



COMMUNICATION ON  
PROGRESS

This is our **Communication on Progress**  
in implementing the principles of the  
**United Nations Global Compact** and  
supporting broader UN goals.

We welcome feedback on its contents.

February 2016

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## MESSAGE FROM THE RECTOR OF THE IUBH

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Dear Reader,

Herewith we proudly present our **Communication on Progress (COP)** which is a key component of our commitment to the **UN Global Compact** and its **10 Principles**, deriving from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption. We are honoured being a part of the world's largest corporate sustainability initiative within the United Nations Global Compact framework. We are also member of the PRME D-A-CH chapter since almost 3 years.

The International University Bad Honnef · Bonn (IUBH) is one of Germany's leading private universities, preparing students for international careers in service management at three international campuses: Bad Honnef, Bad Reichenhall and Berlin. Moreover, we are offering Dual Degree Studies in Duesseldorf, Erfurt, Munich, Bad Reichenhall and Berlin as well as various opportunities to combine work and studies due to our Distance Study programmes. Additionally we offer tailor made educational programmes for corporate companies.

Our programmes mainly focus on service and management. At the bachelor level we offer Aviation, Event, Healthcare, International, Hospitality, as well as Tourism, Marketing and General Management as well as Business Law and Business Informatics. At the master level we provide International Management with various specializations, Transport & Logistics Management as well as MBA in International Business.

In this context it is worth mentioning that recognized accreditations, awards, partnerships and memberships guarantee the excellent quality of our university and its study programmes. All study programmes are accredited by the independent accreditation agency FIBAA, and recently, five degree programmes were additionally distinguished with FIBAA's rarely awarded golden Premium Seal. IUBH is the first university in Germany to be awarded five premium seals.

The IUBH consistently achieves high ratings in assessment measures, including top marks in the CHE-Ranking 2014 in all relevant categories. In the field of business administration the IUBH ranks as Germany's best private university of applied sciences with most ratings in the top performing group.

With more than 5.000 registered students from almost 70 countries enrolled in more than 15 presence and distance learning programmes with highly qualified professors, lecturers and guest lecturers from all over the world supporting IUBH at different campuses, IUBH is more than just a well-known and respected private university. It's a benchmark in higher education.

This document is our first Communication on Engagement Report since signing our commitment in December 2011. It summarizes activities and initiatives during the 2012 - 2015 academic years and reflects our ongoing commitment to the UNGC as well as many different academic challenges.

Due to a well formulated university development plan we once again have been able to strengthen our position as the leading competence centre for the international service industry. We also realized the majority of strategic objectives defined by the IUBH Management and the IUBH Rectorate.

You will see in this report rich examples of work being done in our university community including research development, new course design and international engagement. We hope these examples underscore the ongoing commitment the IUBH has to this important work and we look forward to deepening this engagement as we move forward.

Enjoy reading!



**Prof. Dr. Peter Thuy**

**Rector IUBH**

IUBH School of Business and Management

Muelheimer Strasse 38

53604 Bad Honnef

GERMANY

[www.iubh.de](http://www.iubh.de)



## THE 10 PRINCIPLES OF THE UN GLOBAL COMPACT

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We fully agree, that corporate sustainability starts with a solid value system and a principled approach to doing business, operating in ways meeting fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they have a presence, knowing that good practices in one area do not offset harm in another. By incorporating the Global Compact principles into strategies, policies and procedures, establishing a culture of integrity, we are not only upholding their basic responsibilities to people, but also setting the stage for long-term success. **Herewith we add our name under every single Principle:**

### HUMAN RIGHTS

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

### LABOUR

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labour;

**Principle 5:** the effective abolition of child labour; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

The IUBH is delighted to submit this Communication on Progress for the United Nations Global Compact (UNGC). As a university we are proud that our values of freedom, justice, truth, human rights and collective effort for the public good are at the heart of our institutional mission.

## HUMAN RIGHTS

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Herewith we fully agree to support and respect the protection of internationally proclaimed **human rights** and to make sure that they are not complicit in human rights abuses, understanding them as **inalienable fundamental rights** "to which a person is inherently entitled simply because she or he is a human being," and which are "inherent in all human beings" regardless of their nation, location, language, religion, ethnic origin or any other status. In this context we fully support the **Universal Declaration of Human Rights (UDHR)**, which is a milestone document in the history of human rights.

In order to promote human rights not only on paper but in praxis we would like to mainly focus on internationality and would like to show you some practical examples.

⇒ Every semester the IUBH is fortunate to welcome **international students** from our partner universities around the world for full study programmes and for exchanges of one or two semesters. The International Office is the first point of contact for all international students.

International students benefit from the unique opportunity of being able to fully study in English in Germany. At the same time they are able to learn or improve their German language skills and their understanding of German life and culture. Their presence on campus and their contribution to the academic and social life here are an invaluable part of the international atmosphere and learning environment the IUBH prides itself on.



With the assistance of a team of student volunteers, the International Office strives to make arriving and living in Germany easy and comfortable for international students. Welcome and information sessions make the transition to another culture and system of studying as smooth as possible.

Exchange students must be nominated by their home institutions for studies at the IUBH. Pre-nomination information about the IUBH is available at the international offices of our partner universities to help students in their study abroad applications. Once our partner universities confirm which students have been nominated for studies at the IUBH, we receive the student applications and are in direct contact with exchange students to assist in pre-arrival and other matters.



⇒ **International students** who have met IUBH admission requirements and who have signed a contract to study at the IUBH may contact the International Office. We help with academic, pre-arrival and arrival matters. We also provide assistance for students who want to spend a semester at one of our partner universities. Our door is always open for all international students at the IUBH, and we are happy to help where needed. The IUBH was the first German university to teach all courses in the English language – and set a new standard for international education offered in Germany. International students have

the opportunity to study in English and at the same time to improve their German during their studies.



At the IUBH class size is limited to a maximum of 29 so that students can quickly develop a good working relationship with tutors and classmates. Outside of classes, a dedicated student support team is available to help students. Students also have regular one-to-one academic guidance meetings throughout their study programme.

When it comes to choosing a study course, internationality plays a crucial role for students. At the IUBH the international quality of its campus and study programmes is of central importance, a quality that is valued by over 95% of our students.

Studying at the IUBH makes careers in a global environment possible. We live out this credo in that English is the teaching language and the language used on our campus. We also impart internationality with many other distinguishing features:

- Our experts and faculty from around the world teach both technical know-how and soft skills
- We maintain multiple collaborations with partner universities in Europe, America, Australia and Asia



- At the IUBH languages in international demand are taught at advanced levels by native speakers and additional intercultural communication competence is developed
- There are currently students from over 60 countries on our campuses

For our students, our international commitment pays off in many ways. Approx. 75% of our graduates, for example, work successfully in an international environment, one third of them, in fact, abroad.



Please find a list of our partner universities all over the world:

	HPM 6 sem.	TMM 6 sem.	(I)A M	IEM	BIM	DD - ITM 7 sem.	DD - IHM 7 sem.	MI M
Europe								
Bilkent University, Ankara, Turkey	X	X						
Coventry University			X		X			X
Escola Universitaria d'Hoteleria I turisme St. POL, Barcelona, Spain	X							
NHTV Breda University of Applied Sciences, Breda, The Netherlands	X	X		X				
Griffith College, Dublin, Ireland			X		X			
Haaga University of Applied Sciences, Helsinki, Finland	X	X				X	X	

Institute of Technology Tallaght, Dublin, Ireland						X	X	
La Rochelle Business School, la Rochelle, France		X			X			X
Lucerne University of Applied Sciences and Arts, Lucerne, Switzerland		X			X			
Leeds Metropolitan University, Leeds, UK	X	X		X	X			
School of Tourism and Hospitality Management Sant Ignasi of Ramon Llull University, Barcelona, SPAIN		X						
Özyegin University, Istanbul, Turkey	X							
Samara State University of Economics, Samara, Russia								X
Universidad de les Illes Balears, Mallorca, Spain	X							
University of Information Technology and Management, Rzeszów, Poland	X	X	X		X			
University of Applied Sciences HTW Chur, Switzerland		X						
University of Brighton, Eastbourne, UK				X		X	X	

University of Derby, Buxton/Derby, UK	X	X		X	X			
Asia								
Bangkok University, Bangkok, Thailand	X	X						
Hong Kong Polytechnic University, Hong Kong, China	X	X						
University of Hong Kong, Hong Kong, China					X			
South America								
Universidad San Ignacio de Loyola, Lima, Peru	X	X						
Australia and New Zealand								
International College of Management, Sydney, Australia	X	X		X	X		X	
James Cook University, Townsville, Australia		X			X	X		
Massey University, Palmerston North, Neuseeland			X		X			
Victoria University, Melbourne, Australia	X	X		X		X	X	X
USA								
Michigan State University, East Lansing, USA			X		X			
Niagara University, Lewisten, USA						X	X	
Northern Arizona University, Flagstaff, Arizona, USA	X	X				X	X	

San Diego State University, San Diego, USA	X	X						
University of Maine, Orono, Maine, USA					X			X
University of South Florida Sarasota-Manatee, USA							X	

⇒ A **degree programme** at the IUBH gives you connections. A **strong global network** of partner universities helps you to establish lasting contacts, achieve long-term goals and realise ideas.



