

Research Institute for
International Management



University of St.Gallen



ANNUAL REPORT 2021

Research Institute for International Management
FIM-HSG

*“From insight
to impact”* 

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

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Preface

Dear Reader

In the year 2021, FIM grew again – in terms of the team, research activities and services to companies. By March 2021 we therefore adjusted the leadership structure. Today we share the responsibility for FIM.

Demand for the services offered by the Competence Centre for Diversity and Inclusion (CCDI) continues to grow rapidly. CCDI has for many years been the biggest Competence Centre at FIM. Its portfolio of activities includes research on companies' Diversity & Inclusion (D&I) related career and leadership features, quantitative benchmark studies, salary analyses, HR process analyses, organizational culture analyses, consulting, and unconscious bias trainings.

The Competence Centre for Top Teams (CCTT) is working hard to follow suit. Over the past years our colleagues Dr. Stephanie Schoss, Prof. Dr. Tomas Casas, Dr. Camillo Werdich developed a model allowing managers to understand and measure the composition, leadership, context, and success factors of teams in their organisations. Our approach allows for large scale data analyses within companies and in 2021 CCTT acquired its first large customer.

Our research on the Sino-Swiss Free Trade Agreement with our Chinese partners at the University of International Business and Economics (UIBE, Beijing) continued. Furthermore, our colleague Prof. Dr. Tomas Casas built new ties with partners in China, Russia, and Kazakhstan, all countries involved with the Chinese "Belt and Road Initiative".

Our colleague Prof. Dr. Roger Moser spent part of his time at Macquarie University (Sydney, Australia) yet continued his work in the context of our Asia Connect Centre and India Competence Centre. In 2021 Prof. Dr. Jamie Gloor joined HSG as a new colleague after having acquired a prestigious SNF prima grant. We are very glad she chose to join CCDI.

We would like to thank all FIM colleagues, clients, and stakeholders for their support to our Institute!



