



University of St.Gallen

Research Institute for  
International Management

*"From insight  
to impact"* 



# ANNUAL REPORT 2022

Research Institute for International Management FIM-HSG



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Preface by Prof. Dr. Winfried Ruigrok and Prof. Dr. Gudrun Sander

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# Preface

## Dear Reader

It is our pleasure to present the annual report of our Institute, summarising the significant achievements and projects completed in 2022. This year we successfully contributed to the Swiss and international research community while also supporting companies and organisations in the Asian region. Throughout the year, the FIM team grew with the addition of Tarun Bose, Aida Germann, Nico Schäfer, and Mihwa Seong as new colleagues.

Once more, the Competence Centre for Diversity and Inclusion expanded its pioneering work on Diversity, Equity, and Inclusion (DE&I) in the Swiss workplace. We launched the D&I Journey, a long-term collaboration providing a customised path for D&I development. Moreover, we organised the annual "D&I Week" at the University of St. Gallen, this time a hybrid of online and on-site events, with over 1,000 registrations.

Since public funding ran out in 2022, this was the last year of the Asia Connect Centre. Nevertheless, the ACC conducted numerous projects, expert panel studies and supported regional companies with their digitisation and pandemic-related challenges. At the University of St.Gallen, ACC supported the ASIA Club and the Social Business Club on various events and meetings.

The India Competence Centre successfully conducted a one-week training program in St. Gallen for 24 executives from the Indian Institute of Management Bangalore. In cooperation with the Asia Connect Centre, the Swiss-Indian Chamber of Commerce, and Switzerland Global Enterprise (S-GE) a joint workshop was organised on "Decision Intelligence," aimed at helping companies navigate the increasing uncertainty and equivocality in the Indian business environment.

Tomas Casas and the China Competence Centre launched the Elite Quality Index (EQx) in April 2022 as a political economy index covering 151 countries and providing a unique perspective on sustainable value creation. In 2022, leading economists from China, Switzerland, and India offered original insight based on EQx scores and rankings that entered the public discourse in many countries.

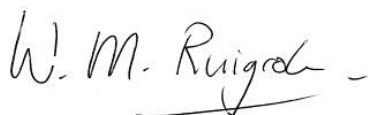
Jamie Gloor received the prestigious Latsis award, i.a. for her publication success in journals such as Harvard Business review, while Gudrun Sander was elected as one of the TOP 100 Women in Business for the third time. Winfried Ruigrok was re-elected as Dean of the Executive School of Management, Technology & Law for another year.

We hope this report inspires you to take a closer look at our achievements and projects, and we look forward to continuing to serve our clients and stakeholders in the coming years.

Sincerely,

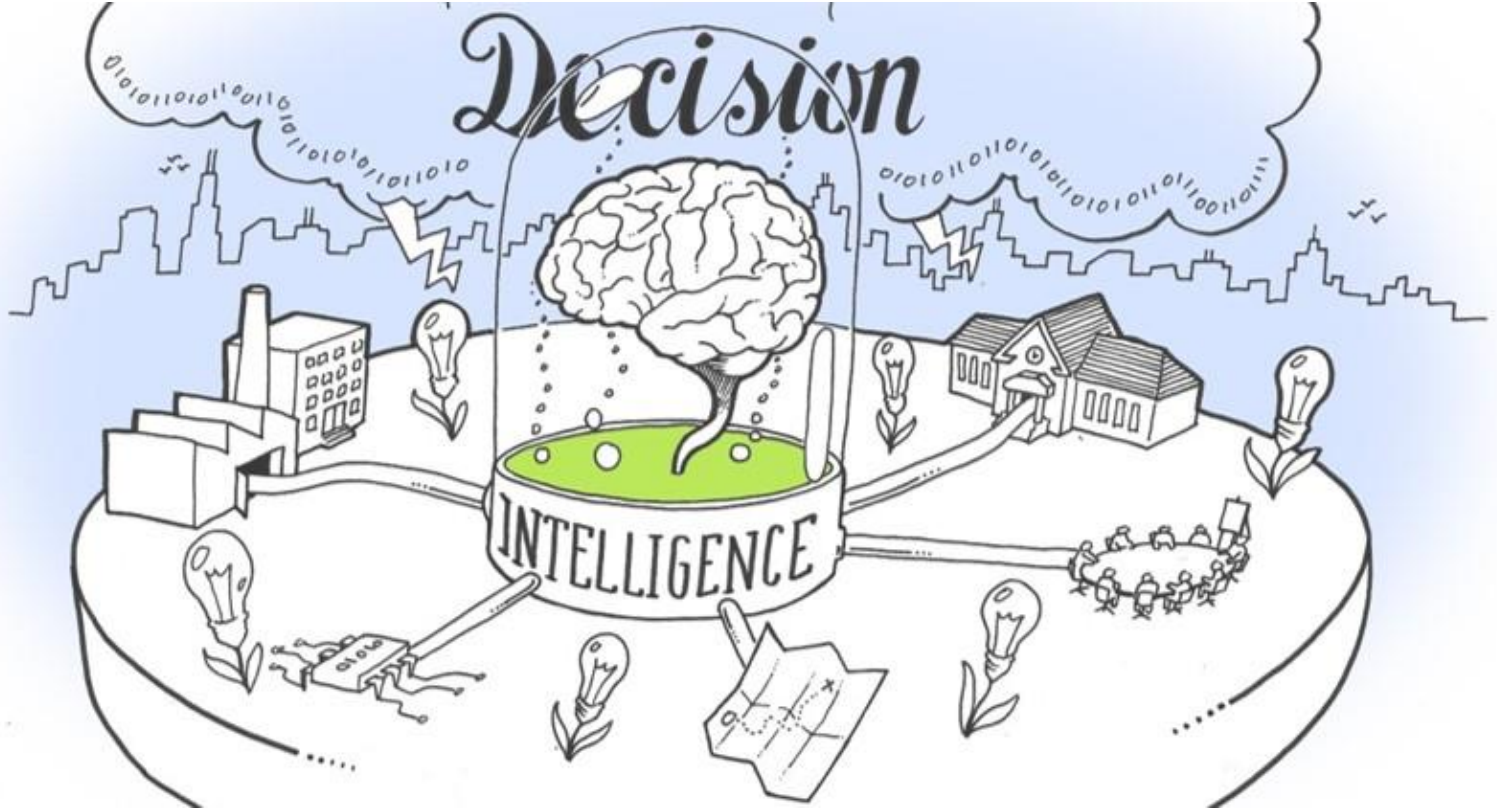


Prof. Dr. Winfried Ruigrok



Prof. Dr. Gudrun Sander





## ASIA CONNECT CENTRE-HSG (ACC-HSG)

The ASIA CONNECT Centre-HSG at the University of St.Gallen supports European companies along their market entry & expansion processes in Asia and companies from Asia in Europe.

### OUR MISSION

In 2022, the ASIA CONNECT Centre-HSG reduced its activities due to a re-orientation of the centre's focus and strategy. However, it continued to offer its "Contextual Intelligence" services to companies in the St.GallenBodenseeArea (SGBA) but also started to engage more proactively with the "IT Rocks" organization to support IT companies in the region through its "Decision Intelligence" concept.

During the year 2022, the ASIA CONNECT Centre-HSG also continued to invest a lot of time and resources into a cloud-based IT platform concept which has been finalized in January 2023. This platform can be combined with online training programs to support companies in their Asia-focused projects but also other business contexts with high levels of uncertainty and ambiguity – including Digitization & COVID-19.

### HIGHLIGHTS 2022

In 2022, the ASIA CONNECT Centre-HSG supported several projects in collaboration with local organizations

and companies and conducted three expert panel (Contextual Intelligence) studies. Besides different projects in the Asian context, the ACC-HSG was also able to support companies from the region in digitization and pandemic related challenges.

Moreover, it has also extended its support to the ASIA Club as well as the Social Business Club at the University of St.Gallen (Students) to organize several events and meetings.

### OUTLOOK ON 2023

In 2023 the ASIA CONNECT Centre-HSG will transfer its platform activities and Asia-related coaching support to the India Competence Centre and the China Competence Centre at the Research Institute for International Management.





# INDIA COMPETENCE CENTRE (ICC)

**The India Competence Centre at the University of St.Gallen advances the understanding of doing business in India and with Indian companies in a global context.**

## OUR MISSION

Over the years, the India Competence Centre has developed a unique research focus on the development of innovative infrastructure solutions in rural India such as water shops, smart agriculture solutions, or access to healthcare. In 2022, the India Competence Centre further advanced its research activities on innovative infrastructure solutions in rural India with a dedicated stream of research based on satellite technologies but also analyzing how COVID-19 affected global supply chains. Jointly with his colleague, Prof. Dr. Gopalakrishnan Narayanamurthy from Liverpool University, and his colleagues from various Indian business schools, Dr. Roger Moser, Director of the India Competence Centre, published several articles in respected academic journals. Moreover, the India Competence Centre further developed its doing business in India framework and supervised numerous bachelor and master theses to develop even more insights for executives and academics alike. In particular, it has successfully offered for the fifth time a joint course with Prof. Dr. Paul Rollier, one of France's top scholars in anthropology focusing on South Asia. This year, the students had to understand why agricultural reforms and productivity increases require not only technical solutions but also social change in India.

## HIGHLIGHTS 2022

In autumn 2022, the India Competence Centre organized a one-week training program for 24 executives from the Indian Institute of Management Bangalore in St.Gallen. Besides numerous publications in prestigious journals and the continuation of Dr. Moser's role as an Adjunct Professor of Business Policy & Strategy at the renowned Indian Institute of Management in Udaipur ([www.iimu.ac.in](http://www.iimu.ac.in)), the India Competence Centre engaged with the Asia Connect Centre-HSG, the Swiss-Indian Chamber of Commerce and Switzerland Global Enterprise (S-GE) to organize a joint workshop on how 'Decision Intelligence' can help companies to deal with increased uncertainty and equivocality in India's business context.

## ACTIVITIES AND PROJECTS

The India Competence Centre at the University of St.Gallen is dedicated to research, teaching and executive education activities. For example, Dr. Moser jointly with Michael Enderle from Dr. Wamser + Batra offered a one-day program on "negotiation tactics in the Indian-European context" for the Global Negotiator Program at the University of St.Gallen.