### ⇒ Students Exchange and Study Abroad










Student exchange or study abroad is part of the Bachelor-Abroad-Program IUBH School of Business and Management Bad Honnef · Bonn is offering individual semester abroad on an annual basis but also within the 6-semester Bachelor programmes.

The Bachelor Abroad program is provided in the courses of study International Hotel Management and International Tourism Management mandatory during the study and to graduate at one of the partner universities.

It involves two semesters academic study, whose content is adapted in two ways between the students and the universities involved (IUBH and Partner University). The aim of this academic year is the acquisition of skills that leads to each undergraduate degree from the partner university.

To this end, students receive from the partner university information on the acquired abroad programme. Together with the skills that are acquired at the International School, the students are able to meet the requirements for obtaining the bachelor's degree from the partner university as well as from the IUBH.

⇒ Our Partner universities in the Bachelor-Abroad-Programme:

DUAL DEGREE PARTNER UNIVERSITIES - IHM and ITM - MANDATORY YEAR ABROAD			
		IHM	ITM
<b>EUROPE</b>			
Haaga-Helia University of Applied Sciences (HH), Helsinki, FINLAND		✓	✓
Institute of Technology Tallaght (ITTD), Dublin, IRELAND		✓	✓
University of Brighton, School of Sport and Service Management (UB - SASM), Eastbourne, ENGLAND	* 	✓	✓
<b>AUSTRALIA</b>			
International College of Management (ICMS), Sydney, AUSTRALIA		✓	✓
James Cook University (JCU), Townsville, AUSTRALIA		✓	✓
Victoria University (VU), Melbourne, AUSTRALIA		✓	✓
<b>USA</b>			
Niagara University (NU), Lewiston/New York, USA		✓	✓
Northern Arizona University (NAU), Flagstaff/Arizona, USA		✓	✓
University of South Florida Sarasota-Manatee (USFSM), Sarasota/Florida, USA		✓	✓

⇒ During the last 2,5 years our students participated in the Bachelor-Abroad-Programme as following:

Name of the Partner University	2013-14	2014-15
University of Brighton	20	21
Haaga-Helia University of Applied Sciences	8	-
Institute of Technology Tallaght Dublin	12	3
Northern Arizona University	13	18
Niagara University	8	1
University of Florida Sarasota-Manatee	N/A	1
James Cook University, Townsville	1	1
International College of Management Sydney	27	13
Victoria University, Melbourne	4	3

At the moment we are – together with our partners – discussing the further development of Dual Degree options for bachelor and master students of International Management.

Within the Semester-Abroad-Programme a group of students is given a chance to complete a fully integrated semester abroad. After a selection only students are chosen who have successfully completed their studies in Bad Honnef – and were recommended at least 2 professors – before sending in an application.

Abroad options for students in International Management (MA) and International Aviation Management (BA) will further be established.

⇒ Moreover, we are part of the so called Erasmus+ programme - the new EU programme for education, training, youth and sport.

Erasmus+ (Key Action 1) started on 1 January 2014 and replaces previous funding programmes run by the European Commission in the area of the Lifelong Learning Programme. This programme will run from 2014-2020.

The programme includes three **key actions**:

**Key action 1** - Learning mobility for individuals

**Key action 2** - Cooperation for the support of innovation and the exchange of well-established practices

**Key action 3** - Political reform support

Erasmus+ has a budget of approximately €14.8 billion. By 2020, more than four million people will have benefited from the EU funds. The current seven-year programme is designed to improve skills and employability while also modernising the systems for education and job training and advancing services for children and youth. More information on Erasmus+ can be found on the European Commission's website.

Key Action 1: Learning Mobility of Individuals is all about providing opportunities for individuals to improve their skills, enhance their employability and gain cultural awareness. Students of IUBH School of Business and Management are able to spend a period of time in another participating country gaining valuable experience with the aim of increasing professional opportunities in the future.

Every Higher Education Institution (HEI) participating in the ERASMUS+ programme must have been awarded an ERASMUS+ University Charter (EUC) by the EU Commission. The Charter is proof that a higher education institution has fulfilled all the requirements to successfully take part in the ERASMUS Programme.

The ERASMUS+ programme covers funding for the following mobility instruments:

- Student Mobility for Studies (SMS)
- Student Mobility for Placements (SMP)
- Staff Teaching Assignments (STA)
- Staff Training Assignments (STT)

## LABOUR

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Being a renowned Business School it is especially important for us to promote and to implement international principles on **labour**, upholding the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour and particularly the elimination of discrimination in respect of employment and occupation.



We offer our students practical approach teaching success in life not only in the classroom. All IUBH professors must have successful professional business experience to be appointed at the IUBH. All courses are practically orientated; restaurants are run by students and industry projects are conducted by students and professors. The IUBH provides students with the skills for exceptional international careers. After 2 years, 80% of the graduates have management responsibilities and their salary rose 22%.

The success of students after graduation not only depends on skills, education, and assistance in the job search – but also on the job situation in the particular industry they want to work in. IUBH courses are selected in growing industries that can provide jobs for our graduates. Approximately 75% of the graduates work in an international environment. Of course, skill is necessary but not everything to start a career: students need to be found by companies and institutions that appreciate their skills. The IUBH conducts "CEO's lectures" where leaders from business and industry hold seminars on campus and students have the opportunity to interact with them directly. IUBH Career Services provides students with recommendations for internship placements and for jobs after graduation.

The IUBH is dedicated to top quality in its teaching, student services and placement of students in well-paying jobs. On a global level, the IUBH is one of only 10 universities recognised by Hotel Schools of Distinction (formerly Leading Hotel Schools of the World), and has also proudly received recognition by the United Nations. On the national level, official institutions have paid tribute to the IUBH's quality by granting accreditation for 10 years.





As already mentioned, being outstandingly praxis-oriented we prepare our students not only in the academic way – we help them to be professionally competitive. Therefore we developed a strong network of the so called Extra Curriculum Cooperation. Here are some important examples:

Aviation Management
Düsseldorf International
Lufthansa Aviation Center
Frankfurt Hahn Airport
Köln Bonn Airport
Fraport GmbH
Eurocontrol
AOPA
EASA

Airbus
Bombardier Aerospace Germany GmbH
Condor and Thomas Cook

Tourism & Event Management
Tourismus & Congress GmbH Bonn, Rhein-Sieg, Ahrtal
Reed Exhibitions Deutschland GmbH
Schloss Drachenburg gGmbH
ECPAT (End Child Prostitution, Pornography and Trafficking)
IMEX
Köln Messe GmbH
Geysir Andernach, Tourismus und Stadtmarketing.net
Verband Internet Reisevertrieb e.V.
ITB
Köln-Bonn Airport
WCCB World Congress Center Bonn
Pro Sky AG

International Management
Dr. Vogt, Berater im Versandhandel
Bankhaus Lampe KG
Hochtief GmbH
SEW Eurodrive GmbH
ABB Transformatoren
E-Bility GmbH

Enterprise: Rent a Car
Gutmark, Radtke and Company
caruising@ spritspartraining
Kühne +Nagel
MSS GmbH – Moderne Sonnenschutz-Systeme Glasarchitektur GmbH –

Hospitality
AIDA-Reisen
Althoff Hotels
AROSA / A_JA Resorts
CDIB*)
CJD Jugenddorf Christophorus Schulen
Deutsche Lufthansa AG
Deutsche Post AG
DRV e.V.
Emirates Academy
Ernst &Young
Europaschule HLF Krems
Flughafen Frankfurt Hahn
Flughafen Köln-Bonn
German Convention Bureau Frankfurt
GlobeGround Berlin
Helios Privatkliniken
Hilton Worldwide

Hotelschool The Hague
IHK Bonn Rhein-Sieg
Kempinski Hotels
Katholisch Soziales Institut (KSI) Bad Honnef
La Rochelle Business School (in preparation)
MCI Innsbruck
Messe Berlin (ITB)
Motel One Group (in preparation)
Phoenix-Reisen
Qatar Airways (in preparation)
Robinson Reise GmbH
SAP University Competence Center
Schloss Haagerhof
SIXT AG
Steigenberger Hotels
Thomas Cook Reisen
VIR
Zurich Global, Deutsche Herold

⇒ **Internships and professional experience** in general is part of our praxis-orientation. Telling the truth, professional experience in general is becoming more and more important and is almost taken for granted by many HR officials. In opposition to this, many newly created bachelor and master courses make it difficult for students to integrate an internship into their studies without „loosing“ a semester. Therefore, internships form an integral part of the academic study programmes at the IUBH School of Business and Management.

The internship is designed to enable students to gain insight into operations and management in their industry. It gives students the opportunity to apply theoretical knowledge, and gain

practical experience and soft skills within a relatively limited period of time. For all bachelor study programmes, students must complete one internship of at least 22 weeks. Students in the international double bachelor programmes are required to complete their internship abroad, the others in the country of their choice.

Our Career Services team provides assistance in finding an internship, and maintains contact with top-level companies in all areas in which students carry out internships, e.g. hotels, resorts, clubs, tour operators, trade fair and congress centers, event and marketing companies, airports and airlines, carriers, transport businesses and other service providers.

As the internship is part of the academic education process at the IUBH, each student participates in an Internship Information Session at the beginning of the semester before they start their internship. During and after the internship, the students will be in regular contact with Career Services and the academic personnel of the university.