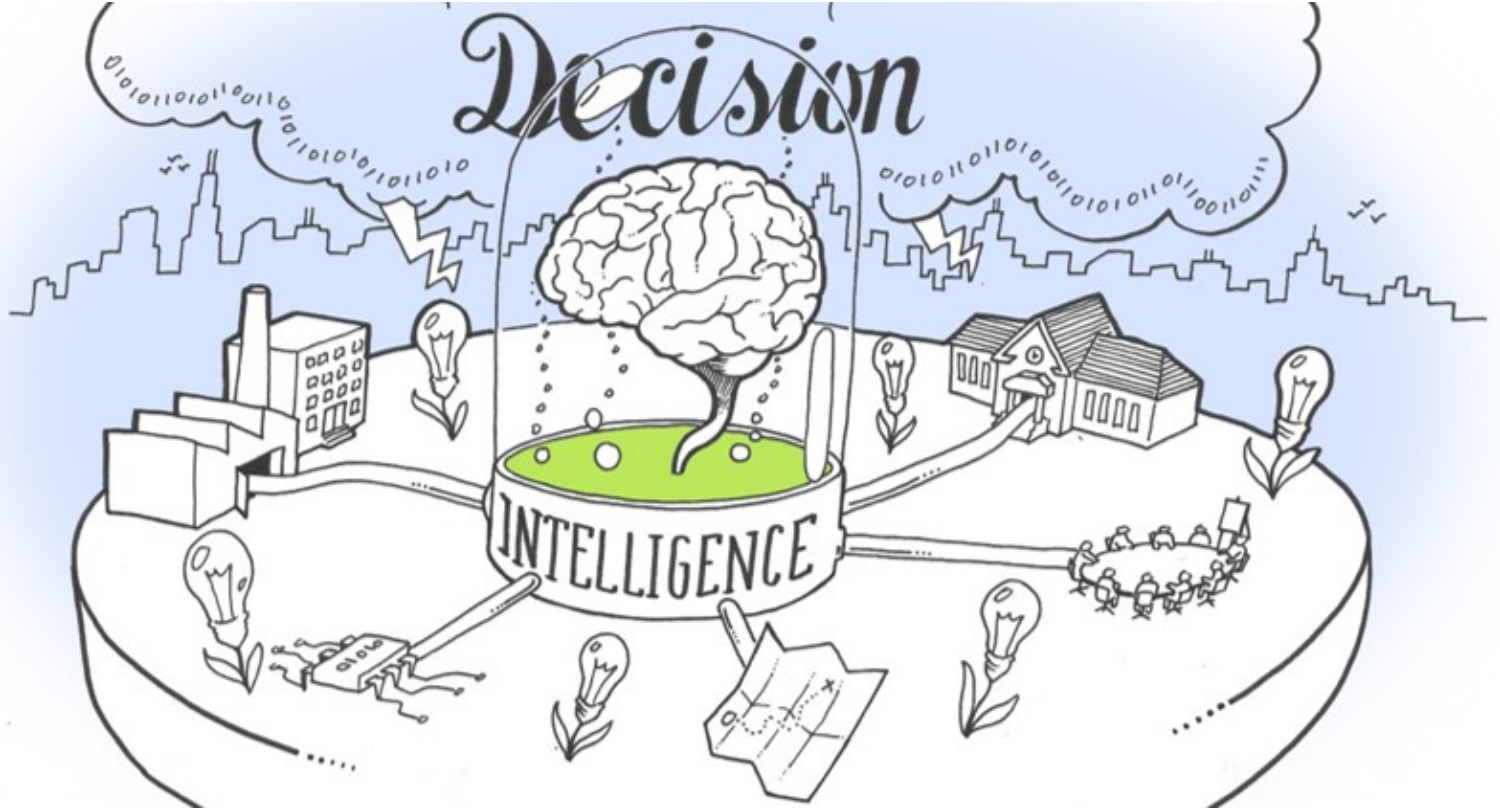
Prof. Dr. Winfried Ruigrok

A handwritten signature in black ink that reads "W. M. Ruigrok".



Prof. Dr. Gudrun Sander

A handwritten signature in black ink that reads "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 2021, the ASIA CONNECT Centre-HSG further continued its work focusing on the provision of “Contextual Intelligence” based on its agreement with the St.GallenBodenseeArea (SGBA) in the context of Asia. In this situation, the ASIA CONNECT Centre-HSG succeeded in starting several new initiatives and continued its concept called “Contextual Intelligence Platform” that supports European senior executives when making market entry or expansion decisions in Asia – especially in China and India. The concept consists of three major elements:

- **Framework Proficiency:** helping executives to understand what really matters when making strategic decisions.
- **Executive Education:** helping executives to better understand those dimensions of a strategic decision that really matter.
- **Intelligence Access:** helping executives to collect the necessary intelligence (data, information, knowledge, insights) – especially from local experts in Asia.

During the year 2021, the ASIA CONNECT Centre-HSG continued to invest a lot of time and resources into a cloud-based IT platform concept which is likely to be finalized early 2022 and can be combined with other online training programs to support companies from St.GallenBodenseeArea in their Asia-focused projects but also other business contexts with high levels of uncertainty and ambiguity – including Digitization & COVID-19.

Highlights 2021

In 2021, the ASIA CONNECT Centre-HSG supported 16 different companies and conducted numerous expert panel (Contextual Intelligence) studies for its clients. Besides different projects in the Asian context, the ACC-HSG was able to support companies from the region also in digitization and pandemic related challenges.

Activities and Projects

During the year 2021, the ASIA CONNECT Centre-HSG conducted, as examples, the following projects:

- Support of an expert panel study for the company "Die Ambassador" on the future of Eastern Swiss companies with challenges in positioning their own value proposition due to a lack of differentiation.
- Support of an expert panel study for the company KS Selection on the future of personnel recruitment in Switzerland.
- Support for various young entrepreneurs in examining the core hypotheses of the respective business models. Study in cooperation with the company Bühler AG on the better positioning of mechanical engineering companies in times of increasing digitization and high-quality competition from Asia.

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 2022

In 2022 the ASIA CONNECT Centre-HSG will continue its activities and try to further support companies from the St.Gallen-BodenseeArea with specialized services and insights when it comes to dealing with uncertainty and ambiguity in dynamic business environments.





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 2021, 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. 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 fourth time a joint course with Prof. Dr. Paul Rollier from the School of Humanities and Social Sciences at the University of St.Gallen. The course normally happens in Udaipur, India, and focuses on the society & business in India in a real-life environment where students need to conduct on-the-ground analyses. This year, the students had to understand why agricultural reforms and productivity increases require not only technical solutions but also social change. However, due to the ongoing pandemic

situation, the course was offered in St.Gallen while the lecturers facilitated direct contacts to Indian experts.