In addition to the numerous teaching activities at the bachelor level such as "Doing Business in India" and "Dealing with Uncertainty in Dynamic Markets" as well

as “A Comparison between Social Businesses and Development Work” at the master level, the India Competence Centre continued to further expand a long-term research collaboration with Prof. Dr. Gopalakrishan Narayanamurthy from the University of Liverpool. Prof. Narayanamurthy had spent several months as PostDoc Scholar at the Research Institute for International Management 5 years ago and coordinates today the India research activities at his new university.

Finally, the India Competence Centre engaged in a newly defined collaboration with the prestigious Swiss-Indian Chamber of Commerce (SICC) to provide bachelor and master students with access to experts in the Indo-Swiss business context.



## OUTLOOK ON 2023

In 2023, the India Competence Centre will continue its activities in the teaching and executive education areas as well as its research on innovative infrastructure solutions based on satellite data and related technologies. For this purpose, the India Competence Centre will continue its close collaboration with SatSure AG, a Decision Intelligence from Space company operating in the Swiss-Indian context. In addition, the India Competence Centre will also continue to serve as the knowledge hub for companies working with the ASIA CONNECT Centre-HSG on specific business development projects in the Indian context.





## CHINA COMPETENCE CENTRE (CCC)

The China Competence Centre's three pillars are research, teaching and practice.

In fulfilling its mission CCC aims to strengthen its function of being a bridge of productive exchanges between Europe and China. CCC contributes to the Sino-Swiss relationship with cutting edge teaching and research on the Sino-Swiss Free Trade Agreement, Swiss investment in China, the Belt and Road Initiative (BRI) and research on Chinese teams, and Chinese elite quality (EQx).

### OUR MISSION

The Sino-Swiss Competence Centre (SSCC) at the University of St. Gallen, advances its mission of China research and teaching, as well as China oriented services. Specific CCC initiatives include developing China-oriented Executive Education, tailor-made projects in collaboration with China's leading universities, institutions and companies and contributing to international China research collaboration projects.

### HIGHLIGHTS 2022

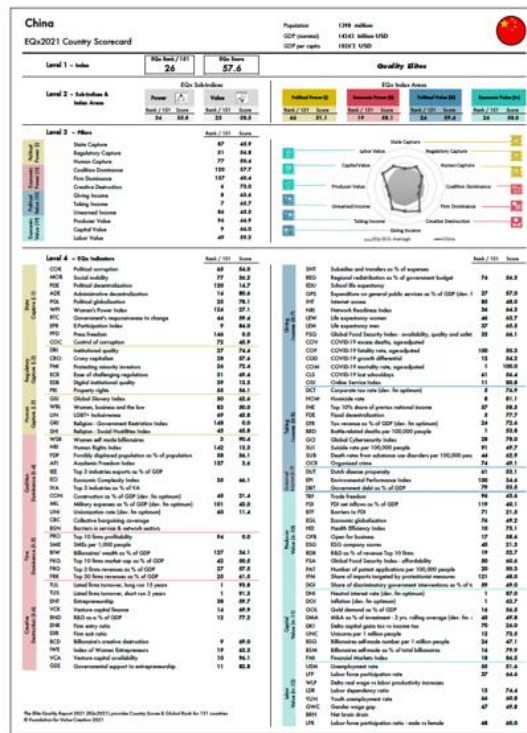
During 2022 CCC continued to advance on various fronts. Teaching offering for bachelor and master levels were strengthened as where executive education modules in collaboration with the HSG Executive

School. Moreover, the relationship with partners in China including the University of International Business and Economics (UIBE) in Beijing and Tsinghua's School of Economics and Management (SEM), and Zhejiang University were strengthened by visits and discussions for joint research and executive education programmes planned for 2023 and 2024. The prime example of the joint research is the Sino-Swiss Business China survey which was conducted twice in 2022. Of importance is also the publication of the Elite Quality Index (EQx) which in China had significant impact providing the theoretical keys to explain many of the structural reforms of the PRC.

## Research

The Swiss Business in China Survey 2022 reflects the tumultuous events of this year. This is the first time that the research team needed to conduct a follow-up mid-year flash survey to re-evaluate the level of business sentiment recorded at the start of the year. We felt that this was essential in order to understand how war in Europe, growing geopolitical tensions in Asia, and the ongoing Omicron lockdowns in China have impacted the expectations of Swiss companies for 2022 and beyond. Part I of the survey shows that early in the year, although the key challenges for Swiss companies were intensifying, with ever-fiercer competition and problems in finding and retaining the right talent, plans to invest in China were at their highest ever levels on the back of high profit and re-venue growth expectations for 2022. The comparison with the 2019 data illustrates that all of the growth lost due to the pandemic had been fully recovered, and so executives of Swiss companies viewed 2022 with broad optimism. Yet within 6 months, Swiss business confidence went from its highest recorded level to its lowest, on a par with expectations for 2016 which were hit by the 2015 Chinese stock market crash and the lifting of the Swiss peg to the Euro. These radically different results are detailed in Part II of the survey. The analysis and opinion pieces presented in Part III of this report discuss and provide novel perspectives on a number of crucial topics for doing business in China today. Now the research team is conducting the 2023 survey.

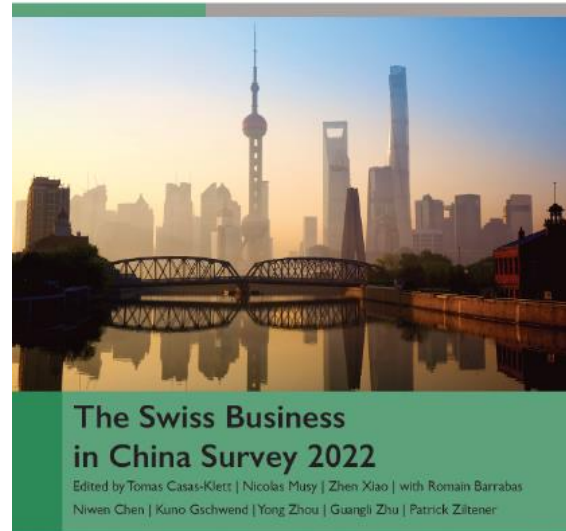
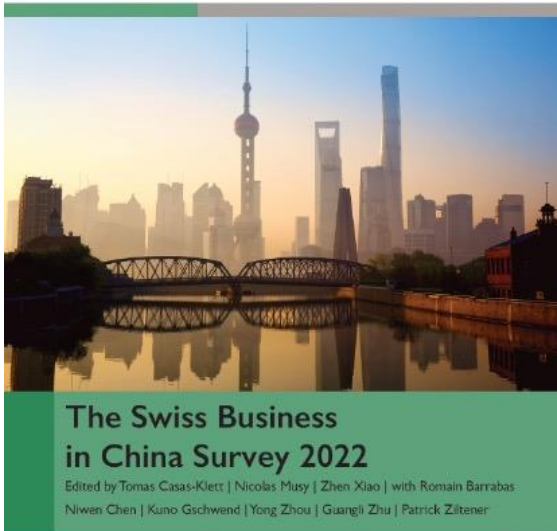
Another planned project for 2023 is the Sino-Swiss Free Trade Agreement 10-year Anniversary Academic Evaluation Report. The benefits of the Sino-Swiss FTA were established for the first time in the 2018 report and it remains to be seen to what extent this important institutional arrangement continues to serve Swiss and Chinese exports. The Sino-Swiss academic projects are developed in close cooperation with Swiss institutions like the Swiss Embassy in Beijing, SwissCham and the Sino-Swiss Centres.



The Elite Quality Index (EQx) was launched in April of 2022 as a political economy index that rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces of internationalization. Essentially elite agency is understood through the framework of sustainable value creation.

In 2022 leading economists from China, Switzerland or India provided original insight on the basis of EQx scores and rankings that entered to public discourse in many countries.





## Executive Education and Teaching

CCC has continued to supply insight, content and contacts to its executive education offering by designing an international management module in conjunction with partners from China, Japan, or Israel. The learning module included a trip to Tel Aviv. In collaboration with the HSG Executive School, the Doing Business in China module and an International Management module have been further strengthened through the collaboration with partner institutions in China like Tsinghua University.

Specific courses on China have been delivered at the bachelor and master's levels, and China themed content is included in a variety of courses ranging from SIM International Entrepreneurship to the CEMS' Disruption and Innovation courses. FIM prides itself of crafting courses that are second to none when it comes to transmitting the complexity, richness and dilemmas associated with China. Moreover, the Director of the CCC was able to travel to China during the dramatic period in which zero-COVID policy ended and brought cutting-edge China insights into the classroom as a result of his continuous conversation stakeholders in the Sino-Swiss relationship and Chinese academics.





A symbol of China's vibrant economy, Shanghai's Bund

## OUTLOOK 2023

Three academic projects will be the focus of the research efforts: The Swiss Business in China Survey 2023, the Sino-Swiss Free Trade Agreement 10-year Anniversary Academic Evaluation Report, and the Elite Quality Index 2023. Moreover, for 2023 CCC will continue to strengthen its China executive education and teaching and work closely with Chinese partner institutions and firms.





Top row: Mihwa Song, Jamie Gloor, Theresa Goop, J r mie Fleury, Nina Locher  
 Middle row: Christian Pierce, Eug nia Bajet Mestre, Ines Hartmann, Gudrun Sander, Nora Gavazaj Susuri, Alexandra Rapeaud, Aida Germann  
 Bottom row: Sylvia Hodek-Fl ckiger, Nora Keller, Meenu Bargava, Nicole Niedermann, Jonathan Chassot, Raphael Summermatter

## COMPETENCE CENTRE FOR DIVERSITY & INCLUSION (CCDI)

The Competence Centre for Diversity & Inclusion CCDI is the largest competence centre at FIM and works closely with Swiss and international companies, universities, and the public sector to provide guidance, analysis, and training on how to achieve more diversity and inclusion in their organizations. Our work is evidence-based with a focus on sophisticated in-house research, quantitative benchmark studies, salary analyses, HR process analyses, organizational culture analyses, consulting, inclusive leadership, and unconscious bias trainings. The CCDI also conducts cutting-edge research on questions on a wide range of topics including diversity, equity, inclusion and exclusion, work-life compatibility, and more.