Our additional trainings and personal consultations for students preparing for their internships or applying for jobs (interview trainings, application trainings, etc.) complete the range of services offered by Career Services. All trainings, information sessions and personal consultations are meant to support our students during their self-reliant search and the application process for internships and jobs.

**Career Services** strongly recommends all students to make use of the vast networking possibilities at the IUBH. By organising company presentations, where possible employers and partners get the chance to present themselves and get in touch with our students, and especially by hosting the annual job fair „Career Days“ on campus, Career Services provides the necessary infrastructure for our committed students from all over the world.

⇒ We also offer **Career Services for Companies** – if a company looks for qualified young people for internships, entry level job positions or other job vacancies, than you have come to the right place.

Our Career Services Team is prepared to assist them with the following:

- Corporate/company presentations on our campus in Bad Honnef
- Get-Together events with on campus catering
- Your participation on our Career Days programme
- Assessment center or selection interviews on our campus in Bad Honnef
- Company profiles in our job data base
- Cooperations/partnerships
- Vacancy announcements for:
  - Internships
  - Entry level job positions

- Positions for professionals

⇒ **Career Service for Students** looks as following:

We highly recommend our students to attend the various presentations about job opportunities, for example corporate presentations or “Information about Self-employment as an Option”.

The career path reports of alumni from our various degree programmes are also of high interest, as is the university’s “Career Days” programme. These events contribute significantly to the internship placements of our students, and also provide graduates with a platform to establish contacts and build networks. All IUBH students, from the first day on, are welcome to attend lectures of interest, learn new aspects about careers and explore their own professional options.

In any case, an important aspect of exploring career opportunities is the use of the IUBH network. This requires self-initiative to take advantage of the services offered and to attend the events and corporate presentations offered outside of the course curriculum. It can be a chance to meet representatives of an industry, ask specific questions and make contacts.

Initiative and motivation are the essential ingredients for moving successfully through the study programme and into a professional career.

The ability to present oneself, to accept and implement tips we can give, to take advantage of the services we offer, for example voluntary participation in an interview training workshop, in the end, all of these can be of decisive advantage in the job application process. Career services can help in many ways, but it can never substitute the student’s own commitment.

As a first test of self-initiative future students can opt to do an internship before they start their studies. This can give them a sense of orientation. Is this the right industry for me? Do I feel comfortable in the role as a service provider? What does the daily work routine look like? These essential questions can be answered by doing an internship while still at school, enabling one to then start their studies with more confidence and motivation.

As already mentioned before **Career Days** became a tradition at the IUBH since its founding. Today, it is an event that continuously grows.






During the two days of the Career Days 2015 fair on 11th and 12th November 2015 we were proud to host **representatives from over 65 companies** on the campus in Bad Honnef. All of them gave short presentations and provided IUBH alumni and students attending the career fair with the opportunity to interact directly with them. Usually many students and alumni make use of this extraordinary on campus-opportunity to meet potential employers and talk

to them about **internship and job opportunities**. The programme also includes an assessment centre and the chance to have interviews.





















In the last years the positive attitude of our students and alumni, the smooth organisation of the event by Career Services, the catering in our anno-restaurant and the efficient service support provided by our scholarship students always left a lasting positive impression on the guests. Some of our students and graduates even got commitments for an internship or permanent job position on the spot. Many other made valuable contacts for their future careers.

Our partners at IUBH Career Days on 11th and 12th November 2015:

 <p>BAYERISCHER HOF</p>	 <p>CARLSON REZIDOR HOTEL GROUP</p>	 <p>COMPASS GROUP</p>	
			
			
			
			



 A company of Lufthansa Cargo	 Unternehmensberatung		
 the standard for reputation		 PASTA   PIZZA   BAR	 VERBAND INTERNET REISEVERTRIEB WWW.V-I-R.DE
 HOTEL CAREER   GASTRONOMIE CAREER   TOURISTIK CAREER			

Further examples of our praxis-oriented studies are:

⇒ **Gala Dinner of our students**

As part of the practical training sessions of first semester Hotel Management and Event Management students, the students organize a Gala Dinner. These evenings in Bad Honnef and Bad Reichenhall are characterized by student creativity, uniqueness and fun.

Every Gala Dinner is a public event and has a theme, which is reflected in the performance. Each semester there are six to eight Gala Dinners, where guests can enjoy a four or five course meal of new and traditional cuisine.

Attending a Gala Dinner is a unique chance to experience hospitality and event management in practice at its best.



### ⇒ Christmas Market and Summer Festival

Each year there is an IUBH Christmas Market and Summer Festival on the university's St. Anno Park Campus. Both events are practical projects for Event Management students and are firmly integrated into the curriculum.

The organisation and implementation of these major events which attract an average of several hundred visitors a day, demands responsibility and assertiveness on the part of the students, promotes the ability to take an integrated overall view of a project, and requires undivided attention.

The events have established themselves firmly in the city life of Bad Honnef. The proceeds of both events benefit charities.



## ENVIRONMENT

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Herewith we promise to support a precautionary approach to **environmental challenges**, to undertake initiatives to **promote greater environmental responsibility** and to also encourage the development and diffusion of **environmentally friendly technologies**.

Talking about **environment** it is worth to mention our achievements on **Curriculum Integration** in the Field of Corporate Responsibility and Sustainability. Here are a few examples of the **implementation of the curriculum integration**:

- A module on Business Ethics and Corporate Governance (5 ECTS) within the programme MA in International Management
- A course on Sustainability in the Hospitality Industry (3 ECTS) within the programme BA in Hospitality Management
- Establishment of an organically certified vineyard on campus as a learning vehicle for hospitality-related courses
- Extracurricular programme Business plus/minus Ethics each semester in cooperation with the Catholic Social Institute Bad Honnef and the Chamber of Commerce Bonn/Rhein-Sieg
- And other activities

On a regular basis we use the results of a series of surveys and evaluations to continually improve our programme. These include:

- Surveys of prospective students and first semester students about the quality of the study advisory services
- Surveys of scholarship students
- Service evaluation among students with a focus on quality of teaching and services
- Evaluations of internship semesters and semesters abroad
- Surveys of students about their career goals and employer preferences
- Surveys of graduates

At IUBH effort is made to achieve curriculum integration with Business Sustainability by incorporating subjects of relevance in the curriculum to ensure student reciprocation to issues of saving our globe. Business Ethics & Corporate Governance, International Studies, Sustainability and Environmental Aspects can serve as one of our good examples because they are conducted as full credit courses, to generate complete awareness about such global impacting concepts.

⇒ As a good example for the above mentioned serves the Conference on Sustainability on Campus, realized by IUBH in 2011, under the auspices of the Minister of the Federal Ministry of the Environment, Nature Conservation, Building and Nuclear Safety Dr. Norbert Röttgen. Worth to mention is that the event got a great response in the press.

The conference topics based on following three pillars:

1. Service Management
2. Social Responsibility and Education
3. Research and Projects

In this context, we can highlight the message “to provide business leadership as a catalyst for change toward sustainable development, and to support the business license to operate, innovate and grow in a world increasingly shaped by sustainable development issues”.

Strong leaders and industry experts from different parts of the globe are invited to share their perspectives on such concepts. They present current issues on the event series “Honnef Business Talks”.

Here is a selection of previous guest lecturers and topics:

- Robert Etmans, CEO Human Resources and Board Service of Deutsche Bahn Fernverkehr - „Management in Theory and Practice exemplified by DB Fernverkehr AG”
- Gregor Gerlach, CEO Seaside Hotels/Chairman of the Board Vapiano AG - “Similarities and Differences between Seaside and Vapiano”
- Henry Hasselbarth, Emirates Airlines - “Dubai: Strategic Gateway and Future Hub”
- Hendrik Hollweg, Regional Lead Partner West Ernst & Young AG - “Wirtschaftsprüfung in Zeiten der Krise”
- Reiner Meusch, Berge und Meer Touristik, Stiftung Fly and Help - „From businessman to benefactor – The path to success is about people”
- Klaus-Jürgen Philipp, CEO Haus Rabenhorst - “Tradition and Modernity: Juice maker paces new routes”
- Donal Quinn, Healthcare Advisor Advent International - “How to build a successful career”
- Erich Sixt, Sixt AG - “You’re all we need – Take your Chance and discuss with Erich Sixt”
- Thies Sponholz, General Manager Hotel de Rome Berlin, Rocco Forte Collection - “Rocco Forte – The Art of Simple Luxury- Being a General Manager in an Unusual Collection”
- Jürgen Stackmann, Member of the Management Board Ford-Werke GmbH, “Ford Reloaded”
- Hermann Ude, CEO DHL Freight - „Success Factors in the Logistics Industry”
- Lutz Vogt, Managing Director German Convention Bureau - “Meetings made in Germany – Marketing for the meeting and conference destination Germany”
- Dr. Claudia Warning, Resort Manager International Programme, Evangelischer Entwicklungsdienst - “Supporting local economies – a way to sustainable development?”
- Rudolf Wöhrl, Rudolf Wöhrl AG
- Jürgen Wolter, GM Hyatt Regency Hong Kong - “Food and Beverage Services at the Hyatt HongKong”
- Markus Zahn, CEO Olimar - „Cooperation of Specialists”



⇒ **Environmental protection and sustainable development** is no longer possible without research. **Research** has always been playing an important role for the IUBH to enable a better understanding of corporations in the creation of sustainable social, environmental, economic and social values and maintaining of sustainable development.