Highlights 2021

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), the India Competence Centre benefitted from a more long-term funding for serious academic research and teaching in the context of India.



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 another 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 “Experiencing India” 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 4 years before and coordinates today the research activities at his new university.

Finally, the India Competence Centre started a new research 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 2022

In 2022, 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.



CCC delivers a range of services to provide a gateway for Swiss/European companies internationalising in China, as well as for Chinese firms expanding into Switzerland and Europe. In this regard, the CCC works closely with FIM's Asia Connect Centre (ACC) in a variety of areas such as advising Chinese investment projects in Switzerland.

China Competence Centre (CCC)

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

In fulfilling its mission CCC is becoming a bridge of productive exchange and friendship between Europe and China, even during the difficult times of COVID where borders are closed. 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.

Our Mission

The China Competence Centre (CCC) 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 2021

During 2021 CCC continued to develop on various fronts. Courses 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) were strengthened by visits and discussions for joint research and executive education programmes planned for as soon as the COVID travel restrictions are left behind. An example of the joint research is the Sino-Swiss Business China survey that will take place in early 2022. Of importance are also the publication (incl. one of BRI in APJM) as well as Elite Quality Index (EQx) with its focus on China, providing the theoretical keys to explain many of the structural reforms of the PRC.

Researching the Sino-Swiss relationship

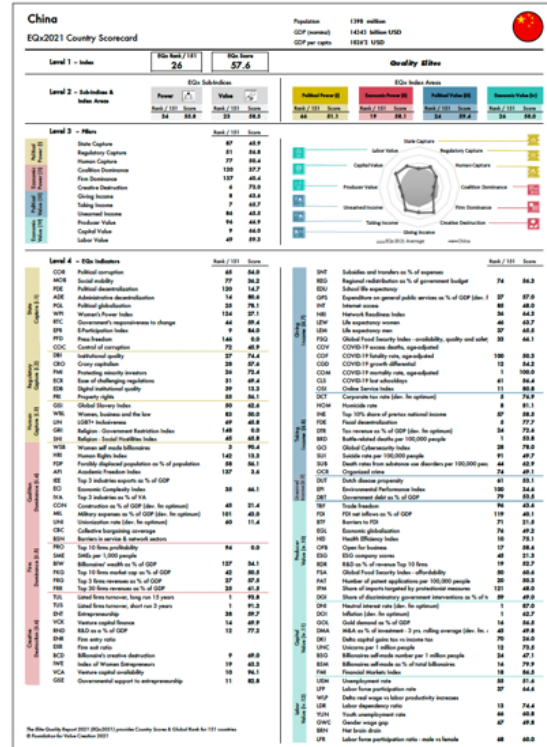
The Sino-Swiss FTA academic evaluation is a bilateral collaboration by the University of St.Gallen (HSG), the University of International Business and Economics (UIBE) in Beijing. The benefits of the Sino-Swiss FTA were established for the first time in the 2018 report and the plan is to follow up with the research in 2022. At the same time a new project has started based on the analysis of 150 Swiss companies in China to ascertain the state of doing business in the Middle Kingdom. This survey project is carried out in collaboration with Swiss institutions like the Swiss Embassy in Beijing, SwissCham and the Sino-Swiss Centres.

Research

FIM together with the Institute of Economics (FGN-HSG) launched in 2020 the Elite Quality Index (EQx). This political economy index rates elite quality across countries and provides a key variable to understand business phenomena such as FDI or the forces that condition the degree of internationalization of firms when engaging with diverse political economies.

In 2021 the EQx dataset expanded from 32 to 151 countries and from 72 to 107 indicators. The research team in China includes leading professors at Zhejiang University and at

JiaoTong University. For 2022 leading economists will provide original insight into China's economic and business future based on the EQx framework.



Two other research articles of note are worth mentioning. One with in the Asia Pacific Journal of Management assesses the Belt and Road Initiative (BRI) as a narrative and draws implications for institutional change and international firm strategy. The other in the International Journal of Business Strategy conceptualizes the Thucydides' Trap in the business world and suggest a corporate strategy for a new geopolitical reality.

Teaching

Specific courses on China have been designed and upgraded 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 and bring cutting-edge China insights into the classroom as a

result of his conversation stakeholders in the Sino-Swiss relationship and Chinese academics.