### OUR MISSION

Managing diversity, equity, and inclusion (DE&I) is increasingly a management priority as ESG goals have also reached board rooms. Companies have realized the importance of attracting and retaining a diverse workforce to stay competitive in a changing market. This means eliminating workplace discrimination and fostering a culture of inclusion in which people can maximize their performance and develop their potential without having to combat biases based on their gender, age, or ethnicity. It also means treating all employees fairly and making sure their diverse needs are met so they can succeed. In an environment of increasing labor shortages, effective DE&I

management is a leadership task that encompasses the entire HR life cycle. Our decades of experience in DE&I research and consulting, and our ability to offer customized service packages that span a wide range of methodological approaches make us the ideal partner for companies at any stage of their DE&I journey.

Our services include sophisticated HR analytics, employee surveys, individualised consulting, inclusive leadership, and unconscious bias training for management, HR business partners, and employees. Sometimes, we also “train the trainers”, enabling organizations to continue

running their own unconscious bias and inclusive leadership trainings in the future. We also offer internal and external benchmarking reports, which enable companies to measure and track the progress of diversity and inclusion in their organisations, across various internal business units, as well as externally with their peers and competitors in the same industry. We also analyze companies' salary structures for potential gender-based discrimination and give recommendations on how to improve.

In addition to our client-focused work, we also conduct cutting-edge academic research on topics such as (inclusive) leadership, diversity and equity, inclusion and exclusion, allyship, work-life compatibility and even humor.

## HIGHLIGHTS 2022

Once more, the CCDI has been able to expand its pioneering work on DE&I in the Swiss workplace.

### **Benchmarking and Gender Intelligence Report**

This year, the CCDI focused its Diversity Benchmarking on the topic of "sustainably developing diverse talents," analyzing how well companies and organizations make use of their internal and external diverse talent pools. As the skilled labour shortage in Switzerland grows, it becomes ever-more important for companies to develop the employees they have and be attractive employers of choice to diverse talents. The CCDI is proud to help companies along this path. A record-breaking 67 companies and organizations participated in the Benchmarking.

The CCDI also continued publishing industry-specific benchmarking analyses, focusing on the specific needs of different Swiss sectors. This year, the CCDI collaborated with Swissmem to publish industry-specific reports for companies with under and over 800 employees. In addition to six other sector-specific benchmarking analyses, the CCDI for the first time published a benchmarking report specifically for consulting firms.

Speaking of Diversity Benchmarking: A project evaluation was conducted externally by BSS Economic Consultants in September 2022. The target group was all organizations that have participated in a diversity benchmarking in the last three years. The evaluation shows that the benchmarking results have a high impact on the internal measures of the participating companies: In the introduction of HR measures, the formulation of strategic goals and the in-depth analysis of diversity fields of action, three quarters or more of the participants stated that the Diversity Benchmarking had at least a supporting influence on changes. In the field of HR measures, the benchmarking results were even described as decisive by almost a quarter of the participants.

CCDI and the Fachstelle UND continue their fruitful collaboration on developing a set of standardized indicators (based on HR and organizational data) to analyse and compare the compatibility of work and other life domains between companies. The project is funded by the Federal Office for Gender Equality and will run until December 2023.

The annual Gender Intelligence Report (GIR) was the result of a benchmarking study CCDI conducted on behalf of ADVANCE Women in Swiss Business, a NPO. This year's GIR for the first time included industry-specific analyses, allowing organizations in banking, consulting, insurance, media, MEM, pharma and med-tech, as well as the public sector to see their unique areas for (DE&I) action and receive recommendations when it comes to sustainable talent management. As in previous year, the Gender Intelligence Report was able to increase the number of participating companies and organizations to 104, corresponding to about 7% of the Swiss workforce! Find the full report and best practice inspiration from different companies here: <https://advance-hsg-report.ch/>.

### **DE&I Journey**

This year, the CCDI launched the "DE&I Journey" as a brand-new format: A long-term (1-3 year) collaboration that guides the participating company on a path tailored to the development of DE&I in their organization. The



journey covers the entire process from building a vision through its realization across the organization. It is carried out systematically and accompanied professionally, including regular measuring and assessing progress. Two companies have already embarked on their DE&I Journey as pilot participants, with more to come in 2023.

### Salary Analysis and Customized Projects

Among several large-scale projects, the CCDI worked with multiple large companies and organizations to analyze their HR processes through a DE&I lens and consulted companies in defining their DE&I strategy and setting relevant goals. This year, the CCDI conducted two anonymous employee surveys in order to paint a picture of DE&I dimensions and intersectionalities that cannot be captured through HR data, such as gender beyond binary measurements, race & ethnicity, religion, disabilities, etc., an offering it hopes to expand in the future.

The CCDI worked with several companies to analyze their salary structure and pay (in)equity in accordance with the Logib model. The salary team coached a large company to help them understand the underlying reason why the unexplained salary difference between women and men might change over the years. The CCDI worked with a large insurance company as it effectively adapted employee salaries to assess how these changes would affect salary (in)equality.

For the first time, the CCDI was able to offer workshops on Logib Module 2, which allows smaller organizations (up to 50 employees) to assess salary equality among its employees using the Logib salary analysis tool.

In 2022, the CCDI worked closely with a large international bank to roll out their own, customized reverse mentorship programme for race and ethnicity. The programme included 24 pairs of mentors and mentees and lasted six months. Given the positive feedback and success of the program, the bank looks to rerun it in 2023 for one year instead of 6 months.

### Trainings and Workshops

The CCDI team also continued training managers, employees and HR professionals in reducing unconscious biases in their decision-making. The team also conducted “train the trainer” sessions where companies learn how to continue unconscious bias – a record number of in-house workshops and trainings were held both in person and online. Particularly exciting is the wide reach of this year’s trainings of over 2000 participants in 30 companies. Of those 30 companies, 11 were returning customers.

Together with the Executive School at the University of St. Gallen, the CCDI launched “Aiming Higher – Career Development for Female Medical Residents”, a new blended learning programme to strengthen female doctors both professionally and personally and to prepare them optimally for their careers, mainly in hospitals. A special focus of the programme is on strengthening personal competencies that are important for coping with challenging situations in everyday professional life, as well as learning from role models on topics related to career and work-life balance.



Continuing the online session foundation from 2021, the CCDI continued in 2022 with “Deep Dives with the CCDI.” The focus was on race and ethnicity through three different talks. The final session included Dominique Day, who was the head of the UN Working Group of Experts for People of African Descent and oversaw the country report on Switzerland.

### Academic Research

The research arm of the CCDI led by Prof. Dr. Jamie Gloor had a fruitful year with much to celebrate. Together with Eugenia Bajet Mestre, our 2<sup>nd</sup> year PhD student, Winfried Ruigrok (FIM), and Corinne Post (Villanova), Gloor led a new publication on the nexus between DE&I and sustainability in the *Harvard Business Review*, which was widely shared across Swiss TV and the World Economic Forum. Dr. Mihwa Seong, a post-doc fresh from Ivey Business School in Canada, joined the team to research feminist entrepreneurship and DE&I in networking. Over the summer, she presented her work on DE&I in networking at the DIANA Conference held in Dublin, Ireland. Dr. Nicole Alonso also joined us as a visiting scholar from the United States.

Our team presented several new papers at international conferences across the U.S. (e.g., the Academy of Management—the leading conference in the field with 10,000+ attendees from research, practice, and policy) and Europe, while also publishing new DE&I research in prestigious academic journals like *Nature Human Behaviour* and the *Journal of Applied Psychology*. We were joined by CCDI’s Theresa Goop and Giannina Vaccaro (and HSG’s Prof. Dr. Amanda Shantz & Prof. Dr. Charlotta Siren) as our team organized and presented the inaugural Women in Leadership micro-conference, including keynotes of cutting-edge research and methods from leading scholars and practitioners such as IMD’s Alyson Meister, University of London’s Raina Brands, London Business School’s Aneeta Rattan, and ADECCO social innovation foundation’s Cynthia Hansen and Liana Melchenko. Finally, our exciting new social sustainability impact incubator and 3-Minute-Thesis events were well-attended by scholars and students from across HSG;

many thanks to HSG Profs. Judith Walls and Tami Dinh at HSG Sustainability and PMA (respectively).

Gloor also keynoted on the Future of Leadership at the Andermatt Dialog after Swiss Bundesrätin Karin Keller-Suter (moderated by SRF’s Reto Lipp). And in May, HSG honored Gloor as the top scholar under age 40 with the Latsis Prize and a generous endowment from the Latsis Foundation; she travelled to Geneva in October for the Swiss-wide ceremony.

### Growing Team

The CCDI is thrilled that Aida Germann joined the team this year as Marketing Manager. She brings over 14 years of valuable experience as an entrepreneur and coach. She is especially excited to expand the CCDI and its vision to more people and companies through marketing and (e-)learning programs.

Dr. Mihwa Seong brings considerable expertise as a new postdoctoral research fellow at the CCDI working with Prof. Jamie Gloor as well as Prof. Amanda Shantz (IFPM). Her research interests include topics of gender/intersectionality in leadership and entrepreneurship. Prior to joining the CCDI, she completed her Ph.D. at Ivey Business School in Canada. Her doctoral dissertation uses a series of experiments to test the disproportionate effect of gendered language on women’s evaluations of—and decisions to join--startups.

### ACTIVITIES AND PROJECTS 2022

In September, the CCDI co-organized the annual “D&I Week” at the University of St.Gallen, consisting of a hybrid of online and on-site events. “INCLUDING - EXCLUDING AND THE IMPACT OF (IN-)VISIBILITY”, 9 online sessions, four on-site inputs and one hybrid organized presentation took place from September 12 - 16. The program was designed and moderated by 24 speakers from research and practice. The different backgrounds of the speakers (academia, private sector, state-owned enterprises, as well as various industry affiliations) created a diversity of perspectives on the topic, covering both the individual and organizational, the employee and management, as well as



the cultural and structural levels of the topic. In total, registrations were received from 1,047 people interested in diversity, a record high. As usual, a highlight of the D&I Week was the presentation of key insights from the 6<sup>th</sup> annual Gender Intelligence Report (GIR).