On our web-site you can find a selection of publications by the IUBH School of Business and Management, such as:

- Bad Honnef Series on Service Management – Covers contemporary issues by focusing on specific questions in management.
- Best Thesis Award – Since winter semester 2008/2009 the Best Thesis Award has been presented to graduates, who achieved outstanding accomplishments in their final paper.
- Working Papers – Document the research results of lecturers at the IUBH.
- Conference Papers
- Other Publications

Please also find a list of recent papers, presentations, research projects and mentorships:

⇒ **Papers and Presentations of the Aviation Management Department:**

Brützel, C. (2014/15): Review of Single European Sky Initiative and Development of Recommendations in Order to enhance Implementation Process.

Vogel, H.-A. (2014): Airport Privatisation: Does it Help or Hinder in the Long Term? 37<sup>th</sup> Airport Economics & Finance Symposium, London.

Ehmer, H., Kromm, J., Symbolic Politics as a Matter of Airport Noise Mitigation Programs, ATRS Conference Bergamo 28<sup>th</sup> June 2013

Scheelhaase, J., Ehmer, H., Grimme, W., Maertens, S.: Vorschläge für eine deutschlandweit einheitliche Vorgehensweise in Bezug auf den Fluglärm, Präsentation, Bonn 20.2.2014

Ehmer, H.: Inclusion of Aviation under the European Emission Trading Scheme: Ethical Evaluation of Airline and State Reactions, GARS Workshop Air Transport and Climate Change, Worms 4<sup>th</sup> April 2014

Ehmer, H., Maertens, S., Giller, A.: Uncontrolled Growth or Uniform Regulation – the Case of Noise Surcharges at German Airports, ATRS World Conference, Bordeaux 17<sup>th</sup>-19<sup>th</sup> July 2014

Ehmer, H., Bück, S.: EU-Leitlinien für staatliche Beihilfen für Flughäfen und Luftverkehrsgesellschaften – Fokus deutsche Regionalflughäfen, IDRf-Herbsttagung 4.-5. November 2014 Mannheim

Ehmer, H., Desel, U.: Presentation of IUBH, Amsterdam University Meeting, 4<sup>th</sup>-5<sup>th</sup> February 2015

Ehmer, H., Ökonomisch-politische Einflussmöglichkeiten des Fluglärms: DLR-FAF-MIDAS-Workshop, Northeim 8.-10.9.2015

Dr. rer. pol. C. Evangelinos et al: EU Projekt ATARD – Air Transport And Regional Development (EU COST Action: TU 1408)

⇒ **Papers and Presentations of the Business Administration & Economics Department:**

Moura, F. T. (2015/2016). IUBH and Trivago: Coordination of a research project involving IUBH and Trivago (Dusseldorf).

In the first semester of this project ca. 50 students were participating in this project - they compared the behavior if diverse travel-planning-platforms. Now, more than 80 students are interested and actively participating in the course "Business and Marketing Research".

⇒ **Papers and Presentations of the Event Management Department:**

Jäger, D. (2014/2015): Markenmanagement für urbane Events



Prof. Dr. Mühlböck (2010/12): Education and Training Needs for International Exhibition Organizers, Studie in Zusammenarbeit mit dem Weltmesseverband UFI, Paris

- ⇒ **Research Projects of the Hotel Management Department:**
- ⇒ **Industry Projects & Cooperation**

In connection with the new established pillar (since WS 2014/15) "IUBH Corporate Programmes", the field of industrial projects and industry collaborations has intensively developed also in the Department of Hotel Management. So already existing cooperations with academic training programmes field were expanded. This means that the existing cooperation within the framework of "classical" cooperation priorities like research, also based on BA and MA work, or the mutual exchange of Professors and Lecturers have been intensified. The IUBH has close cooperation with such known hotel companies as Althoff Group, A & O Hotels, Hilton, Leonardo Hotels, Motel One, Oetker Collection, Starwood, RIMC International and many more...

- ⇒ **Research Projects & Cooperations**

In the context of long-term projects of the EU initiative COST "European Cooperation in Science and Technology" Prof. Dr. Willy Legrand and Philip Sloan organize annual meetings, composed of working - and research groups as well Management Committee on various topics of the Tourism, Wellbeing, Ecosystem Services and Environment.

COST (European Cooperation in Science and Technology) is Europe's longest-running intergovernmental framework for cooperation in science and technology funding cooperative scientific projects called 'COST Actions'. With a successful history of implementing scientific networking projects for over 40 years, COST offers scientists the opportunity to embark upon bottom-up, multidisciplinary and collaborative networks across all science and technology domains.

Last meeting took place on campus Bad Honnef from May 6<sup>th</sup> to 8<sup>th</sup> 2015. More than 50 participants took part in highly productive working sessions and general keynote sessions with the following topics:

- Prof. Dr. Helmut Wachowiak, Topic: "Tourism planning, local tourism products & medical tourism"
- Prof. Heather Hartwell, Topic: "Food, Terroir & Wellbeing"
- Nikki Rose, Topic: "Eco-Agritourism as a Means to Preserve Culture and the Environment"

The aim of such initiative is to explore, challenge and develop the interdisciplinary potentials of research in the fields of tourism, recreation, wellbeing, health and ecosystem services, as well as build bridges and promote knowledge transfer between the research, practitioner and policy-making communities, both across these knowledge areas and different European regions and contexts.

⇒ **Mentorship**

Delgado-Krebs, R., Coach of Lauren Schmidt, Meij Vos, Lisa Umann and Peter Simondy Muller, David Sudowe and Miriam in the EM Mise en Place Cup held in Maastricht, the Netherlands, February 2015

Legrand, W., Official Mentor of Mr. Patrick Kryzanowski, finalist at the Worldwide Hospitality Awards ceremony in the category Best Professional Success held at the InterContinental Le Grand in Paris, November 17, 2014

Sloan, P., Vincent Löffler and Laura Schöber's *Official Mentor*, runner-up in the Accor Take Off worldwide challenge competition June 2015.

Sloan, P. Torben Kock, David Klein and Dominik Flatten's *Official Mentor*, semi-finalists in the Hong Kong Polytechnic Challenge Cup held in Hong Kong, June 2015.

Sloan P., Bianca Breucker's *Official Mentor* finalist in the Hyatt Student Prize competition held at the Hyatt International, Paris, December 6th 2014

Sloan P., Norman Bechler's *Official Mentor* finalist in the CHME Young Guns competition held in London, May 2015.

⇒ **Research Projects of the Departments: Tourism Management and Event Management:**

WS 2012/13 – WS 2013/14: „IHK-Branchenreport Tourismus und Hotellerie Bonn/Rhein-Sieg“, in Kooperation mit der IHK Bonn/Rhein-Sieg, Bonn

WS 2013/14: „Studie zum Einfluss mobiler Endgeräte auf das Reiseerlebnis von Konsumenten“, in Kooperation mit seat4a GmbH & Co,KG, Hamburg

SS 2014: „Pilotstudie zu Entwicklungen im Online-Tourismus und Untersuchung zur Vorhersage des Buchungsverhaltens anhand psychographischer Variablen als möglichen Mehrwert für den Online-Tourismus-Vertrieb“, in Kooperation mit dem Verband Internet Reisevertrieb e.V., München

SS 2015: „IUBH Touristik Radar 2015: Konsumentenbefragung zum Thema „Pauschalreiserichtlinienänderung“, in Kooperation mit dem Verband Internet Reisevertrieb e.V., München

SS 2015: „Karriere und Konsum: Wie sieht der touristische Nachwuchs diese Schlüsselthemen jetzt und in der Zukunft aufgestellt?“, wissenschaftliche Unterstützung beim Aufbau des Nachwuchspanels des Travel Industry Clubs (TIC) und des Branchenmagazins „fww“ (Deutscher Fachverlag)

⇒ **Research Projects of the Event Management Department:**

Jäger, D. (2014/2015): Markenmanagement für urbane Events

Prof. Dr. Mühlböck (2010/12): Education and Training Needs for International Exhibition Organizers, Studie in Zusammenarbeit mit dem Weltmesseverband UFI

⇒ **Publications of the Aviation Management Department:**

Vogel, H.-A. (2013): Shareholder Value of European Airports. In: Airports and the Automotive Industry – Security Issues, Economic Efficiency and Environmental Impact. Nova Science Publishers, New York.