Executive Education

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 Eurasia, with participants from China, Japan, Russia, or Kazakhstan. The learning module included a trip to Geneva, the diplomatic capital of the world. Moreover, in collaboration with the HSG Executive School, the Doing Business in China module and an International Management module have been developed for executive education degree program has been strengthened and the voices of global thought leaders like Bruno Maçães and Martin Jacques. These modules are offered in collaboration with partner institutions in China such as Shanghai Jiaotong University or Tsinghua University, as well with partner institutions along the New Silk Road.

Outlook 2022

For 2022 CCC will continue to strengthen its China research, executive education and teaching and work closely with Chinese partner institutions and firms. The Sino-Swiss China Business Survey is expected to be released. In addition, the EQx2022 will be launched in April and will include a unique series of contributions and analysis on China.



Prof. Min Chen from Jiaotong University, Shanghai, providing the Chinese perspective on the PRC's political and economic structure; courses designed by FIM in collaboration with Chinese partners and global thought leader on China cover knowledge and a diversity of perspectives that is unique and probably not found elsewhere.



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



From left to right: Eugènia Bajet Mestre, Meenu Bhargava, Jonathan Chassot, Jérémie Fleury, Nora Gavazaj, Jamie Gloor, Theresa Goop, Ines Hartmann, Sylvia Hodek-Flückiger, Nora Keller, Nina Locher, Nicole Niedermann, Kathrin Ott, Christian Pierce, Alexandra Rapeaud, Melissa Reynolds, Gudrun Sander, Raphael Summermatter, Giannina Vaccaro, Patricia Widmer

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. 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 and inclusion (D&I) has become a priority in many leading management circles. The focus on ESG goals has reached board rooms. Companies have realized the importance of attracting and retaining a diverse workforce in order to stay competitive in a changing market – throughout and after the pandemic. This means eliminating discrimination in the workplace 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. Effective D&I management is a leadership task that encompasses the entire HR life cycle as well as the customers perspective. Our years of experience in D&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 the D&I journey.

Our services include sophisticated HR analytics, employee surveys, individualised consulting, inclusive leadership and unconscious bias training for management and employees. 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 analyse 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, work-life compatibility and more.

Highlights 2021

Despite the continued extenuating circumstances surrounding a global pandemic, the CCDI has been able to expand its pioneering work on diversity and inclusion in the Swiss workplace.

Benchmarking and Gender Intelligence Report

As 2021 marked the 50-year anniversary of women's voting rights in Switzerland, the diversity benchmarking focused on the topic of career paths for women and men. We analyzed i.e. who is promoted to which management levels and when, where are similarities and differences, etc. An additional focus was on intersectional analysis of gender and age as well as employment status.

The CCDI also honed its focus on industry-specific benchmarking analyses, publishing a report specific to Swiss banks, insurance companies, public administrations and institutions of higher education. For the first time, CCDI conducted industry-specific benchmarking analyses for the biotech industry, the service sector as well as industrial companies.

CCDI and the Fachstelle UND are working together to develop a set of standardized indicators to analyse and compare the compatibility of work and other life domains between companies. Companies from different sectors will be involved in this project. The project is funded by the Federal Office for Gender Equality and will run from summer 2021 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 also took inspiration from the anniversary of women's voting rights in Switzerland and presented five key challenges that are still holding women back from the top levels of Swiss business. The conclusion: We need to change the rules of the game to level the playing field. The Gender Intelligence Report once more was able to increase the number of participating companies and organizations to 90 this year. Find the full report and best practice inspiration from different companies here: <https://advance-hsg-report.ch/>.

Salary Analysis and Customized Projects



Among several large-scale projects, the CCDI worked with multiple large companies and organizations to analyze their D&I culture through focus groups and interviews and honed its analysis of HR process through a diversity and equality lens through several bigger consulting projects. CCDI also worked with a large insurance company to not only analyze and simulate its salary structure but also put the results into the larger context of gender segregation and organizational

culture. Speaking of salary analyses: The CCDI conducted more than 60 standardized wage analyses (in accordance with the Salary Equality Act in place since July 2020). The salary analysis team also undertook several extended wage analyses and provided expert feedback on wage projects for a public institution. The CCDI also organized and conducted workshops for companies and organizations to familiarize them with the Logib salary analysis tool.