The CCDI and its work have been widely covered in the media. Especially the 6<sup>th</sup> annual Advance and HSG Gender Intelligence Report gained a lot of attention, covered a whopping 82 times in the news! Prof. Gudrun Sander and others gave interviews during the whole year and contributed to panels, conferences, and articles referred to in the media. To make sure that the public can stay up to date on its work, the CCDI publishes a bi-monthly newsletter (make sure to subscribe here): <https://ccdi-unisg.ch/en> and continued its series of webinars.

## OUTLOOK 2023

The CCDI is excited about what 2023 will bring. We cannot wait to launch our digital “D&I Platform”, which will allow the CCDI to bring its Diversity Benchmarking to the next level, allowing its ever-growing demand to be managed in an efficient way and bringing with it new opportunities for customized solutions for the CCDI clients. Rather than receiving long PDF reports, companies will be able to access their profile on the platform, choose the key figures that are relevant to them on a dashboard, and download what will be most helpful to them. This will allow them to incorporate individual key figures into their own documents and reports, all the while preserving the key unique selling points of the Diversity Benchmarking, such as the ability to compare oneself with peers in one’s own industry. As another innovation, the CCDI incorporates an option for companies to directly benchmark themselves against their peers and competitors when it comes to salary (in)equality. The Federal Office for Gender Equality supports this new exciting Diversity Benchmarking chapter with financial assistance in accordance with the Gender Equality Act.

In 2023, both the Diversity Benchmarking and the Gender Intelligence Report will take a fresh look at the topic of “part-time work,” asking and answering questions such as: How do gender differences in part-time work affect career outcomes? Are the needs with regards to part-time and work-life balance changing with the entry of generation Z into the workforce? Are part-time and flexible working models for everyone a possible solution to the skilled labor shortage?

The Aiming Higher Programme for female assistant doctors will be expanded in 2023 with even more partner hospitals.

After two years of being presented at the Executive School, the “Success through Diversity and Inclusion” programme will be offered by the CCDI. It is a six-week online course that provides participants with a broad and clear vision of DE&I topics so that by the end of the course, they can develop their own strategy and apply the right tools for their organisation. In addition to the theory, the participant will receive practical tools and best practice examples. Two personal coaching sessions and participation in the St. Gallen Diversity & Inclusion Week complete the programme.



Our inaugural Swiss Leadership, Inclusion, and Diversity (SLIDE) Summit will bring together about 50 scholars and practitioners in the DEI and leadership space on June 1-2. Hosted by our Prof. Dr. Jamie Gloor with Prof. Dr. Lauren Howe (University of Zurich) and Prof. Dr. Clara Kulich (University of Geneva), the Zurich-based event aims to bridge the gaps between disciplines, language areas, theory and practice (with a focus on Switzerland) for an inspiring, innovative, 2-day event in Zurich. We thank the Swiss National Science Foundation and the Zurich-Geneva COFUND for financial sponsorship and the CCDI for support.

Please be sure to save the date for the seventh annual St. Gallen Diversity & Inclusion Week, which will take place from September 11<sup>th</sup> to the 15<sup>th</sup>, 2023. The event represents a unique opportunity to hear insights from the latest research as well as experiences in the field from leading D&I practitioners.





## COMPETENCE CENTRE FOR TOP TEAMS (CCTT)

At the Competence Centre for Top Teams we conduct academic research to enhance our understanding of high-performance teams. In a contemporary business environment that is constantly changing, we support clients by offering sound analytics and insights to create high-performance teams, based on the *St. Gallen Top Team Model* (SGTT). Furthermore, we create an environment that attracts ambitious, young researchers and invest in their development.

### OUR MISSION

As the business world is constantly evolving, with increasing levels of competition, new technologies, and specialised workforce, the current global situation, including the COVID-19 pandemic and unstable political climate, has amplified this trend. To succeed, companies must continuously adapt to these challenges and their effects. Collaboration across different disciplines is crucial for learning and driving innovation within organisations. Therefore, high-performing teams are essential as they enable companies to tackle market changes by exceeding the limitations of individual problem-solving abilities.

At CCTT, we are dedicated to enhancing teamwork and performance by examining the various internal and external factors that affect teams and the connections between them. Our mission is closely tied to the combination of academia and practical application, as we strive to identify, document, and test emerging and innovative practices within relevant frameworks through close collaboration with actual teams. Our goal is to improve the performance of top teams by implementing

these practices, as well as addressing any issues that may arise. We aim to advance our team model and share our findings through publications targeted towards both the business community and academic journals. Additionally, we work closely with top teams in entrepreneurship, management, and boards, and also collaborate with the Executive School (ES-HSG) to integrate our research on top teams into degree and non-degree programs.

### HIGHLIGHTS 2022

#### New faces

Nico Schäfer joined our team as a doctoral researcher. He studied International Management at WHU-Otto Beisheim School of Management and Bocconi University and brings in experience as a strategy consultant. His research will focus on psychological safety in the context of remote working models.



## ACTIVITIES AND PROJECTS 2022

The CCTT team continued teaching the “Leading High Performance Teams” (LHPT) course in partnership with the executive School (ES-HSG) in various different declinations. In February 2022, the course was taught as a module within the newly founded embaX programme in partnership with the University of Zurich.

In the Fall 2022, the course was redesigned to a hybrid teaching model for the executive school’s (ES-HSG) open enrolment programme, taking place both online and in person.

CCTT has been actively involved in a range of custom projects, including a recurring partnership with a well-known Swiss private bank. This year the interactive co-designed program took place for the first in person in Zurich with a focus on entrepreneurship, sustainable finance, personal development, and an international faculty.

The SGTT model continues being applied in various academic programmes such as the SIM masters at HSG and throughout various programmes in China. The model is also of interest to corporate clients and was part of a custom project for a Swiss energy company in partnership with the executive school’s (ES-HSG) custom programmes team.

A research project with a leading European automotive company is currently in the starting blocks. It will focus on team performance and high performance teams, with special attention to the elements of the SGTT model (of Objective Setting, Team Resources, Team Context, Surface and Deep-level Diversity, Team Conflicts, We Consciousness and Perceived Team Performance) and remote working.

## OUTLOOK 2023

In 2023, our goal is to advance the SGTT model through research projects and partnerships with corporate partners, with the aim of making it a leading framework for analysing teams. The SGTT framework will continue to be applied in various educational settings, such as at the Executive School, in China, and at the Master’s level. We plan to roll out a project with a corporate partner to continue improving the model by continuously collecting data, which will also deepen our understanding of team performance. Furthermore, we will conduct research on the topic aimed at academic publications.

The LHPT programme will be offered again within various courses at the executive school (ES-HSG).





## CORPORATE GOVERNANCE COMPETENCE CENTRE (CGCC)

The Corporate Governance Competence Centre (CGCC) conducts two research streams. Team 1 led by Prof. Dr. Winfried Ruigrok analyses top management team and board structures, composition and processes and seeks to promote top management team and board effectiveness. Team 2 led by Prof. Dr. Andreas Binder addresses shareholder structures and behaviour across Europe and North America and seeks to contribute to effective corporate governance practices in Switzerland and abroad.

### OUR MISSION

**Research stream 1: Top management team and board composition, processes and effectiveness**

Research at the Corporate Governance Competence Centre focuses on top management team composition, structure, CEO succession and organizational outcomes. In this research stream we examine the antecedents and outcomes of CEO appointments, the role of CEO career experience on firm outcomes and performance as well as the interface between the CEO and other executives in strategy formation. Data for this stream of research are

collected mainly from the annual reports of listed companies headquartered in four different European countries (Switzerland, Germany, the Netherlands and the United Kingdom). This research stream will shed light on the key role of executives in influencing organizations as well as on the contingencies under which CEO succession promotes desirable organizational outcomes.

## Research stream 2: Changing shareholder structures and behaviour and their implications

Listed companies in Switzerland and abroad are confronted with new shareholder behaviours and tactics, including ever shorter periods of holding shares and the temporary transfer of share ownership and/or voting rights. In this research stream we examine the rise and implications of such new shareholding behaviours and tactics, pursuing an interdisciplinary approach and seeking to work closely with other scholars and institutes from the School of Management and from the Law School of the University of St.Gallen as well as other institutions.

### HIGHLIGHTS 2022

#### Advisory Board

In order to help us to be at the forefront of corporate governance developments and new questions arising in the corporate governance of listed companies, the research stream led by Prof. Dr. Andreas Binder has established an advisory board.

In our corporate governance analyses we follow an interdisciplinary approach. This is strongly reflected by the composition of the Advisory Board, which comprises people from academia (management, law and economics) and from the business world as well as investors.

The Corporate Governance Competence Centre's Advisory Board consists of the following members:

- Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and honorary professor emeritus of law, University of St.Gallen (chair)
- Winfried Ruigrok, Prof. Ph.D., professor of management, University of St.Gallen
- Peter Gomez, Prof. Dr. oec., professor emeritus of management, University of St.Gallen
- Franz Jaeger, Prof. Dr. oec., professor emeritus of economic policy, University of St.Gallen
  - Peter Forstmoser, Prof. Dr. iur., attorney-at-law and professor emeritus of law, University of Zurich
  - David P. Frick, attorney-at-law, Senior Vice President Nestlé, Corporate Governance, Compliance and Corporate Services
  - Bruno Gehrig, Prof. Dr. oec., honorary professor

emeritus of management, University of St.Gallen, former member of the Governing Board of the Swiss National Bank

- Roman Gutzwiller, Dr. iur., MBA, post-doctoral researcher and lecturer, University of St.Gallen, attorney-at-law, alumnus of the World Economic Forum Global Shapers Community
- Bruno Heynen, attorney-at-law, former Secretary to the Executive Committee of Novartis and adviser to the Board and Management on governance matters
- Ines Pöschel, attorney-at-law and corporate governance expert
- Katja Roth Pellanda, Dr. iur., LL.M., attorney-at-law, Group General Counsel of Zurich Insurance
- Markus Steiner, Dr. iur., former CEO of State Street Bank, Zurich and of UBS Fund Management (Switzerland) Ltd. And Head of Legal & Compliance Committee SFA
- Gianina Viglino-Caviezel, Dr. oec., President Hamilton Services & CFO Hamilton, alumna of the World Economic Forum Global Shapers Community
- Rudolf Wehrli, Dr. phil. et Dr. theol., former Chairman of Clariant, former Chairman of Economiesuisse

### ACTIVITIES AND PROJECTS 2022

The Advisory Board considers the questions on the role of the public company in society and on the role of the shareholder in the public company, the answers they provoke and the implications they will have as fundamental for the future corporate governance landscape in public companies. We are convinced that a broad socio-political discourse on the subject is necessary and that politicians, business leaders and the public must give fundamental thought to the meaning and purpose of the public company and its role in society.