Ehmer, H., Kromm, J.: Symbolic Politics as a Matter of Airport Noise Mitigation Programs, INAIR Conference, Bratislava (Slovakia), 7<sup>th</sup> November 2013, conference proceedings, p. 27-34

Evangelinos, C. Mittag, M. und Obermeyer, A. (2015): Die ökonomischen Risiken einer zu naiven Marktliberalisierung – Der Fall des deutschen Fernbusmarktes, Zeitschrift für Verkehrswissenschaft, 85 (1), 65-90

Evangelinos, C., Püschel, R., Niemeier, H.-M. (2015): Special Interest Groups and Price Structure – An Application to Noise Charging at Zurich Airport (Under Review– Public Choice)

⇒ **Publications of the Business Administration & Economics Department:**

Böhlich, S. (2015): Auf dem Weg in die Netzökonomie, in: Personalwirtschaft 03/2015, S. 54-56

Grömling, Michael, 2015, Viele Wege zum Wohlstand, in: FAZ, Nr. 211, S. 16

Grömling, Michael, 2015, Kontinent der Unterschiede, in: VDMA-Nachrichten, April, S. 18–19

Grömling, Michael / Kolev, Galina / Matthes, Jürgen, 2015, Auswirkungen des Energiepreisverfalls auf den deutschen Außenhandel, Gutachten, Köln

Bardt, Hubertus / Grömling, Michael / Hüther, Michael, 2015, Schwache Unternehmensinvestitionen in Deutschland? IW-Policy Paper Nr 4/2015

Karl Lichtblau / Jürgen Matthes / Manuel Fritsch / Michael Grömling / Berthold Busch, 2015,

Manufacturing in Europe, A growth engine in the global economy, hrsg. von Institut der deutschen Wirtschaft Köln / Institut der deutschen Wirtschaft Köln Consult, Köln

Bardt, Hubertus / Chrischilles, Esther / Grömling, Michael / Matthes, Jürgen, 2014, Abhängigkeit gleich Verletzlichkeit? Energieimporte in Deutschland und Europa, Gutachten, Köln

Grömling, Michael, 2014, Deutsche Leistungsbilanz und Recycling der Petrodollars, in: IW-Trends, 41. Jg., Nr. 3, S. 123–136

Hubertus Bardt, Ralph Brügelmann, Jan Cholewa, Markus Demary, Michael Grömling, Michael Hüther, Galina Kolev, Rolf Kroker, Simon Krutsch, Jürgen Matthes, Jochen Pimpertz, Thomas Puls, Holger Schäfer, Thilo Schaefer, Die deutsche Wirtschaft im Stop-and-go-Modus – IW-Konjunkturprognose Herbst 2014, in: IW-Trends, 41. Jg., Heft 3, S. 21–71

Grömling, Michael, 2014, Lässt sich der Aufstieg von Nationen mit dem sektoralen Strukturwandel erklären?, in: ifo Schnelldienst, 67. Jg., Nr. 14, S. 3–7

Ralph Brügelmann, Jan Cholewa, Markus Demary, Michael Grömling, Michael Hüther, Galina Kolev, Rolf Kroker, Jochen Pimpertz, Holger Schäfer, Thilo Schäfer, Christoph Schröder, 2014,

Überschaubare Erholung in einem risikoreichen globalen Umfeld – IW-Konjunkturprognose Frühjahr 2014, in: IW-Trends, 41. Jg., Heft 1, S. 49–98

Grömling, Michael / Puls, Thomas, 2014, Infrastrukturmängel führen schon heute zu Beeinträchtigungen, in: Internationales Verkehrswesen, 66. Jg., Nr. 1, S. 34–36

Grömling, Michael, 2014, What drives manufacturing?, IUBH Working Paper, Nr. 10, Bad Honnef/Bonn

Bardt, Hubertus / Chrischilles, Esther / Fritsch, Manuel / Grömling, Michael / Puls, Thomas / Röhl, Klaus-Heiner, 2014, Die Infrastruktur in Deutschland, Zwischen Standortvorteil und Investitionsbedarf, IW-Analysen, Nr. 95, Köln

Institut der deutschen Wirtschaft Köln (Hrsg.), 2013, Industrielle Standortqualität. Wo steht Deutschland im internationalen Vergleich, Köln

Ralph Brügelmann, Markus Demary, Michael Grömling, Michael Hüther, Galina Kolev, Rolf Kroker, Jochen Pimpertz, Holger Schäfer, Thilo Schäfer, Christoph Schröder, 2013, Auftrieb mit wenig Rückenwind – IW-Konjunkturprognose Herbst 2013, in: IW-Trends, 40. Jg., Heft 3, S. 101–143

Moura, F. T., Gnoth, J., & Deans, K. R. (2012). The Effects of Localising Cultural Values on Tourism Destination Websites on Tourist's Willingness to Travel. In e-Review of Tourism Research (Vol. 10, No. 2, pp. 43-46). Texas A & M University Press.

Moura, F. T., Deans, K. R., & Gnoth, J. (2012). Does the Localisation of Cultural Markers Affect User's Destination image?. E-Review of Tourism Research, 10(2), 39-42.

Moura, F. T., Gnoth, J., & Deans, K. R. (2014). Localizing Cultural Values on Tourism Destination Websites: The Effects on Users' Willingness to Travel and Destination Image. Journal of Travel Research, 0047287514522873.

⇒ **Publications of the Hotel Management Department:**

Sloan, P., Legrand, W. and Hindley, C. (2015). The Routledge Handbook of Sustainable Food, Beverages and Gastronomy. Oxford: Routledge

Legrand, W., Sloan, P., Wagmann, C. and Rheindorf, L. (2014), From Output to Input: The Road from Energy and Carbon Emissions to Principles of Sustainable Hotel Design, in Jauhari, V. (Ed.) Managing Sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future. Waretown NJ: Apple Academic Press, 41-73. ISBN 978-1-926895-72-7

Legrand, W. and Sloan, P. (2014). "Hospitality and Sustainability: History, Dimensions and Developments", In Pantelidis, I. (ed.) The Routledge Handbook of Hospitality Management, Oxford, Routledge. ISBN 978-0-415-67177-4

Legrand, W. and Sloan, P. (2014). Sustainability and the Hospitality Industry: Dimensions, Developments and Outlook, in Zhou, Z., (Ed.) Volume on Hospitality and Tourism, Series on Western Research in the Humanities and Social Sciences, ACPSS Members, China Renmin University Press

Legrand, W. (in-press). Special Issue on Social Entrepreneurship in Hospitality, International Journal of Contemporary Hospitality Management (IJCHM),

Sloan, P, Legrand, W., and Simons-Kaufmann, C. (2014), A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies: A new business approach for industry. Worldwide Hospitality and Tourism Themes, 6(1), 51-61.

Sloan, P, Legrand, W., and Simons-Kaufmann, C. (2015), Township tourism in South Africa- a successful tool for poverty alleviation? Chapter 8; Advances in Hospitality and Leisure; Vol 11;

Sloan, P, Legrand, W. and Kinski, S. (2014). The Restorative Power of Forests: The Tree House Hotel Phenomena in Germany. EuroCHRIE Congress, Dubai, UAE, 07-09 October 2013

Sloan, P., Simons-Kaufmann, C. Legrand, and Perlick, N. (2014). Township tourism in South Africa – A successful tool for poverty alleviation?, International Conference, Cross-Cultural Issues in Tourism & Hospitality, Chania, Crete, Greece, 14-16 May 2014

Legrand, W., Sloan, P. and Scheifel, J. (2014). The Quest for Zero Energy Hotels: Current Status on Energy Sourcing of 3-Star Hotels in Germany. Council for Hospitality Management Education's (CHME) 23rd Annual Research Conference 2013, Buxton, UK, 28-30 May 2014

Website Development, Legrand, W., Sloan, P.: [www.sustainabilityinhospitality.com](http://www.sustainabilityinhospitality.com)

Sloan, P., Legrand, W. and Kinski, S. (2014) The Rise of the Tree House Hotel, UK Institute of Hospitality Magazine, Issue 36 (Winter 2014-15), pp. 36-38

Wilson-Wünsch, B., Beausearts, S., Tempelaar, D. & Gijssels, W. (2015). The Making of Hospitality Managers: The role of knowledge in the development of expertise. Journal of Human Resources in Hospitality & Tourism, 14, 153 – 176.

⇒ **Publications of the Tourism Management Department:**

Wachowiak, H.: Welterbe und Tourismus: Ausgewählte Forschungsergebnisse.- In: Quack, H.-D./Klemm, Chr. (Hrsg.): Kulturtourismus zu Beginn des 21. Jahrhunderts, Oldenbourg Verlag, München, 2013, S. 279 - 298 (mit Quack, H.-D.)

Wachowiak, H. (2014): Facets of research on the relationship between political borders and tourism.- In: Pechlaner, H./Jochmann, J. (eds.): Grenzüberschreitende Kooperationen im Tourismus. Strategien zur Produkt- und Angebotsentwicklung, Erich Schmidt Verlag, Berlin, 2014, S. 37-56

⇒ **Research Projects of the Event Management Department:**

Jäger, D. (2014): Studienskript Eventmanagement I – Bachelor, (Hrsg.): Internationale Hochschule Bad Honnef Bonn/ International University of Applied Sciences, Bad Reichenhall.

Jäger, D. (2015): Studienskript Eventmanagement II – Bachelor, (Hrsg.): Internationale Hochschule Bad Honnef Bonn/ International University of Applied Sciences, Bad Reichenhall

⇒ **Publications of the Dual Degree Studies:**

Herntrei, M. (2014): Die Wettbewerbsfähigkeit von touristischen Destinationen. Wettbewerbsfähigkeit durch Bürgerbeteiligung? Wiesbaden; Springer Gabler

Hilgers-Sekowsky, Julia (2015): Kooperationen zwischen Museen. Hemmnisse in der Zusammenarbeit und ihre Überwindung, Bielefeld, transcript Verlag.

Klein, A. (2014): Lifestyles of Health and Sustainability: Gestaltung touristischer Angebote unter Berücksichtigung der LOHAS, Hamburg: Verlag Dr. Kovac (TOURISTIK: Interdisziplinäre Beiträge zur Tourismuswissenschaft, Band 2).

