecturer in the accounting modules of the department. The organization structure has become a strongly integrated matrix.

Due to the new structure the department has eight fields of studies and competences, one of them is **Sustainability & Business Ethics**:

Sustainability and Business Ethics are essential pillars in business and therefore in the continuing education of managers at Danube Business School. Additionally, it is important for management education to contribute in raising awareness in business leaders in respect to responsibilities regarding wider society. Students learn about the complexity of ethical decision making within organizations at the business level, at a macro economic and global level as well as from a leadership perspective as a manager. Therefore this area on business is a primary focus of research within the Danube Business School.

Sustainability and Energy are interconnected in our future energy system. This know-how regarding sustainable systems accompanied by change processes, are developed and taught in cooperation with the Styrian Association of Consulting Engineers. Hence with this cooperation, the activities within this specialized field are led by interdisciplinarity of the technology, economy and management as well as by the benefits of synergies between University and economic practice.

<http://www.donau-uni.ac.at/en/department/wirtschaft/studium-kompetenz/sustainability-business-ethics/index.php>



#### **IV. Danube Business School and the six principles for responsible management education**

##### **Principle 1**

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

The faculty guidelines of Danube Business School ask the faculty members for a commitment to the six principles of responsible management education of PRME, which means a corresponding consideration in their lectures and an implicitly reference to business ethics in their topics, from marketing to finance. Thereby the students shall be aware of ethical aspects in each specific topic of the university program and shall gain a holistic perspective of business.

Fireside chats with relevant topics enable the discussion of the students regarding responsible management with business people from different fields.

##### **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.*

In 2004 Danube Business School started to integrate subjects such as Gender & Diversity Management and Corporate Social Responsibility in the curricula of its programs.

In 2010 Danube Business School developed its commitment further with the launch of a specialization in Corporate Responsibility & Business Ethics for the MBA program (4 semester), which is also offered as a Certified Program (1 semester).

A further step was the revision of our MBA programs based on evaluation results of the stakeholders and market analysis, leading to Business Ethics becoming a compulsory subject of the core modules.

The Master of Science “Energy Innovation Engineering & Management” impart the topics of sustainable energy systems and mobility. The alumni will be able to design

sustainable energy and mobility projects for individuals, companies as well as for municipalities and bring them to success.

[www.donau-uni.ac.at/energy](http://www.donau-uni.ac.at/energy)

Additionally special events enable the dissemination of the topics of the United Nations Global Compact, as e.g. a panel discussion on the mobility of the future.

<http://www.donau-uni.ac.at/de/service/alumni/news/id/23596/index.php>

### **Principle 3**

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

The university offers courses in diversity and anti-discrimination for the university's staff.

The university's division Equality and Gender Studies published a brochure for staff and students regarding gender sensitive writing.

Danube Business School programs are accredited in an external quality process, here business ethic aspects are evaluated, too. So Danube Business School pursues FIBAA accreditation since 2003 and the first time accreditation by ACBSP in 2017.

Sports and physical fitness is an excellent means of achieving an enduring balance between one's professional and personal life. For this reason, Danube University Krems founded the service department 'University Sports and Health' in November 2002. Here a special campus sports program for students and staff members of Danube University Krems has been and is further developed.

Since more ten years, Danube Business School awards scholarships to women on the amount of one third of the tuition fee, in order to support women in leadership positions.

#### **Student course evaluations – EvaSys**

Students give feedback to each module of each program including their ratings regarding the performance of the individual course.

These assessment results are not made available to the public.

In „Campus Kids“ children between the ages of one-and-a-half and twelve years are cared for at the painstakingly designed child care facility in the old building of

Campus Krems. Staff members of the campus may register their children at this facility.

#### **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.*

Danube Business School aims to implement the PRME principles for responsible management education in its research projects, too. Currently we work on the following projects:

RedEn! – a project regarding reduction of energy poverty:

<http://www.donau-uni.ac.at/opt/fdb/projects/view/4294968435>

E-Mob-Train – a project for developing e-learning materials concerning electromobility.

<http://www.donau-uni.ac.at/opt/fdb/projects/view/4294968805>

We motivate and support our students especially in writing their Master Thesis in a topic showing the responsibility of corporates and managers for sustainable social, environmental and economic values.

Danube University Krems commits to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Additionally the university is a member of Austrian Agency for Research Integrity (OEAWI).

<http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter>

<http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct>

<http://www.oeawi.at/en/index.html>

According to Section IX § 2 of the Statutes of Danube University Krems, an Ethics Commission was installed and supports the Rectorate and/or the Senate on requests concerning ethical matters and prepares written statements in this respect.

#### **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.*

Danube Business School has regular contact to companies exchanging information, or demands by the sector in the field of continuous education. An example of this



would be the cooperation with the Austrian Chamber of Commerce in regard to the program “MSc Energy Innovation Engineering and Management”.

Danube Business School cooperates with respACT, the Austrian Business Council for Sustainable Development, Austria’s leading platform for Corporate Social Responsibility (CSR) and Sustainable Development.

Fireside chats with relevant topics enable the discussion of the students regarding responsible management with business people from different fields.

### **Principle 6**

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

The stakeholders are informed about the PRME membership of Danube Business School via the homepage as well as by a reference to PRME on all brochures.

The faculty is provided with Faculty Guidelines by Danube Business School. These guidelines cover the institution’s vision, the faculty member’s responsibilities, and the Austrian legal regulations regarding the grading of the students. These faculty guidelines communicate the Danube Business School’s expectations of a corresponding commitment to the six principles of responsible management education of PRME from the faculty.

## **V. Next steps**

Currently Danube Business School is developing MBA e-learning materials. The aspects of business ethics will be part of each topic, whether in finance or in marketing or in any other topic.

Danube Business School aims to strengthen the commitment of the faculty to the six principles of responsible management education.

Due to accreditation criteria a concept for an advisory board has been produced and currently the process is being implemented. Requirements and expectations of current and future students and stakeholders are determined on different levels including permanent evaluations by students about satisfaction with individual classes, feedback by graduates about the programs, feedback by faculty members about the quality of the programs and inputs and engagement by the advisory board.

The evaluation of the new compulsory subject "Business Ethics" shall contribute to a continuous improvement of this class to enable an optimal learning of moral and ethical issues in business.

There are plans to install service stations for electric cars on the campus, whereby the usage of electric cars by staff and students will become more attractive. Additionally the university considers making electric cars available for staff as company vehicles.

The PRME representative of Danube Business School will participate in the PRME Chapter DACH meetings and will make a contribution to its workshops for a further development of responsible management education.



## Contact Information

Name of Institution: Danube University Krems

Name of the Rector: Mag. Friedrich Faulhammer

Name of Business School: Danube Business School (Department for Management and Economics)

Name of business unit head: Professor Dr. Barbara Brenner

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Period covered by the SIP: April 2014 – March 2016

Date of submission of this self-study: March 2016