#### Corporate Governance Guiding Principles

The members of the Advisory Board have formulated four corporate governance guiding principles to serve as a basic coordinate system for questions regarding corporate governance in public companies. The Corporate Governance Guiding Principles are meant to serve as the basis for an open and unprejudiced discourse. In 2022, we presented these guiding principles in audiences in academia and in the business world.



Three of our members play an active role in the European Council on Corporate Governance of The Conference Board. Since 2015, David Frick has been co-chair of the Council; Bruno Heynen serves as co-director of the Council; and Andreas Binder is a member of the Council. The Council usually convenes three times a year and discusses current topics and challenges of corporate governance in listed companies in Europe. Our engagement in the European Council on Corporate Governance grants us invaluable access to the current hot topics in corporate governance from the perspective of the issuers as well as from the investors' view.

### **OUTLOOK 2023**

With the beginning of the year 2023, we will enlarge our competencies and resources by gaining two academics as Research Fellows:

- Roman Gutzwiller, Dr. iur., MBA, post-doctoral researcher and lecturer, University of St.Gallen, attorney-at-law, alumnus of the World Economic Forum Global Shapers Community
- Valentin Jentsch, Prof. Dr. iur., LL.M., tenure track assistant professor of corporate law, University of St.Gallen, attorney-at-law.

We will continue our work on the role of the public company in society and on the role of the shareholder in the public company. Among other, we are developing answers to the question on how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. Moreover, we will continue our exchange with the Swiss lawmaker regarding current corporate governance topics. In 2023, we will continue to focus our efforts on new rules which would allow companies to introduce loyalty shares and on the emerging new law on Foreign Direct Investment Control.

Furthermore, we will continue contributing to corporate governance education at the University of St.Gallen (bachelor and master courses) as well as at the Executive School of Management, Technology and Law (MBA, EMBA, WRM, Intensivstudium KMU etc.).



## PUBLICATIONS

In line with the University of St.Gallen's mission to raise its international presence in leading English-language academic journals, FIM-HSG aims to publish papers in international double-blind reviewed journals in the broad field of management and economics, or in highly visible textbooks or edited volumes. In addition, FIM-HSG seeks to contribute articles to quality newspapers and periodicals, as well as practitioner magazines based on current research.

**IN 2022 FIM FACULTY REALISED THE FOLLOWING PUBLICATIONS AND PAPERS:**

### SCHOLARLY CONTRIBUTION

#### REFEREED JOURNAL ARTICLES

Casas, Tomas and Nerlinger, Martin, Assessing the Sustainability of the Business Model: Firm Governance Value Creation Framework and Its Measurements (October 12, 2022). Available at SSRN: <https://ssrn.com/abstract=4246093> or <http://dx.doi.org/10.2139/ssrn.4246093>

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#### WORKING PAPERS/ RESEARCH REPORTS

Casas Klett, Tomas & Cozzi, Guido: Elite Quality Report 2022: Country Scores and Global Rankings,. Seismo, 2022, DOI:10.33058/seismo.30781.

Casas, Tomas and Musy, Nicolas and Xiao, Zhen, The Swiss Business in China Survey 2022 (September 12, 2022). Available at SSRN: <https://ssrn.com/abstract=4217068> or <http://dx.doi.org/10.2139/ssrn.4217068>

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Sander, G., Hartmann, I., Keller, N., Pierce, C., Petropaki, A., Rutsch, A. & Witteveen, F. (2022). Advance & HSG Gender Intelligence Report 2022. Break the glass ceiling.

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Sander, G., Hartmann, I., Goop, T., Niedermann, N. & Fleury, J. (2022). St.Gallen Diversity Benchmarking. Benchmarking 2022 – Nationale und regionale Banken, 21. Juli 2022 (unpublished)

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## CONTRIBUTION TO THE PUBLIC

### NON-ACADEMIC / POPULAR PUBLICATIONS

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Jamie Gloor

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Nicole Niedermann

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## TEACHING

**At the Research Institute for International Management, we not only commit ourselves to share knowledge with academia, but also to exchange best practices with professionals from the business world. We offer a wide range of International Management, Diversity Management and Corporate Governance courses at the undergraduate, postgraduate, executive and doctoral level.**

FIM faculty offer courses at almost all degree levels at the University of St.Gallen, i.e. at the bachelor, master, MBA, and Executive MBA degree level. In addition, FIM faculty are very active in contributing to open and company programmes which may be organised either by FIM or the Executive School.

Since autumn 2020, FIM is responsible for running the International Management Profile Area within the Bachelor of Business Administration (BBA) programme. This allows BBA students to take a series of courses in the field of International Management and obtain a special certificate with their Bachelor diploma. IMPA students can choose from a range of electives focusing on China, India, or Strategic Leadership issues in Multinational Corporations. In addition, IMPA students can follow either the Asia term (in Singapore, with the [St.Gallen Institute of Management in Asia](#): SGI-HSG), or the Latam (Latin America) term (in São Paulo, with the [St.Gallen Institute of Management in Latin America](#): GIMLA-HSG). During their Asia or Latam term, students can follow a business project which can serve as the capstone requirement for IMPA. Alternatively, students

can produce a bachelor thesis on an International Management topic.

FIM faculty also play a dominant role in the Strategy and International Management (SIM) master programme: they teach the International Management core course as well as a key elective. Furthermore, FIM faculty contribute to the Bachelor of International Affairs (BIA) and Master of International Affairs (MIA) programmes.

FIM faculty support HSG students' international study trips in numerous ways, e.g. by running an intensive International Management module at the end of each Executive MBA cohort.

The growing team in the Competence Centre for Diversity and Inclusion actively contributes at the bachelor, master, and executive level by offering specialised courses in fields such as diversity management, inclusive leadership, and unconscious bias.

## IN 2022, FIM OFFERED THE FOLLOWING COURSES

### PRE-EXPERIENCE EDUCATION

#### BA COURSES AT HSG

*Andreas Binder*

Einführung ins Privatrecht. Bachelor degree course (together with Prof. Dr. Isabelle Wildhaber and Dr. Roman Gutzwiller), autumn semester 2022.

*Georg Guttmann*

International Strategic Leadership. Bachelor degree course. Autumn semester 2022.

Strategic Leadership with Visual Analytics. Bachelor degree course. Spring semester 2022.

*Roman Gutzwiller*

Wirtschafts- und Steuerrecht (Übungen zum Wirtschaftsrecht). Bachelor degree course, spring semester 2022.

Einführung ins Privatrecht. Bachelor degree course (together with Prof. Dr. Isabelle Wildhaber and Prof. Dr. Andreas Binder), autumn semester 2022.

*Winfried Ruigrok*

International Management (together with Dr. Tomas Casas). Core elective course, International Management Profile Area, Business Bachelor programme (BBA), provided in-class, spring and autumn semester 2022.

*Gudrun Sander*

International Diversity Management - What Works?, Bachelor degree course, autumn semester 2022.

*Gudrun Sander & Christian Pierce*

Gesellschaft/Society: Increasing Racial and Ethnic Equity in Switzerland, Bachelor degree course, autumn semester 2022.

*Winfried Ruigrok*

International Management (with Tomas Casas). Compulsory elective, International Management Profile Area, Business Bachelor programme (BBA), February-March 2022.

#### MA COURSES AT HSG

*Andreas Binder*

Corporate Governance. Master degree course (together with Prof. Dr. Roland Müller), spring semester 2022.\$

Mergers & Acquisitions. Master degree course (together with Prof. Dr. Xena Welch Guerra and Dr. Roman Gutzwiller), autumn semester 2022

*Tomas Casas*

Entrepreneurship (SIM)" A SIM elective course with Stephanie Schoss, Joachim Schoss and Tomas Casas as faculty.

"China's Political Economy: Growth, Opportunity and Sustainability"

"Disruption and Innovation in International Business" (CEMS)

*Jamie Gloor*

"No funny business? Leadership soft skills for a digital, diverse, and dispersed age", autumn semester 2022.

*Georg Guttmann*

International Corporate Governance and Strategic Leadership. Master degree course. Spring semester 2022.

*Roman Gutzwiller*

Mergers & Acquisitions. Master degree course (together with Prof. Dr. Xena Welch Guerra and Prof. Dr. Andreas Binder), autumn semester 2022

*Ines Hartmann & Bianca van Dellen*

Verantwortung/Responsibility: Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? Master degree course, spring semester 2022.

*Nora Keller & Ines Hartmann*

Verantwortung/Responsibility: Inclusive Leadership: Wie führt man Teams in der Zukunft?, MA Kontextstudium, autumn semester 2022.

*Winfried Ruigrok*

International Management. Core course, Strategy and International Management (SIM) programme, September-December 2022.

International Management (with Tomas Casas). Compulsory elective, International Management Profile Area, Business Bachelor programme (BBA), September-October 2022.

International Business Strategy. Part of the thematic course "International Law and Business Strategy", Master of International Affairs, November-December 2022.

Managing MNE Geographic Overstretching: Regional Integration of FDI Locations Along the Value Chain (with Che Tang). 82<sup>nd</sup> Annual Meeting of the Academy of Management: A Hybrid Experience, July 2022.