Klein, A. / Rein, H. (2014): Die Bedeutung regionaler Produkte bei der touristischen Entwicklung am Beispiel von Lesbos (Griechenland). In: Zeitschrift für Tourismuswissenschaft, 6. Jg. (1), S. 107-112.

Klein, A. (2015): Nachhaltiger Konsum und Tourismus. In: Rein, H. / Strasdas, W. (Hrsg.): Nachhaltiger Tourismus, 1. Auflage, Konstanz / München, S. 161-194

Richter, N.: Personalmarketing im Wandel, in: WISU, Heft 1, 2014, S. 82-86

Zieske, V./Marx, S./Reinhardt, F./Käuffelin, K. (2014): Public follows Private. Orientierung für die öffentliche Hand, in: Assurance Magazin KPMG, 11/ 2014, S. 38-43.

⇒ **Papers / Conference visits**

⇒ **Papers / Conference visits of the Aviation Management Department**

Prof. Dr. Christoph Brützel (Nov. 2014): G.:A.R.S.: European Aviation Conference, Amsterdam , 6.-7-11,2014; Teilnahme Konferenz und Workshops.

Prof. Dr. Vogel (2014): 18th Air Transport Research Society World Conference, Bordeaux

Prof. Dr. Desel: Verschiedene Tagungen der IDRF Interessengemeinschaft der regionalen Flgplätze e.V.

Prof. Dr. Desel: Hamburg Aviation Conference (Feb. 2014)

Prof. Dr. Ehmer: Podiumsdiskussion zur Nachhaltigkeit im Luftverkehr zum CBS Aviation Symposium, Köln, 11.10.2013

Prof. Dr. Ehmer: GARS Aviation Students Workshop, Bremen 11.-12.7.2014

Prof. Dr. Ehmer: GARS Aviation Students Workshop, Amsterdam 4.-5.6.2015

Prof. Dr. Ehmer: 2x jährlich ADV Arbeitskreis Umwelt Sitzung jeweils 2 Tage, zuletzt 16.-17.9.2015 in Wien

⇒ **Papers / Conference visits of the Business Administration & Economics Department:**

02/2015 Prof. Dr. Claudia Bornemeyer, "Understanding Consumer Behavior", International Partners Conference, Ecole Supérieure de Commerce La Rochelle.

02/2014 Prof. Dr. Claudia Bornemeyer, "Organizational Buying Behavior", International Partners Conference, Ecole Supérieure de Commerce La Rochelle

Papers / Konferenzbesuche des Fachbereichs Hotelmanagement

Sloan, P, Legrand, W. and Kinski, S. (2014). The Restorative Power of Forests: The Tree House Hotel Phenomena in Germany. EuroCHRIE Congress, Dubai, UAE, 07-09 October 2013

Sloan, P., Simons-Kaufmann, C. Legrand, and Perlick, N. (2014). Township tourism in South Africa – A successful tool for poverty alleviation?, International Conference, Cross-Cultural Issues in Tourism & Hospitality, Chania, Crete, Greece, 14-16 May 2014

Legrand, W., Sloan, P. and Scheifel, J. (2014). The Quest for Zero Energy Hotels: Current Status on Energy Sourcing of 3-Star Hotels in Germany. Council for Hospitality Management Education's (CHME) 23rd Annual Research Conference 2013, Buxton, UK, 28-30 May 2014

Wilson-Wünsch, B. & Plattes, L. (2014). The Influence of a Service Culture on Positive Guest Experience and Customer Loyalty. Paper presentation EuroCHRIE Congress, Dubai, UAE, 07-09 October 2014.

Wilson-Wünsch, B. (2015). Fostering "Green" Education: A Practitioner's Innovative Project Example. Paper presentation Asia Pacific CHRIE Congress, Auckland, New Zealand, 10-13 June 2015.

⇒ **Papers / Conference visits of the Tourism Management Department:**

Janka Kensik: (2013): ITB Berlin

Janka Kensik: (2014): ITB Berlin

Janka Kensik (2015): fww Kongress, Essen

Prof. Dr. Helmut Wachowiak (2013): ITB Berlin (2013)

Prof. Dr. Helmut Wachowiak & Janka Kensik (2013): V.I.R. Innovationstage, Berlin (Jurymitglied & Sponsor)

Prof. Dr. Helmut Wachowiak (2013): IHK-Tourismus- und Kulturausschuss (Vortrag), Bonn

Prof. Dr. Helmut Wachowiak (2014): Friedrich Neumann Stiftung: „Der deutsche Mittelstand: Motor von Fortschritt und Wachstum“ (Vortrag), Brühl

Prof. Dr. Helmut Wachowiak (2014): „FIT'14 IX Fórum Internacional de Turismo – Oportunidades e Desafios dos Destinos Turísticos/Opportunities and Challenges for Tourist Destinations“ (Vortrag), Porto

Prof. Dr. Helmut Wachowiak (2014): ITB Berlin

Prof. Dr. Helmut Wachowiak & Janka Kensik (2014): V.I.R. Innovationstage, Berlin (Jurymitglied & Sponsor), Projektpräsentation „IUBH Touristik Radar 2015“

Prof. Dr. Helmut Wachowiak (2014): FLO-ERT Sustainable Tourism Workshop (Vortrag), Bonn

Prof. Dr. Helmut Wachowiak (2014): 11. Hessischer Bädertag (Vortrag), Upland

Prof. Dr. Helmut Wachowiak (2015): ITB Berlin - ITB Kongress: Keynotepanel der DGT (Podiumsteilnehmer), Berlin

Prof. Dr. Helmut Wachowiak & Janka Kensik (2015): V.I.R. Innovationstage, Berlin (Jurymitglied & Sponsor)

Prof. Dr. Helmut Wachowiak (2015): EU-COST Meeting „Tourism, Wellbeing and Ecosystem Services“ (Keynote Presentation), Bad Honnef

⇒ **Working Papers in preparation:**

Evangelinos, C. Tscharaktschiew, S., Marcucci, E.: The Effect of Parking Cash-Out on the Individual Mode Choice (to be submitted in: Regional Science and Urban Economics)

Evangelinos, C. Staub, N.: Parking charges and the Tourists' Airline/Airport Choice (To be submitted in: Journal of Tourism Management)

Evangelinos, C., Schmeißer, C.: Public Transit Accessibility and the Individual Choice of Residential Location (To be submitted in: Journal of Transport Geography).

Evangelinos, C., Just, R. und Hesse, N.: On the Tourists' Willingness to Pay for City-Cards – A flexible Parametric Choice Modeling Approach (To be submitted: The Annals of Tourism Research)

Evangelinos, C. Obermeyer, A.: Why should cities apply a zonal parking charging scheme?

Evangelinos, C. Szilvay, S., Vogel, H.A., Airline Market Power and Airport Regulation

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Last but not least as an example of sustainability is the Grape Society:

⇒ **Grape Society**





The Grape Society remains an independent “wine-club”, founded in the fall of 2012 by the Hotel Management (Prof. Dr. Willy Legrand) together with Hotel- and Tourism students of the campus Bad Honnef. The club exists because of the initiative of the students resulting in wine-testing seminars mainly from grapes sustainable produced in Europe, visiting seminars of known German winegrowers, learning the sales strategy of discounters etc.

During the last 2 years the society dealt with such topics as: Riesling, East European wines, Bordeaux, Food Pairing, Sensors, Exclusivity, Portugal, Spain, Toskana and others.

## ANTI-CORRUPTION

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The IUBH is the center of competence for Business Administration and Service Management, working **against corruption** in all of its forms by promoting a high ethical standard both on campus and globally. It stands for well-founded, sound scientific study and focuses particularly on promoting the work ethic and service mentality of the students. Talking about **anti-corruption measures** we fully agree that every business should work against corruption in all its forms, including extortion and bribery. We definitely see ourselves a good example of the implementation of such measures because of transparency of decision-making, equal rights for all, non-discrimination (socially, ethnically, physically etc).

Therefore we stand for equal rights for all, well-developed structure, non-discrimination, transparency in decision-making and improvement of ongoing processes. To realize such important goals and missions we have a well-developed structure:

### ⇒ **Advisory Board:**

The close connection between the International University of Applied Sciences Bad Honnef · Bonn (IUBH) and the international service sector makes a decisive contribution to keeping the contents of individual courses of study oriented to the actual needs and developments in this international area of business. The advisory board of the IUBH is composed of leading representatives from the tourism and transportation sector, such as tour operators, cruise lines, hotels and airlines, renowned academics as well as personalities from politics and society at large.

The goal of the expert advisory board and its top-level members is to use their extensive network and extraordinary pool of experience to promote the continual development of the IUBH and to a large extent ensure that IUBH students are given the quality preparation necessary to meet the high demands of the service sector. The regular dialogue between campus and business is an essential contribution to tailoring the courses to the current needs of an increasingly globalized industry.

To find out more about our Advisory Board, please have a closer look here: [http://www.iubh.de/en/career-network/advisory-board-.php?p\\_id=1973](http://www.iubh.de/en/career-network/advisory-board-.php?p_id=1973).