Growing Team

The CCDI is thrilled that Prof. Dr. Jamie Gloor joined the CCDI this year as an Assistant Professor for Diversity and Leadership Science, most recently from Exeter University Business School in England. She joins the School of Management faculty at HSG through a prestigious, 5-year Swiss National Science Foundation PRIMA project grant totaling 1.2 million CHF. Her cutting-edge, quantitative and experimental research spans the areas of leadership, gender and diversity, the future of work/leadership (with a bit of humor, too). Several new team members will also join the CCDI through this project, including Eugènia Bajet Mestre, who started as a PhD student this fall researching non-traditional paths for non-traditional leaders; she brings valuable experience and research expertise as a recent research master's graduate from Tilburg University in The Netherlands. We also look forward to welcoming two new Post-Docs freshly recruited from the United States and Canada early next year to continue our project momentum and progress.

New team member Christian Pierce is bringing his expertise on racial diversity to CCDI. Spearheaded by Christian, CCDI pioneered a reverse mentorship programme for companies. The programme pairs a junior employee, from a racial or ethnic minority group, with a non-minority manager. The junior employee serves as the mentor and leads the mentee through a series of exercises, stories, and open conversations. This mentorship helps managers better understand minority employees' perspective, and make more inclusive and equitable decisions. Christian is also working on his PhD thesis, researching antiracism in multinational corporations from a human rights perspective.

Nina Locher joined the CCDI as project manager, focusing on diversity benchmarking and qualitative client projects. Alexandra Rapeaud also joined as project manager, using her visual communication skills to organize, coordinate and also design workshops and trainings. Nora Gavazaj joined the team as Senior Operation manager to support with the leadership and administration of the CCDI, including project controlling and governance questions, among others. Last but not least, Dr. Giannina Vaccaro now enriches the salary team's offerings with her research perspective, embedding the CCDI's practical approach in the scientific context.



Activities and Projects

In September, CCDI usually co-organizes the annual Diversity & Inclusion Conference at the University of St.Gallen. To protect the health of all participants in the face of Covid-19, the format of the event was once more that of a "D&I Week" consisting of a hybrid of online and on site events. This year's D&I week included 13 workshops and online sessions around the theme "Is the face of leadership in Swiss business changing?". In the workshops, current research results from the University of St.Gallen were presented. The programme was conceptualized and moderated by 24 speakers from research and practice. 622 people interested in diversity registered for the events. A highlight of the D&I Week was the presentation of key insights from the 5th annual Gender Intelligence Report (GIR).

The CCDI team also continued training companies in reducing unconscious biases in their decision-making – a record number of in-house workshops and trainings were held both in person and online and in German as well as

English and French. For the first time, the CCDI also designed several e-learning trainings.

The CCDI and its work have been widely covered in the media. Especially the 5th annual Advance and HSG Gender Intelligence Report gained a lot of attention. 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, CCDI publishes a bi-monthly newsletter (make sure to subscribe here): <https://ccdi-unisg.ch/en> and continued its series of webinars.

Outlook 2022

The CCDI is excited about what 2022 will bring. Among many upcoming projects, the CCDI is working with a number of hospitals in Switzerland to develop a new blended learning programme for female medical residents to strengthen them professionally and personally and to prepare them optimally for their careers. 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. The programme is developed in cooperation with the Executive School and the course starts February 23.

In 2022, the CCDI will conduct the St. Gallen Diversity Benchmarking for the mechanical and electrical engineering (MEM) industries for the first time. Swissmem is partnering with the CCDI to recruit companies for the benchmarking and to communicate the results. A "light" version of the benchmarking will be available to companies with up to 250 employees.

Please be sure to save the date for the sixth annual St. Gallen Diversity & Inclusion Week, which will take place from September 12 to 16, 2022, likely in a hybrid format. 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 aim at understanding how teams reach top performance and support organisations in elevating top teams to their best. Over the past years, we designed the *St. Gallen Top Team (SGTT)* model. In 2021, we developed online-based tools to measure key aspects of this model. In the context of Covid-19, we rolled out the SGTT model in various executive courses and with business clients. True to our ambitions as an Institute for International Management, we seek to analyse teams in different contexts across the world and industries, to support executives in different environments in improving team performance.