*Xiaoxu Zhang*

Tutorials-International Business Strategy. Part of the thematic course "International Law and Business Strategy", Master of International Affairs, autumn semester 2022.



## POST-EXPERIENCE EDUCATION

### EXECUTIVE EDUCATION/MBA

*Andreas Binder*

Gesellschaftsrecht. Lecture at Executive MBA, Executive Campus, University of St.Gallen, March 22, 2022.

Governance in a nutshell. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, March 29, 2022.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Feusisberg, April 7, 2022

Massgebende Unabhängigkeitsregeln bei Prüfung der Zwischenbilanz. Lecture at EXPERTsuisse Wirtschaftsprüfungstagung, Bern, June 22, 2022.

Corporate Governance. Lecture at Executive MBA (together with Dr. Roman Gutzwiller), Executive Campus, University of St.Gallen, August 24, 2022.

Law in a nutshell. Introductory lecture in the master degree course Strategy and International Management (together with Dr. Roman Gutzwiller), University of St.Gallen, September 8, 2022.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Feusisberg, October 6, 2022.

Umstrukturierung von Unternehmen. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, October 17, 2022.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, October 18/19, 2022.

*Tomas Casas*

Learning experience in Israel at Tel Aviv University in collaboration with partner universities in China, Russia and Japan for the German-speaking EMBA.

“Doing Business in China” a course offered in collaboration with Tsinghua University’s School of Economics and Management (SEM) to the English-speaking IEMBA.

*Jamie Gloor*

“Leadership, etc.” (November, 2022; Advanced Management Program of IIM Bangalore at HSG)

“Social Sustainability” (June, 2022; IEMBA)

*Georg Guttmann*

Open Enrolment Programme: St.Gallen Board Academy (September 2022)

Open Enrolment Programme: Aiming for the Top: Your Path to a Board Seat (November 2022)

European Corporate Governance. International Study Programme for Visiting MBA Students. Spring semester 2022.

European Corporate Governance. International Study Programme for Visiting MBA Students. Autumn semester 2022.

*Roman Gutzwiller*

Nationale und internationale rechtliche Rahmenbedingungen zur Nachhaltigkeit. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, March 29, 2022.

Corporate Governance. Lecture at Executive MBA (together with Prof. Dr. Andreas Binder), Executive Campus, University of St.Gallen, August 24, 2022.

Law in a nutshell. Introductory lecture in the master degree course Strategy and International Management (together with Prof. Dr. Andreas Binder), University of St.Gallen, September 8, 2022.

Massgebende Unabhängigkeitsregeln bei der Prüfung der Zwischenabschlüsse i.S.v. Art. 725b Abs. 2 nOR. Lecture.

EXPERTsuisse Seminar Totalrevision der RzU – was ist neu?, Zürich, September 14, 2022.

Rolle und Aufgaben des Verwaltungsrates. Lecture at Lehrgang Internal Auditing, Executive Campus, University of St.Gallen, October 6, 2022.

*Bruno Heynen*

Governancebericht von der Front. Lecture at Nachhaltigkeit (ESG) für Kontrollfunktionen, Executive Campus, University of St.Gallen, March 29, 2022.

*Nicole Niedermann*

Input Age Diversity in Modul 2 - Wie kommt man zu vernünftigen D&I-Zielen? (2.6.2022) in: «Erfolgreich durch Diversity & Inclusion» at the Executive School.

*Gudrun Sander*

Modul 1 – Warum D&I? (24.5.2022) and Modul 2 - Wie kommt man zu vernünftigen D&I-Zielen? (2.6.2022) in: «Erfolgreich durch Diversity & Inclusion» at the Executive School.

Objektivität und Bauchgefühl: Wie rational entscheiden wir wirklich? (11.5.2022) im Rahmen der HSG Academy.

Under the leadership of Gudrun Sander, the CCDI has jointly with the Executive School developed and implemented two new executive education programs:

Aiming Higher – Karriereentwicklung für Assistenzärztinnen

Erfolgreich durch Diversity & Inclusion

Winfried Ruigrok

Introduction and moderation. St.Gallen Virtual Board Roundtable "Chair Perspectives on 2022". Executive School. Delivered via Zoom, 15<sup>th</sup> January 2022.

Building and Leading High-Performance Teams. One-day executive education module. EMBA-X programme, University of St.Gallen and ETH Zurich. 2<sup>nd</sup> February 2022.

Leading High-Performance Teams: Master teams in traditional, virtual and hybrid settings. Online information session for the Open Enrolment course "Leading High-Performance Teams: Master teams in traditional, virtual and hybrid settings", Executive School, University of St.Gallen. 15<sup>th</sup> February 2022.

Fish start to rot from the head: The monitoring role of the board. Executive education session delivered to the BI (Norway) course "Governance - Risk - Compliance/Control & Internal Audit in Switzerland 2022". Executive Campus, University of St.Gallen, 25<sup>th</sup> April 2022.

Intercultural Management. Half-day executive education session. Certificate of Advanced Studies *Intensivstudium für Einkaufsleiter*. Executive campus, University of St.Gallen, 26<sup>th</sup> April 2022.

Executive education and rankings at the University of St.Gallen. Nordics reunion, Alumni Association University of St.Gallen. Executive campus, University of St.Gallen, 7<sup>th</sup> May 2022.

Role of the Board of Directors in Mergers & Acquisitions. Half-day executive session, *Kompaktseminar Mergers & Acquisitions*, Executive campus, University of St.Gallen, 11<sup>th</sup> May 2022.

Overview HSG Executive School and Career Transition@HSG. Seminar delivered (with Stephanie Schoss) to Alumni Association University of St.Gallen, 19<sup>th</sup> May 2022.

Introduction and moderation. Three-day St.Gallen Board Retreat, Executive Campus, University of St.Gallen, 10<sup>th</sup>-12<sup>th</sup> June 2022.

International Management. One-day executive education module, Certificate of Advanced Studies Leadership Development Programme (LDP-HSG), Executive Campus, University of St.Gallen, 14<sup>th</sup> June 2022.

Julius Baer Young Partner Programme. Four-day training provided for children of Julius Baer UHNWI clients. Volkshaus, Zurich, 11<sup>th</sup>-14<sup>th</sup> July 2022.

Farewell speech. Farewell event Dr Markus Frank. Executive campus, University of St.Gallen, 6<sup>th</sup> September 2022.

Welcome and introduction. Talk delivered via Zoom at the St.Gallen Board Academy, 28<sup>th</sup> August 2022.

Dealing with activists from the boardroom. Moderation of session with Ton Büchner, St.Gallen Board Academy, Executive Campus, University of St.Gallen, 17<sup>th</sup> September 2022.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. Half-day executive education session delivered to Certificate of Advanced Studies programme *Lehrgang Internal Auditing*, Module 1: Governance, Risk, Compliance/Control (GRC) & Internal Audit Basics, Executive Campus, University of St.Gallen, 3<sup>rd</sup> October 2022.

Introduction and moderation of full day session "Fit for Exec Ed", with Claudio Feser. Executive campus, University of St.Gallen, 5<sup>th</sup> October 2022.

An introduction to teams. Half-day executive education session, "Leading High-Performance Teams", Executive School, executive campus, University of St.Gallen, 19<sup>th</sup> October 2022.

Global Business. Three-day executive education course (with Frank Schimmelfennig), EMBA-X, University of St.Gallen and ETH, Executive Campus, University of St.Gallen, 24<sup>th</sup>, 25<sup>th</sup> and 27<sup>th</sup> October 2022.

Fish start to rot from the head: The board's role, composition, and effectiveness. One-day executive training session (with Claudio Feser), Executive Campus, University of St.Gallen, 31<sup>st</sup> October 2022.

Diverse teams. Half-day executive education session, MBA programme, University of St.Gallen, 1<sup>st</sup> November 2022.

Live online Check-in 1. Half-day on-line coaching contribution to executive education session, "Leading High-Performance Teams", Executive School, University of St.Gallen, 3<sup>rd</sup> November 2022.

Strategy and International Management. One-day executive education module. Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Executive School, University of St.Gallen, 21<sup>st</sup> November 2022.

Live online Check-in 2. Half-day on-line coaching contribution to executive education session, "Leading High-Performance Teams", Executive School, University of St.Gallen, 22<sup>nd</sup> November 2022.

Transfer session. Half-day executive education session, Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), Executive School, University of St.Gallen, 24<sup>th</sup> November 2022.

Introduction and moderation of full day session "Fit for Exec Ed" (with Claudio Feser). Executive campus, University of St.Gallen, 28<sup>th</sup> November 2022.

Investing in China: is now the time? Keynote delivered to European Pension Fund Investment Forum, Swiss International Seminar, *Zunftshaus zur Saffron*, Zurich, 8<sup>th</sup> December 2022.

Executive education at HSG. Talk given to HSG *Mittelbau*. University of St.Gallen, 15<sup>th</sup> December 2022.



## PRESENTATIONS, EXTERNAL LECTURES AND SEMINARS

*Andrea Binder*

Foreign Investment Control. Expert panel with Astrid Waser and Lukas Züst at Schulthess Forum Aktienrecht 2022, Online-Forum, January 25, 2022.

*Jonathan Chassot*

Workshop Logib Modul 1, 02. Juni 2022.

*Jamie Gloor*

Keynotes

Behind the scenes with Jamie Gloor & team. HSG Employee Meeting (Dec. 22)

Gender & climate change. Panelist for oikos. St. Gallen (Nov. 22)

Evolving Talent Acquisition Strategies [DEI in Pharma]. New Frontiers in Healthcare | Basel [British/Swiss Chamber of Commerce] (Nov. 22)

Why fundamentally human skills matter for leaders in the future of work (w/Lauren Howxe). Andermatt Dialog at [The Chedi Hotel]. (Nov. 22)

From Egocentric to Ecocentric? CEO Narcissism, Gender, & Environmental Sustainability. IWÖ HSG (Oct. 22)

Social media for scholars. Keynote. University of St.Gallen (Sept. 22)

When exclusion benefits inclusion. St.Galler D&I week. (Sept. 22)

Keynote & Panelist. Women in Physics Career Symposium (July 22)\*\*\**cancelled due to illness*

Keynote. European Network for Gender Balance in Informatics (EUGAIN) Summer School (June 22)

Open Science. HSG Research Committee (May 22)

The ins and outs of open science/pre-registration. Kingston Open Research Initiative (April 22)

Challenges and opportunities for women leaders in academia. H.I.T. Program Closing Event Moderator (April 22)

Leadership soft skills through sport. University of St.Gallen Spring Public Lecture Series (March 22)

Why the future of work is funny. University of Zurich Digital Society Initiative (March 22)

International Academic Conference Presentations

Gloor, J. L., Chui, S., Walls, J., & Faktor, G. (2022, September). Giving the green light to be in the limelight:

Effects of CEO gender and narcissism on environmental sustainability. Paper presented at the Strategic Management Society, London, UK.