⇒ **Rectorate:**

- Prof. Dr. Peter Thuy (Rector)
- Prof. Dr. Patrick Geus (Prorector IUBH Campus Programmes)
- Prof. Dr. Holger Sommerfeldt (Prorector IUBH Distance Learning)
- Prof. Dr. Claudia Bornemeyer (Prorector Quality Management)
- Prof. Dr. Karsten Leibold (Prorector Teaching, Examination and Further Studies)
- Prof. Dr. Kurt Jeschke (Prorector Corporate Programmes)
- Georg Ummenhofer (Chancellor)

The Rectorate meets on a regular basis every month. Every session includes inter alia operational aspects of university management, academic issues and current problems as well as initiatives for further development of the university and measures to improve ongoing processes.

⇒ **Department Heads:**

Name	Department
Philip Sloan, M.B.A.	Hospitality Management
Prof. Dr. Michaela Seybold	Business Administration & Economics
Prof. Dr. Ulrich Desel	Aviation Management
Claudia Schild-Franken	Languages and Communication
Prof. Dr. Helmut Wachowiak	Tourism and Event Management

The Department Head Conference / Meeting serves the cooperation between departments and University Management.

The department heads and the Prorector for Teaching and Quality discuss monthly – within each semester – the actual development both subjects within the IUBH.

**List of all Professors and Lecturers of the IUBH:**

	Title	Name	Surname	Denomination
1.	Prof. Dr.	Assmus	Daniel	Marketing & Communication
2.	Prof. Dr.	Beilharz	Hans-Jörg	Economics
3.	Prof. Dr.	Berkel	Georg	Business Administration & Recht
4.	Prof. Dr.	Böhlich	Susanne	International Management
5.	Prof. Dr.	Bornemeyer	Claudia	Service Management & Marketing
6.	Prof. Dr.	Brückmann	Tobias	Wirtschaftsinformatik
7.	Prof. Dr.	Brützel	Christoph	Aviation Management
8.	Prof. Dr.	Desel	Ulrich	Aviation Management
9.	Prof. Dr.	Ehmer	Hansjochen	Aviation Policy
10.	Prof. Dr.	Evangelinos	Christos	Economics & Quantitative Methods
11.	Prof. Dr.	Gade	Christel	International Management
12.	Dr.	Gambarte	Ernesto	Produktion- und Logistikmanagement
13.	Prof. Dr.	Geus	Patrick	Marketing Management
14.	Prof. Dr.	Goffe	Peter	Hospitality Management & Marketing
15.	Dr.	Gomez Mata	Javier	Allgemeine Betriebswirtschaftslehre
16.	Prof. Dr.	Grömling	Michael	Economics
17.	Prof. Dr.	Herold	Jörg	Quantitative Methoden
18.	Prof. Dr.	Herntrei	Marcus	Tourismuswirtschaft
19.	Prof. Dr.	Hindley	Clare	English & Communication
20.	Dr.	Huxold	Stephan	Allgemeine Betriebswirtschaftslehre
21.	Dr.	Hilgers- Sekowsky	Julia	Allgemeine Betriebswirtschaftslehre
22.	Prof. Dr.	Isselstein	Franz	Finance & Accounting
23.	Prof. Dr.	Jeschke	Kurt	Service Management & Marketing

	Title	Name	Surname	Denomination
24.	Dr.	Kiehne	Nadja	Steuern und Prüfungswesen
25.	Dr.	Klein	Anna	Tourismuswirtschaft
26.	Prof. Dr.	Kollruss	Thomas	Steuern und Prüfungswesen
27.	Dr.	Kolibius	Mischa	Marketing Management
28.	Prof. Dr.	Lac	Visieu	Quantitative Methods & Economics
29.	Prof. Dr.	Legrand	Willy	Hospitality Management
30.	Prof. Dr.	Leibold	Karsten	Aviation Management
31.	Prof. Dr.	Lundszien	Dietmar	Management nachhaltiger Energien
32.	Prof. Dr.	Möller	Claudia	Tourism Management
33.	Prof. Dr.	Mühlböck	Astrid	Event Management
34.	Dr.	Neunert	Thomas	Gesundheitsmanagement
35.	Dr.	Panzer	Jochen	Marketing Management
36.	Dr.	Pieper	Jan	International Management
37.	Prof. Dr.	Richter	Nicole	Allgemeine Betriebswirtschaftslehre
38.	Prof. Dr.	Sälzer	Gerhard	Business Administration & Corporate Finance
39.	Dr.	Neumann	Peter	Tourismuswirtschaft
40.	Prof. Dr.	Seybold	Michaela	Financial Accounting & Taxation
41.	Prof. Dr.	Sommerfeldt	Holger	Service Management
42.	Prof. Dr.	Schulke	Arne	Management, Accounting & Control
43.	Prof. Dr.	Tigre Moura	Francisco	Online Marketing & Business Administration
44.	Prof. Dr.	Thuy	Peter	Economics & Service Management
45.	Prof. Dr.	Vogel	Hans-A.	Aviation Management
46.	Prof. Dr.	Wachowiak	Helmut	Tourism Management
47.	Prof. Dr.	Weber	Maren	Business Administration

	Title	Name	Surname	Denomination
48.	Dr.	Weber	Susanne	Allgemeine Betriebswirtschaftslehre
49.	Prof. Dr.	Welker	Carl B.	Business Administration
50.	Prof. Dr.	Warning	Hans Olaf	Management, Accounting & Control
51.	Dr.	Wittmann- Wurzer	Annegret	Hotelmanagement
52.	Prof. Dr.	Zhou-Brock	Josephine	Strategic Hospitality Management
53.	Dr.	zur Oven- Krockhaus	Ina	Tourismuswirtschaft

#### Lecturers for special assignments:

	Title	Name	Surname	Denomination
1.	Dr.	Delgado-Krebs	Rose	Hospitality Accounting
2.	M.A.	Roberts	David	Language Department
3.	Mag. Phil.	Schild-Franken	Claudia	Language Department
4.	M.B.A.	Sloan	Philip	Hospitality Management
5.	M.B.A., M.A.	Sylwestrowicz	Magda	Language Department

#### Lecturers and Research Assistants:

	Title	Name	Surname	Denomination
1.	Dipl.- Oec.	Jäger	Dieter	Event Management
2.	Dipl.- Kfm.	Sulzbach	Michael	Audit & Taxation
3.	MSc., MEd	Wilson-Wünsch	Beverley	Hospitality Management

There is something special about studying at the IUBH - this is well reflected in the extensive services we offer and in the attitude of our colleagues. The professors and faculty of the IUBH stand behind the excellent education of our students.

The quality of an academic education depends to a large extent on the professors and lecturers, and that is why we set the highest standards for our teaching staff. These include academic reputation and excellent specialist knowledge, as well as sound practical experience and an international orientation.

With its global network and consequent use of English as the language of instruction the IUBH is not only attractive to students from abroad, but also lecturers and staff come from around the world to share their knowledge.

Whether from Australia, the USA, Asia or Germany our professors and lecturers provide the preparation our students need to fulfil future international management responsibilities in our dynamic, ever-changing global economy.

#### ⇒ **Students' Office**

Whenever a student has a question, a problem or any other issue during his or her stay on the campus, the Students' Office is the first port of call for any administrative questions, i.e. matriculation certificates, information on timetables or registration for examinations. For all these matters the Students' Office is just the right place.

In addition, the Students' Office organises the so-called "Intro Week". During the "first" week of studies, students are introduced to life on campus and instructed in important working techniques and fields of study. It is also the perfect opportunity to get to know each other.

#### ⇒ **Student Support Team**

The goal of our Student Support Team at the IUBH (Prof. Dr. Claudia Bornemeyer, Mr. Roberts, Mrs. Claudia Schild-Franken, Mr. Philip Sloan) is to help students achieve the maximum benefit from their university life on campus. We assist students not only in relation to their academic achievements but also in their social and personal development. In circumstances where students are experiencing difficulties with their studies, we are the intermediary between the



student body and the University's faculty and administration. In the first few weeks of the new semester, each study group elects a student representative whose job is to bring group problems to the attention of the Student Support Team.

At the moment we are offering the following fields of study/qualifications at the Bachelor and Master level:

**Bachelor programmes:**

- International Hotel Management
- Hotel Management
- International Tourism Management
- Aviation Management
- Int. Business Administration
- Int. Event Management
- Int. Aviation Management
- Int. Marketing Management

**Bachelor programmes as distance learning:**

- Business Administration
- Financial Management
- Health Management
- Marketing
- Human Resource Management
- Business Law
- Economic Computer Science

**Master programmes:**

- International Management (MA)
- Transport & Logistic Management (MA)
- Int. Business (MBA)
- Int. Marketing Management
- Int. Human Resource Management
- Int. Finance & Accounting
- Int. Aviation Management
- Int. Hospitality Management
- Int. Health Care Management

## Duale Degree Studies:

- IT-Management
- Tourism Management (BA)
- Production- & Logistics Management (BA)
- Business Administration (BA)
- Marketing Management (BA)
- Int. Management (BA)
- Health Management (BA)





## Members of the Senate of the IUBH as of February 2016:

Representatives of the Rectorate
1. Prof. Dr. Claudia Bornemeyer, Prorector
2. Prof. Dr. Kurt Jeschke, Prorector
3. Prof. Dr. Karsten Leibold, Prorector
4. Prof. Dr. Patrick Geus, Prorector
5. Prof. Dr. Holger Sommerfeldt, Prorector
6. Prof. Dr. Peter Thuy, Rector
7. Georg Ummenhofer, Chancellor
Representatives of Professors
8. Professor Dr. Daniel Assmus, IUBH School of Business & Management
9. Professor Dr. Susanne Böhlich, IUBH School of Business & Management
10. Professor Dr. Richter, IUBH Duales Studies, Duesseldorf
11. Professor Dr. Gerhard Sälzer, IUBH School of Business & Management
12. Professor Dr. Michaela Seybold, IUBH School of Business & Management
13. Professor Dr. Helmut Wachowiak, IUBH School of Business & Management
Academic representatives
14. Ulrike Boller, IUBH Distance Learning
15. Dieter Jäger, IUBH School of Business & Management
16. David Roberts, IUBH School of Business & Management
Non-academic representatives
17. Tim Kaltenborn, IUBH School of Business & Management
18. Kerstin Piltz, IUBH School of Business & Management
19. Ulrike Wunder, IUBH School of Business & Management
Students Body
20. Michael Aman, IUBH Distance Learning
21. Ann Katrin Gansebohm, IUBH Distance Learning
22. Benjamin Grimm, IUBH Distance Learning

⇒ **The Senate** is the highest ranking body at the IUBH and has the final competence in the academic administration of the university.