Our Mission

CCTT's focus lies on improving team work and performance, by exploring the different factors that impact teams both externally and internally, and the links between these factors. Our mission is bound together by a strong two-way link between the pillars of Academia and of Practice. Hence emerging innovative practices are identified, codified, placed in relevant frameworks and tested. This research is carried out in close cooperation with actual teams. The uncovered emerging and innovative practices (as well as team problems) are then deployed for the benefit of top team performance.

We aim to further develop our team model and to share our emergent insights through publications aiming at audiences engaged in business and top level academic journals. We also work directly with the business world in the context of top teams in entrepreneurship, management and boards. In parallel we work with the Executive School (ES-HSG) to diffuse our work on top teams in degree and non-degree programmes.

Highlights 2021

To help team leaders improve their leadership skills, despite the COVID-19 pandemic and the transition to virtual work, the CCTT team developed the "Leading High-Performance Teams in the Digital Age" (HPT) course, taught in partnership with the Executive School (ES-HSG). The HPT programme was designed to empower participants to tackle new leadership challenges in the digital age by learning how to better motivate, organise or discuss and communicate with their teams in the virtual space. This will enable the team leaders to leverage the full potential of each team member. The course was designed as a highly practical programme, that mixed interactive lectures, self-reflective group discussion modules and the use of analytics based on our Top Team Model. Through the use of our analytics tools, participants can grow side by side with their team leader, as the leaders learn how to apply tools and improve the situation of their team.



The course took place virtually in Spring and Autumn 2021 and has led to interest from multiple multinational companies for custom programmes on the topic of high-performance teams.

The SGTT model, which was advanced in 2020, and currently includes team level measurements of Objective Setting, Team Resources, Team Context, Surface and Deep-level Diversity, Team Conflicts, We Consciousness and Perceived Team Performance, has been practically applied a number of times this year, to much enthusiasm from participants. The model was applied (among other projects) in the HPT course mentioned above, the newly founded EMBAX programme in partnership with ETH Zurich, the SIM programme and throughout various programmes in China. Indeed, the interest in an overarching framework to improve team performance reaches beyond country lines.

The CCTT platform, which was developed in 2020 to conduct surveys for our team projects, has been extensively utilised both in academic and client projects and has been developed

to increase user friendliness and more advanced functionalities.

2021 was also the year CCTT realised its first transatlantic project. The team was commissioned to hold a series of virtual sessions with a US association including high-ranking executives from all over the world on topics ranging from family governance to the board of directors.

Among various custom projects, CCTT has continued its collaboration with a notable Swiss private bank to organise a highly-exclusive and interactive programme focusing on entrepreneurship and sustainable finance, and including international faculty.

Outlook 2022

In 2022, we plan to further develop our SGTT model through research projects and collaborations with our corporate partners. Our long-term goal is to establish the SGTT model as a leading team analysis framework.

The SGTT framework will continue to be implemented in a variety of learning contexts, such as courses at the Executive School, with partners in China or at Master-level course. For 2022, specific CCTT plans revolve around conducting SGTT surveys and delivering structured insight to teams, organisations and students. We hope to continue our model development through continuous gathering of data, which should also further our insights into team performance.



The HPT programme will take place again in the Spring and Fall 2022, with a lesser focus on the digital age, as business slowly returns to normal in a post (or less) COVID world.



We are proud to have established a truly interdisciplinary Advisory Board to the Corporate Governance Competence Centre uniting personalities from academia, the business world and investors.

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, Netherlands and 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 2021

Research on Top Managers

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 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 the business world as well as investors.

The following persons are member of the Advisory Board:

- Andreas Binder, Prof. Dr. iur. et lic. oec., attorney-at-law and honorary professor of law, University of St.Gallen (chairman)
- 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., member 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., member 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

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 2021, 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. David Frick is for several years now 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 meets 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 2022

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 looking for answers to the question how to bring more long-termism into the behaviour of shareholders, board members and executives of listed companies. And we will continue our exchange

with the Swiss lawmaker regarding current corporate governance topics. In 2022, we will 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 2021 FIM faculty realised the following publications and papers:

Scholarly contribution

Refereed journal articles

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Rengarajan, S., Moser, R., Tillessen, L., Narayanamurthy, G., & Reddy, S. S. J. 2021. Decision model innovation for competitive productivity (CP) in the airport industry. *International Journal of Contemporary Hospitality Management*, 33(9), 3021-3039. <https://doi.org/10.1108/IJCHM-09-2020-1041>