Gloor, J. L. (2022, August). Distinguished Speaker. That's a (Science) Riot! Cultivating Research Impact through Stand-up Comedy. Professional Development Workshop organized by Sarah Otner & Bethany Cockburn, Accepted for presentation at the Academy of Management Annual Meeting cancelled due to COVID-19.

Gloor, J. L. (2022, August). Facilitator. HR Division Research Networking Roundtable Forum. Professional Development Workshop organized by Joel Koopman & Matt Piszczek, presented by the HR Division of the Academy of Management Annual Meeting.

Gloor, J. L., Braun, S., & Hoobler, J. (2022, August). Help when leaders need somebody? Positive reactions to leader work-family conflict. Paper included in the symposium, The Future of Work Beyond Technology: Tackling Four Fundamental Human Challenges, organized by Lauren Howe and Laura Giurge, presented at the Academy of Management Annual Meeting.

Gloor, J. L. (2022, August), Panelist. Incorporating study pre-registration into your work? Registered Research: A panel discussion. Professional Development Workshop submitted by Gretchen Vogelgesang presented at the Academy of Management Annual Meeting.

Gloor, J. L., Morf, M., Paustian-Underdahl, S., & Backes-Gellner, U. (2022, May). Fix the game, not the dame: Restoring equity in leadership evaluations. Paper presented at the Annual Interdisciplinary Perspectives on Leadership Symposium.

Gloor, J. L., Chui, S., Walls, J., & Faktor, G. (2022, March). Effects of CEO gender and narcissism on environmental sustainability. Poster presented at the HSG Academic Poster Session, St.Gallen, Switzerland.

Gloor, J. L., Okimoto, T., Li, X., Gazdag, B., & Ryan, M. (2022, March). Missed, dissed, or dismissed...then assist? How bystander identity shapes reactions to workplace incivility. Paper presented at the Dismantling Bias Research to Practice Conference at Purdue University.

Legood, A., van der Werff, L., Gloor, J. L., Weibel, A., Buckley, F., & De Cremer, D. (2022, March). To trust or

not to trust? An experimental investigation of followers' decisions to trust leaders. Paper presented at FINT in Charleston, SC, USA.

Gloor, J. L., Okimoto, T. G., Li, X., Gazdag, B., & Ryan, M. (2022, January). Missed, dissed, or dismissed? How identity impacts bystanders' interpretations of subtle workplace gender discrimination. Paper accepted for presentation at the European Association of Work and Organizational Psychology in Glasgow, Scotland. \*Conference cancelled due to COVID-19.

*Jamie Gloor & Eugenia Bajet Mestre*

Invited Research talk

Her for her development: Can male allies promote women's leadership development. IESE Business School (Dec. 22)

To slow down climate change, speed up gender equity. Metro State University (Oct. 22)

International Academic Conference Presentations (Italics indicate presenter)

Gloor, J. L., Junker, N., Bajet Mestre, E., & Hernandez Bark, A. (2022, June). Motherhood skills are leadership skills: Promoting family-to-work enrichment to get the promotion. Paper presented at the European Academy of Management Conference.

Gazdag, B., Gloor, J. L., Emery, C., Tideman, S., & Bajet Mestre, E. (2022, May). Leading the way in leadership: Trickle-down gender diversity in academic publishing. Paper presented at the Annual Interdisciplinary Perspectives on Leadership Symposium.

*Theresa Goop*

Lohntransparenz, was funktioniert? Vortrag, 6th St.Gallen D&I week, 15.9.2022 (jointly with Martina Egli, René Heiz, Manuel Wiesner).

*Ines Hartmann*

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, spring semester 2022.

Soziale Organisationen. Module for Höhere Fachschule agogis, fall semester 2022.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind, fall 2022.

Inhouse Presentations, Workshops and Online Sessions with customers.

*Ines Hartmann & Nicole Niedermann*

D&I Journey - with an impact, Workshop, 6th St.Gallen D&I week, 16.9.2022 (jointly with, Renée Rädler, Melissa Schenk).

St. Gallen Diversity Benchmarking Ergebnisse für den Bankensektor in der Schweiz, HR Lunch für Arbeitgeber Banken am 22.9.2022.

*Nicole Niedermann*

Inhouse Presentations, Workshops and Online Sessions with customers.

*Christian Pierce*

Race and Ethnicity Series 2022: Racism in Switzerland, LinkedIn, 27.5.2022

Race and Ethnicity Series 2022: Two Years After George - The Impact on Businesses, LinkedIn, 29.6.2022

Race and Ethnicity Series 2022: A More Equitable Switzerland- What can Organizations do?, LinkedIn, 24.8.2022

1<sup>st</sup> United Nations Permanent Forum for People of African Descent Delegates Welcoming Side Event, virtual 4.12.2022

Podcast, #OUR\_racism, Episode 26, 2.3.2022

Inhouse Presentations and Mentoring Programs with customers.

*Gudrun Sander*

Gisler-Talk #7: Unconscious Biases x Diversität, 14.3.2022

Die bessere Wahl, presentation, 6th St.Gallen D&I week, 12.9.2022.

Gender Intelligence Report, presentation, 6th St.Gallen D&I week, 13.9.2022 (jointly with Alkistis Petropaki).

Inhouse Presentations, Unconscious Bias Workshops and Online Sessions with customers.



# AWARDS, SERVICES AND MEMBERSHIPS

## HONOURS AND AWARDS

*Jamie Gloor*

Latsis Prize for the Top Scholar under age 40 at HSG, (2022)

HSG Behavioral Lab Mini Research Grant led by *Naim Zierau* (PI), with Prof. Ivo Blohm, on Gendered Reactions to AI.

UZH/GENEVA COFUND with Profs. Lauren Howe (UZH; PI) and Clara Kulich (Geneva; PI).

*Christian Pierce*

New Jersey District 11 2022 Hero

*Gudrun Sander*

Top 100 of Women in Business in Switzerland

## THESIS SUPERVISION

### BACHELOR THESES SUPERVISION

*Jamie Gloor*

Kiara Austin: "'Maybe Baby' Bias Awareness in Job-Seeking Women"

Nicolas Colombo: "Leadership & Diversity in Sports"

Laura Henggeler: "Mindful Intercultural Communication"

Loius Tillessen: "Decision Avatars and their Application in Business Applications"

Jo Gaia Baumann: "Market Entry Options in Indonesia"

Leon Imhoff: "Building Trust in Indo-Swiss Business Relationships"

*Gudrun Sander*

Messinger, Marie-Therese: Südafrika und Malaysia haben breitflächige, positive Massnahmen gesetzt um bisherige Diskriminierungen auszugleichen. Welche Lehren lassen sich daraus für die positive Diskriminierung der Frau in der DACH-Region ableiten?"

*Winfried Ruigrok*

Oswald Nadja – The role of the CEO in the relationship between firm internationalization and environmental performance

Angst Samuel – The link between regionalization and firm performance: an empirical analysis of the performance effects of intra- and inter-regional internationalization



## MASTER THESES SUPERVISION

*Andreas Binder*

Hartmann, Daniel: "Die Abschaffung der Vorschriften zur Sachübernahme durch die Aktienrechtsreform" (co-supervision).

Hotz, Victoria: "Aktionärsaktivismus im Kontext der Corporate Governance-Debatte" (co-supervision)

Rütsche, Nicola: "Corporate Governance von Startups"

*Jamie Gloor*

Ming, Emily: Leading Employees in Job and Top Sharing: an empirical analysis of what it takes to lead sharing tandems. Advisor with Prof. Dr. Gudrun Sander

Schroeder, Laura: Diversity & Leadership

*Georg Guttmann*

Theresa Hahn. How do markets value the influence of activist shareholders on corporate boards? An empirical study on the impact of activist-impelled board appointments and activist-related board expertise on shareholder value.

Julien Singeisen. The Impact of Board Environmental Committees' Expertise on Corporate Environmental Performance.

*Gudrun Sander*

Czech, Johanna: Evaluationskonzept für das Outcome des Programmes Aiming Higher, ein Förderprogramm für Assistenzärztinnen (Co-Supervisor: Dr. Ines Hartmann)

Hartmann, Simon: Wahrnehmung der Förderpraktiken in Schweizer Unternehmen (Co-Supervisor: Dr. Ines Hartmann)

Hoogstraal, Dennis Sinclair: Typically female, typically male: an investigation of the differences in financial market investments between women and men. (Co-Supervisor: Dr. Ines Hartmann)

Ming, Emily: Leading Employees in Job and Top Sharing : an empirical analysis of what it takes to lead sharing tandems. Advisor with Prof. Dr. Jamie Gloor

Sarbach, Michelle: Gender Pay Gap in Switzerland : a media analysis of the debate on Logib. Advisor with Prof. Dr. Christa Binswanger.

*Winfried Ruigrok*

Jannik Sprengelmeyer – Sustainable remuneration as success driver of sustainable corporate governance: an empirical analysis

Fabian Roman Schnell – The impact of database management software on the internationalization of multinational enterprises

## MBA PROJECT SUPERVISION

*Winfried Ruigrok*

Oleg Taimre: Trust and Psychological Safety in virtual teams.

## DOCTORAL DISSERTATION SUPERVISION

*Winfried Ruigrok*

Thomas Hagmann: "Understanding the Impact of Active Owners in Privately Held Businesses: A Behavioral Perspective." PhD committee member, University of Amsterdam (Netherlands), March 31st, 2021.