This includes among other subject statements on basic questions concerning research, teaching, evaluation and cooperation and the basic strategic alignment. The Senate also discusses the academic report of the Rector and the evaluation report of the Prorector concerning quality of teaching and research and presents recommendations for research, teaching and studies of the university or topics of basic importance.

For us it is very important to involve students, to hear their opinion, to help their needs, to improve our communication and implementation of processes.

⇒ For legal questions and related problems we have an **Examination Board** – it consists out of academic and non-academic representatives, legal staff and students. Every case is considered carefully within the monthly Examination Board session. Every request gets an written response having legal power.

Once a semester there is a so-called **Semester Conference**. Every staff member is cordially invited to participate. Following topics are presented and discussed:

- Current news from IUBH Management
- Development and new colleagues
- Ongoing Accreditation
- Outlook
- Important information from IUBH Corporate Programmes
- Report SAS
- Report International Recruitment
- Online Evaluation / Preview Teaching Quality
- And other relevant topics

⇒ **Patrons Association** - Gesellschaft der Förderer der Internationalen Hochschule Bad Honnef · Bonn e.V.

Financial support in the form of scholarships, grants and other benefits, both academic and material, serves to secure the long-term future of the IUBH School of Business and Management. The association uses such means to achieve its aims of:

- Promoting joint projects of the university and its faculties with companies from the business sector and public bodies
- Promoting the exchange of experience between science and day-to-day practice



- Maintaining and deepening contacts between German and foreign organisations or institutions
- Enabling events to be held involving personalities from business and politics and thus
- Securing in the long run the core tasks of the International University of Applied Sciences Bad Honnef · Bonn, research and tuition.

⇒ IUBH Sponsors

The IUBH School of Business and Management is proud of its long-standing tradition of sponsorship with the following high-caliber companies.

These firms are not only our sponsors, but have also been our partners for many years. What is more, they are always there to help when it comes to initiating various projects, both on and off campus. We would therefore like to express our thanks to the following companies:



⇒ Open Campus Day

Open Campus Day is the best opportunity for you to get a comprehensive overview of the university and our degree programmes.

Our Open Campus Day programme offers **informational presentations, open lectures, campus tours, internship reports, project presentations** and lots more. On this day, our professors, staff and students are here to welcome you and to answer your individual questions. Your culinary needs are also well taken care of.

We also welcome those who are interested in our **master programmes** to learn more about our degrees programmes at the master level.



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⇒ **IUBH Rankings & Certifications**

Our university regularly receives top grades in university rankings. Recognized partners- and memberships guarantee the top quality of the university and our programmes:

⇒ **CHE University Ranking**

The CHE University Ranking is one of the most well known rankings in Germany. In regular intervals the "Centre for Higher Education and Development" (CHE) rates universities according to their different specialisations. In the field of business administration the International University Bad Honnef-Bonn (IUBH) consistently ranks in the top group. In the [CHE Ranking 2014](#) the IUBH achieved outstanding results and positioned itself in the field of business administration as **Germany's best private university of applied science** with the most rankings in the top group.



More information about CHE University Ranking can be found under [www.che-ranking.de](http://www.che-ranking.de).

⇒ **The German Council of Science and Humanities - Wissenschaftsrat**

The German Council of Science and Humanities (Wissenschaftsrat) provides advice to the German Government on the structure and development of higher education and research. The council has granted us institutional accreditation for 10 years, the longest possible period. This is the best evaluation the council can award, and signifies that we provide services in teaching and research that meet established academic and scientific standards.



Find more information on the German Science and Humanities Council on [www.wissenschaftsrat.de](http://www.wissenschaftsrat.de).

⇒ **FIBAA**

All IUBH study programmes are of course also accredited by an independent agency, namely by the Foundation for International Business Administration Accreditation (FIBAA). Accreditation is only granted when the content and structure of a study programme meets all the quality requirements of the accrediting agency. The FIBAA thus acts as a kind of official inspector for academic education. The accreditation is renewed every four to five years - a guarantee for the quality of our teaching. The FIBAA only issues its golden Premium Seal in very rare cases. The IUBH recently received this award for five of its study programmes. This makes **IUBH the first university in Germany to be awarded five premium seals.**



More information about FIBAA can be found under [www.fibaa.org](http://www.fibaa.org).

### ⇒ WiWi Talents

The WiWi-Talents Programme of WiWi-Media AG was established to give students studying economics and related fields support and to promote inter-regional networking between companies and future young professionals.

In 2015 an IUBH student of Tourism Management was invited to take part in the highly gifted programme. In addition to outstanding academic performance in their study programme, admission to the programme requires that the candidate has goal oriented career plans, international and practical experience as well as social and community involvement.



### ⇒ Hotel Schools of Distinction

The "Hotel Schools of Distinction" (formerly "Leading Hotel Schools of the World") is a global alliance of renowned universities with specialisations in the field of Hospitality Management. It currently has ten membership institutions. This includes the IUBH as a founding member. The IUBH is the only Hotel School of Distinction in Germany.



For more information about "Hotel Schools of Distinction" see [www.hotelschoolsofdistinction.com](http://www.hotelschoolsofdistinction.com).

### ⇒ UNWTO.Tedqual

The UNWTO.Tedqual certification is given to the world's leading tourism programmes by the United Nations' World Tourism Organisation.

The IUBH was awarded the certificate as the first, and so far only, university in Germany for the study programmes International Tourism Management and Tourism and Travel Management.



Find more information on UNWTO.Tedqual on [themis.unwto.org/en/content/unwtotedqual](http://themis.unwto.org/en/content/unwtotedqual).

## CONCLUSION

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We are proud being part of the world's largest corporate sustainability / corporate social responsibility initiative. We proclaim to also in future support two main objectives:

- Mainstream the ten principles in business activities around the world;
- Catalyse actions in support of broader UN goals, such as the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs).

Moving forward, as a signatory of The UN Global Compact we are deeply engaged and enthusiastic in supporting work towards the SDGs.

Plans for sustainable and socially responsible development for the future period:

- To continue the development, implementation and promotion of the principles of sustainable and socially responsible development among the IUBH staff, its students and beyond the IUBH
- To increase the IUBH's participation in international organizations and associations, as well as the amount of events held jointly with partner organizations and associations
- To continue international efforts in attracting foreign students for enrolment in the main study programs of the IUBH
- To continue expanding the range of students' opportunities to get involved in practical work at enterprises of the relevant sectors and expanding links with the business enterprises
- To continue organizing and participating in conferences and seminars focused on sustainable and socially responsible development, as well as continue participating in grant programmes and projects
- To increase the number of research publications of lecturers on sustainable and socially responsible development in internationally recognized cited editions, retaining the amount of academic and research publications on sustainable and socially responsible development at the level of previous years
- To continue holding events focused on sustainable and socially responsible development on campus
- To continue improving the quality of the study process and the IUBH's administration, based on the principles of sustainable and socially responsible development
- To continue holding meetings to discuss the problems of sustainable and socially responsible development at the Academy with the participation of students
- To prepare self-assessment reports of programmes and fields of study, taking into account the principles of sustainable and socially responsible development
- To enhance participation of the Academy representatives in events held by partner organizations and associations, as well as by business representatives
- To continue involving student activists in events focused on environment protection

“At the UN Global Compact, we believe it’s possible to create a sustainable and inclusive global economy that delivers lasting benefits to people, communities and markets. To make this happen, the UN Global Compact supports companies to:

- 1. Do business responsibly by aligning their strategies and operations with *Ten Principles* on human rights, labour, environment and anti-corruption; and
- 2. Take strategic actions to advance *broader societal goals*, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.”

That as well is our vision.

Following the September 2015 agreement of the United Nations Global Goals for Sustainable Development (SDGs), to be achieved by 2030, it is recognised that Universities have a key role to play in achieving the SDGs through their influence on current and future leaders and communities in business and society, principally through research, education, campus and extra curricula activities and external engagement.



The IUBH can identify its role in relation to a number of the Global Goals, for example the SDG’s on Poverty, Health & Wellbeing, Quality Education, Inequalities, Decent Work, Climate Action and Peace & Justice. In moving forward, we recognise that the SDG Compass (published by the UN Global Compact, the World Business Council for Sustainable Development and the Global Reporting Initiative) will provide a useful guide for setting out our work and activities.

