

Bustamante | Saltevo | Schmitz | Martinovic [Eds.]

Shaping a Sustainable Future

Innovative Teaching Practices for
Educating Responsible Leaders



Nomos

edition
sigma



Hochschule für Wirtschaft und Recht Berlin – Forschung
Berlin School of Economics and Law – Research Series

Edited by

Prof. Dr. Christoph Dörrenbächer
Prof. Dr. Marianne Egger de Campo
Prof. Dr. Olaf Resch
Prof. Dr. Peter Ries
Prof. Dr. Birgitta Sticher

Volume 72

The series *HWR Berlin Forschung* follows on from the series *fhw forschung* of the former *Fachhochschule für Wirtschaft Berlin*, from which the *Hochschule für Wirtschaft und Recht Berlin* emerged in 2009.

Silke Bustamante | Ellen Saltevo
Marina Schmitz | Martina Martinovic [Eds.]

Shaping a Sustainable Future

Innovative Teaching Practices for
Educating Responsible Leaders



Nomos

edition
sigma



The **Deutsche Nationalbibliothek** lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available on the Internet at <http://dnb.d-nb.de>

ISBN 978-3-8487-8515-5 (Print)
978-3-7489-3309-0 (ePDF)

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library.

ISBN 978-3-8487-8515-5 (Print)
978-3-7489-3309-0 (ePDF)

Library of Congress Cataloging-in-Publication Data

Bustamante, Silke | Saltevo, Ellen | Schmitz, Marina | Martinovic, Martina
Shaping a Sustainable Future
Innovative Teaching Practices for Educating Responsible Leaders
Silke Bustamante | Ellen Saltevo | Marina Schmitz | Martina Martinovic (Eds.)
455 pp.
Includes bibliographic references.

ISBN 978-3-8487-8515-5 (Print)
978-3-7489-3309-0 (ePDF)

edition sigma in the Nomos Verlagsgesellschaft

1st Edition 2022

© The Authors

Published by
Nomos Verlagsgesellschaft mbH & Co. KG
Waldseestraße 3–5 | 76530 Baden-Baden
www.nomos.de

Production of the printed version:
Nomos Verlagsgesellschaft mbH & Co. KG
Waldseestraße 3–5 | 76530 Baden-Baden

ISBN 978-3-8487-8515-5 (Print)
ISBN 978-3-7489-3309-0 (ePDF)
DOI <https://doi.org/10.5771/9783748933090>



Onlineversion
Nomos eLibrary



This work is licensed under the Creative Commons Attribution 4.0 International License.

ACKNOWLEDGEMENTS

This book was realized in the collaboration of 46 educators and researchers who contributed to this book. For all the contributors, we would like to express our respect and gratitude for the intellectual insights and practical examples on implementing sustainability and responsibility teaching in Higher Education Institutions globally.

This book was carried out within the EFFectiveness Of Responsibility Teaching (EFFORT) project co-funded under the Erasmus+ KA2 framework that includes six European partners: Hochschule für Wirtschaft und Recht Berlin (Germany), University of the Basque Country UPV/EHU (Spain), University of Bari Aldo Moro (Italy), CBS International Business School (Germany), Budapest Business School (Hungary) and LUT University (Finland). For the entire project team, thank you for your guidance and support.



Co-funded by the
Erasmus+ Programme
of the European Union

ABOUT THE EFFORT PROJECT

Sustainable development and the responsibility of political, corporate and other actors for solving current social and environmental problems is one of the top priorities of international organizations such as the UN (UN Agenda 2030) and the European Union (EU Sustainable Development Strategy) as well as national and local governments. Higher Education Institutions (HEIs) are of the utmost importance in educating responsible future decision makers. The UNESCO took up this idea by promoting concepts of “Education for Sustainable Development”. In line with this, there is an increasing number of educational formats that are designed with the aim of fostering awareness for Corporate Social Responsibility (CSR), changing attitudes and influencing the behaviour of individuals.

Against this background, the objective of the EFFORT project is to develop different instruments that support HEIs in increasing the effectiveness and quality of their sustainability-, CSR-, and/or ethics-related teaching. Beside the present book, those include the following:

- a tool for controlling the effectiveness of teaching formats,
- a self-evaluation tool allowing HEIs to assess the level of maturity of integrating social responsibility and sustainability and to benchmark themselves against other institutions,
- three new and innovative teaching formats (which are also described within the book),
- a statistical analysis report on the effectiveness of different innovative CSR-, ethics- and sustainability-related teaching formats as well as influencing factors, and
- a guideline with recommendations for the design of curricula and teaching formats.

All EFFORT project produced instruments are open access and can be found on the following website: <https://effort.lehre.hwr-berlin.de/>



Co-funded by the
Erasmus+ Programme
of the European Union

FOREWORD

The title and subtitle of the book “Shaping a Sustainable Future: Innovative Teaching Practices for Educating Responsible Leaders” could be easily reversed without losing their meaning.

Being a leader means having the possibility to lead or mislead, and to be in the position to destroy or to build, or in terms of this book, “to shape a sustainable future”. Higher Education Institutions (HEIs) have been researching and exploring ethics and diversity for decades, countless seminars and conferences on these topics have been organized, and the number of specialists in these fields grows every day. So, we must ask ourselves, where is the problem?