Bareerah Hafeez Hoorani: "Exploring, Understanding, and Promoting Pluralistic Strategies for (Qualitative) Research". PhD committee member, University of Lugano (Switzerland), July 14th, 2021.

## MEMBERSHIPS AND SERVICES TO HSG COMMUNITY

*Andreas Binder*

Member of the European Council on Corporate Governance of The Conference Board.

*Bruno Heynen*

Co-Director of the European Council on Corporate Governance of The Conference Board.

*David Frick*

Co-Chair of the European Council on Corporate Governance of The Conference Board.

*Jamie Gloor*

D&I Representative, HSG AAQ Accreditation & Quality Assurance

Organizer, D&I at HSG Virtual Research Workshop

*Georg Guttmann*

Member, HSG Hiring Committee for Assistant Professorship in Strategic and International Management.

Academic Advisor, Global Essay Competition. St.Gallen Symposium.

*Christian Pierce*

Advisory Board, HSG Africa Association

*Gudrun Sander*

Member, Board of the Research Institute for Work and Employment (FAA HSG).

Co-Organizer of the 6<sup>th</sup> Diversity & Inclusion Week at the University of St. Gallen, September 12-16th, 2022. (<https://inclusion-tagung.ch>)

Member, Institutsleiterkonferenz.

Member, HSG Alumni Association.

Member, HSG Mentoring Programme.

*Winfried Ruigrok*

Dean, Executive School of Management, Technology and Law.

President's Delegate for Executive Education and University Development.

Member (ex officio), Executive Education Committee (Weiterbildungskommission).

Member, (ex officio), Preparation Task Force of new Senate Executive Education Committee (Weiterbildungskommission des Senats, WBS).

Member, Senatsausschuss.

Member, Senate.

Member, Management Team (Abteilungsausschuss), School of Management.

Member, School of Management Assembly.

Member (ex officio), HSG International Advisory and Alumni Board.

Member, WBZ Beirat.

Chair, Supervisory Board, Asia Connect Centre.

Member, Supervisory Board, Forschungsgemeinschaft für Nationalökonomie (FGN-HSG).

Member, Internationalisation Committee, University of St.Gallen.

Member, Institutsleiterkonferenz.

Member, Foundation Board, Henri B. Meier Foundation.

Invited guest (ex officio), HSG Alumni Board.

Academic Director, St.Gallen Board Retreat.

## MEMBERSHIPS AND SERVICES TO OTHER ORGANISATIONS

*Andreas Binder*

Member of the European Council on Corporate Governance of The Conference Board.

*David Frick*

Co-Chair of the European Council on Corporate Governance of The Conference Board.

*Jamie Gloor*

Member, Academy of Management.

Expert Member, Adecco Working Group for Social Innovation.

Member, European Academy of Management

Member, HSG Hiring Committee

Affiliate, University of Zurich Digital Society Initiative.

Mentor, CareerElixir Women's Peer Mentoring Group, University of Zurich.

Member, Work-Family Research Network.

Organizer and Host, Women in Leadership Lives (WILL) Conference in St.Gallen (with the CCDI PLAID lab)

Organizer and Host, Social Sustainability Impact Incubator (with the HSG Impact Scholar Community)

Organizer and Host, 3-Minute Thesis Competition (with HSG PMA)

Organizer, International Virtual Research Workshop on Workplace Humor.

Organizer, International Virtual Research Workshop on Workplace Incivility.

Organizer, Virtual Writing Workshops.

Representative, HSG Mittlebau

*Bruno Heynen*

Co-Director of the European Council on Corporate Governance of The Conference Board.

*Gudrun Sander*

Member, Academy of Management.

Member EWMD European Women's Management Development Network.

Member Female Board Pool.

Member LLL League of Leading Ladies.

Member of the Board of the Stiftung zur Erforschung der Frauenarbeit.

Member of the Principles for Responsible Management Education (PRME) Working Group on Gender Equality.

Member of the Board of the Women's Empowerment Principles Leadership Group (WEPs LG) of UN Women and UN Global Compact.

Member SMG Schweizerische Management Gesellschaft.

Expert at the Scientific Advisory Board of „Silberfuchs“ – Generationenmanagement.

Representative of Switzerland at the Empower G20 Group.

*Winfried Ruigrok*

Jury Member, Switzerland Global Enterprise, Export Award.

Member, Steering Committee, Deans' Conference, European Foundation for Management Development, Brussels, Belgium.

Member, Advisory Board, Ostschweizer Berufs- und Bildungs-Ausstellung (OBA).

## PROFESSIONAL SERVICES AND REVIEWS

*Jamie Gloor*

Ad-Hoc Reviewer, *Academy of Management Discoveries*

Ad-Hoc Reviewer, *Academy of Management Journal*

Ad-Hoc Reviewer, *Academy of Management Review*

Ad-Hoc Reviewer, *Journal of Applied Psychology*

Ad-Hoc Reviewer, *Journal of Business Ethics*

Ad-Hoc Reviewer, *Journal of Management*

Ad-Hoc Reviewer, *Journal of Management Studies*

Ad-Hoc Reviewer, *Nature Human Behaviour*

Ad-Hoc Reviewer, *Organization Behavior and Human Decision Processes*

Ad-Hoc Reviewer, *Organization Science*

Ad-Hoc Reviewer, *Proceedings of the National Academy of Sciences Nexus*

6 reviews for the *Academy of Management Annual Meeting*

*Roger Moser*

Reviewer for Industrial Marketing Management, Technological Forecasting & Social Change, *Journal of Business Research*, 2021.

*Winfried Ruigrok*

Reviewed for several refereed academic journals and international scholarly conferences.

Editorial board member, *Journal of International Business Policy* (Academy of International Business).

Editorial board member, *European Journal of International Management*.

Panel member, Interim Post-Experience Programme Assessment, Rotterdam School of Management, Erasmus University Rotterdam (Netherlands). Online visit, thesis review, and interim report produced as part of the Accreditation Organisation of the Netherlands and Flanders (NVAO) 5-year accreditation cycle, November 2021.

Chair, name-change panel, Rotterdam School of Management, Erasmus University Rotterdam (Netherlands). Online visit, and interim report produced for the Accreditation Organisation of the Netherlands and Flanders (NVAO), November

*Nora Keller*

Reviewer for *Terrorism and Political Violence* Journal

*Winfried Ruigrok*

Reviewed for several refereed academic journals and international scholarly conferences.

Editorial board member, *Journal of International Business Policy* (Academy of International Business).

Editorial board member, *European Journal of International Management*.



# GOVERNANCE

The Research Institute for International Management has an international outlook. It is led by Prof. Dr. Winfried Ruigrok and Prof. Dr. Gudrun Sander. Each of our six Competence Centres has its own director.

## LEADERSHIP TEAM



**Prof. Dr. Winfried Ruigrok**  
Co-Director Research Institute  
for International Management



**Prof. Dr. Gudrun Sander**  
Co-Director Research Institute  
for International Management/  
Co-Director Competence Centre  
for Diversity & Inclusion



**Prof. Dr. Andreas Binder**  
Director Corporate Governance  
Competence Centre



**Dr. Ines Hartmann**  
Co-Director Competence Centre for  
Diversity & Inclusion & Senior  
Projekt Manager



**Prof. Dr. Tomas Casas I Klett**  
Director Competence Centre  
for Top Teams & China



**Prof. Dr. Roger Moser**  
Director Asia Connect Centre  
& India Competence Centre



**Dr. Stephanie Schoss**  
Research Partner & Director  
Competence Centre for Top Teams

## SUPERVISORY BOARD



**Prof. Dr. Andreas Herrmann**  
President of FIM-HSG  
Supervisory Board



**Prof. Dr. Peter Leibfried**  
Member of FIM-HSG  
Supervisory Board &  
Academic Director MBA



**Prof. Dr. Simon Evenett**  
Member of FIM-HSG  
Supervisory Board &  
Academic Director MBA



**Prof. Dr. Simon Peck**  
Member of FIM-HSG  
Supervisory Board &  
Associate Dean for MBA Programs  
Associate Professor Design &  
Innovation



**Simona Scarpaleggia**  
Member of FIM-HSG Supervisory Board &  
Head of the global Initiative "The Future of our  
Work" at INGKA Group (IKEA)

## TEAM



**Anne-Sophie Bacouël, M.Sc.**  
Research Assistant and Doctoral Candidate



**Eugènia Bajet Mestre, M.Sc.**  
Research Assistant and Doctoral Candidate



**Meenu Bhargava, M.Sc.**  
IT Project Manager CCDI



**Dr. Tarun Bose**  
Postdoctoral Research Assistant



**Amèlia Carré-Llopis**  
Student Research Assistant CCDI



**Jonathan Chassot, M.A.**  
Head of IT Projects CCDI



**Isabelle Chemelli**  
Head of Administration, HR & Finance



**Sandra Dojcinovic**  
Student Research Assistant CCDI



**Jérémie Fleury**  
Team- & Project-Assistant CCDI



**Nora Gavazaj Susuri**  
Senior Operation Manager CCDI



**Prof. Dr. Dimitrios Georgakakis**  
Research Partner



**Prof. Dr. Jamie Gloor**  
Assistant Professor



**Prof. Dr. Carlos Gonzalez Hernandez**  
Research Partner



**Theresa Goop, M.Sc. M.A.**  
Member of the CCDI Management Team & Senior Project manager Partner



**Dr. Davide Gremmo**  
Research Partner



**Dr. Peder Greve**  
Research Partner



**Prof. Dr. Georg Guttman**  
Assistant Professor of International Corporate Governance



**Mag. Sylvia Hodek-Flückiger**  
Project Manager CCDI



**Dr. Nora Keller**  
Project Manager CCDI



**Nina Locher, M.A.**  
Project Manager CCDI



**Áida Teresa Germann**  
Marketing Manager CCDI



**Brice Mbigna Mbakop**  
Student Research Assistant CCDI



**Elia Müller**  
Student Research Assistant CCC



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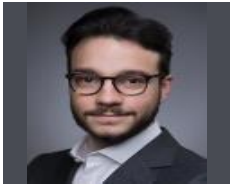
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#### Accreditations