The reality is that for some reason we do not progress to make these issues part of the leadership DNA in our educational activities. Educators are generally not prepared to integrate sustainability, ethics, and responsibility into their curricula. There is a lack of appealing examples and materials; appealing to educators and (future) leaders.

This book contributes to solving the above-mentioned shortages. It opens insights into teaching formats in the area of sustainability and responsibility, and it informs about the applied sustainable practices. It shows, how to teach sustainable marketing, sales, finance, engineering, and more. The reader gets answers on how to teach ethics, diversity and inclusion, how to do business differently, and learn about many other related topics. The book is not meant as a book of “recipes”. It helps educators to find ways to create “Innovative Teaching Practices for Educating Responsible Leaders”, all with the aim of “Shaping a Sustainable Future”.

Danica Purg

Professor of leadership and effective management at IEDC-Bled School of Management and president of the Central and East European Management Development Association (CEEMAN)

June 6, 2022

Table of Contents

ABOUT THE EFFORT PROJECT	7
FOREWORD	9
LIST OF CONTRIBUTORS	15
Innovation in Higher Education and its Role for Sustainable Development – an Introduction to the Book <i>Silke Bustamante, Martina Martinovic, Marina Schmitz & Ellen Saltevo</i>	25
Part I: Conceptual and Methodological Background	29
Chapter 1. Fundamental Insights about Teaching Formats in the Area of Sustainability and Responsibility <i>Silke Bustamante, Martina Martinovic & Kai Shaman</i>	31
Chapter 2. Describing Teaching Formats – the Framework <i>Silke Bustamante & Martina Martinovic</i>	51
Chapter 3. In Search for Innovative Teaching Formats Worldwide <i>Daria Podmetina, Maria Nemilentseva & Marko Torkkeli</i>	57
Part II: Innovative Teaching Formats	69
Chapter 4. Sustainable Marketing: Creating Positive Impact through Experiential Learning <i>Irene Garnelo-Gomez</i>	71
Chapter 5. Sustainable Futures of Business – Future Studies Meets Sustainable Management Education <i>Marina Schmitz</i>	87

Chapter 6. Interdisciplinary Teaching for Sustainability: "Doing Business Differently" <i>Philipp Kenel & Diana Bank Weinberg</i>	109
Chapter 7. The Interconnection Among Social, Environmental, and Economic Aspects of the 17 SDGs <i>Maria Vasileva Ilieva</i>	127
Chapter 8. How to Educate Responsible Engineers with Both Eyes Open <i>Gustavo Vargas-Silva & William A. Kitch</i>	151
Chapter 9. Teaching Diversity Management Online: A Learning Journey for Achieving Inclusion <i>Aušrinė Šilenskytė</i>	165
Chapter 10. Solving Sustainability-Related Problems Using Self-Directed Learning <i>Pilar Acosta</i>	185
Chapter 11. Advancing a Responsible Business Mindset <i>Anna Young-Ferris & Chuan Yu</i>	197
Chapter 12. Sustainability in Building and Operating Real Estate <i>Andrea Pelzeter</i>	225
Chapter 13. Innovative Entrepreneurship and Startup Management <i>Tetiana Kravchenko</i>	239
Chapter 14. Agility and Excellence in Business – A Transdisciplinary Capstone Course on Sustainability Using the Knowledge and Skills of Commerce <i>Prashan S. M. Karunaratne</i>	257

<i>Table of Contents</i>	13
Chapter 15. Education for Sustainability and Regeneration <i>Manuel Quirós</i>	273
Chapter 16. Engaging for Sustainability – Experiential Learning via Service Design Projects <i>Silke Bustamante</i>	285
Chapter 17. Business Ethics – Reflecting on Sustainability Issues in Business <i>Zsuzsanna Győri</i>	299
Chapter 18. Sustainable Consumption and Sustainability Marketing <i>Julia N. Solovjova</i>	313
Chapter 19. Ethical and Sustainable Finance <i>Helen Chiappini</i>	329
Chapter 20. Implementation of Sustainability and Social Responsibility Competencies in the Degree of Human Nutrition and Dietetics <i>Olaia Martinez Gonzalez, Jonatan Miranda Gomez, Virginia Navarro Santamaria, Iñaki Etaio Alonso, Igor Hernández Ochoa, Idoia Larretxi Lamelas, Marian Bustamante Gallego, Arrate Lasa Elgezua, Edurne Simón Magro, Diego Rada Fernandez de Jauregi & Itziar Txurruka Ortega</i>	343
Chapter 21. Applied Sustainable Practices <i>Rana Parween & Mark Hoyle</i>	355
Chapter 22. Circular Economy and Strategies of Sustainability <i>Hasret Balcioglu</i>	369
Chapter 23. Innovation and Technology for Sustainable Future <i>Daria Podmetina & Ellen Saltevo</i>	383

Chapter 24. Sustainable Marketing and Sales Management <i>Unai Tamayo Orbegozo & Julen Castillo-Apr aiz</i>	401
Chapter 25. Not Just Numbers – Understanding Company Financial and Non-Financial Data for Sustainability <i>Elena Senatorova</i>	415
Chapter 26. The Role of Business for a Sustainable Future: Critical Perspectives <i>Bimal Arora[†], Tony Henshaw, Divya Jyoti & Achilleas Karayiannis</i>	427
Looking Ahead – Sustainability and Responsibility in Management Education <i>Marina Schmitz, Ellen Saltevo, Silke Bustamante & Martina Martinovic</i>	449