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Sengupta, T., Narayanamurthy, G., Moser, R., Pereira, V., & Bhattacharjee, D. 2021. Disruptive technologies for achieving supply chain resilience in COVID-19 era: An implementation case study of satellite imagery and blockchain technologies in fish supply chain. *Information Systems Frontiers*. <https://doi.org/10.1007/s10796-021-10228-3>

Srivastava, M., Narayanamurthy, G., Moser, R., Pereira, V., & Paille, P. 2021. Supplier's response to institutional pressure in uncertain environment: Implications for cleaner production. *Journal of Cleaner Production*, 286, 1-19. <https://doi.org/10.1016/j.jclepro.2020.124954>

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Theresa Goop

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Ines Hartmann

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Nora Keller

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Die Aufholjagd der Frauen kann beginnen, St.Galler Tagblatt, 10.02.2021

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Patricia Widmer

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Winfried Ruigrok

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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 2021, FIM offered the following courses

Pre-experience Education

BA courses at HSG

Andreas Binder

"Einführung ins Privatrecht". Bachelor degree lecture (together with Prof. Dr. Vito Roberto), autumn semester 2021.

Tomas Casas

"Doing Business in China". Bachelor degree lecture, autumn semester 2021.

Roger Moser

"Verantwortung/Responsibility: India Study Tour - Society and 'Social Business' in India". Contextual Studies, Bachelor degree course (jointly with Paul Rollier), autumn semester 2021.

"Doing Business in India". International Management Specialization, Bachelor degree course, spring semester 2021.

Winfried Ruigrok

International Management. Core Compulsory course, International Management Profile Area, Business Bachelor programme (BBA), provided in-class, February-March 2021.

International Management. Core Compulsory course, International Management Profile Area, Business Bachelor programme (BBA), provided in-class, September-October 2021.

MA courses at HSG

Andreas Binder

Corporate Governance. Master degree course (together with Prof. Dr. Roland Müller), spring semester 2021.

Mergers & Acquisitions. Master degree course (together with Prof. Dr. Xena Welch Guerra and Dr. Roman Gutzwiller), autumn semester 2021.

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 2021.

Ines Hartmann and Bianca van Dellen

Unconscious Bias – Was beeinflusst unsere Entscheidungen und Wahrnehmung? Master degree course, spring semester 2021.

Nora Keller & Ines Hartmann

Inclusive Leadership: Wie führt man Teams in der Zukunft?, MA Kontextstudium, autumn semester 2021.

Roger Moser

"Verantwortung/Responsibility: Comparing 'Social Business' and Development Work in Emerging Markets - the Indian Case". Contextual Studies, Master degree course (jointly with Paul Rollier), spring semester 2021.

"CEMS Project Supervision" CEMS Program, Master degree course, spring semester 2021.

Gudrun Sander

Arbeitsmarkt und Geschlecht - Kontroversen und Visionen zur Vereinbarkeit von Beruf und Familie in verschiedenen Lebensphasen. Master degree course (jointly with Dr. Christa Binswanger), spring semester 2021.

Manche sind gleicher: Inklusion im Spannungsfeld von Ökonomie und Gleichstellung. Master degree course (jointly with Dr. Christa Binswanger), autumn semester 2021.

Winfried Ruigrok

Corporate Governance. Elective, Executive Master of Business Administration, provided in-class, November 22nd-26th, 2021.

International Management. Core course, Master of Business Administration (MBA) programme, provided in-class, supported by tailor-made videos, September-October 2021.

International Management. Core course, Strategy and International Management (SIM) programme, provided partly in-class, supported by tailor-made videos, September-December 2021.

International Business Strategy. Part of the thematic course "International Law and Business Strategy", Master of International Affairs, provided in-class, November-December 2021.

International Business Strategy. Tutorials, part of the thematic course "International Law and Business Strategy", Master of International Affairs, provided via Zoom on 23rd November, 7th December, 14th December, 2021.

International Management. Core course, Part-Time Master of Business Administration (MBA) programme, provided in-class, supported by tailor-made videos, December 15th-18th, 2021.

Post-experience Education

Executive Education/MBA

Andreas Binder

Gesellschaftsrecht. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, March 15-19, 2021.

Corporate Governance. Lecture at Wirtschaftsrecht für Manager (WRM), Executive Campus, University of St.Gallen, May 31 & June 3, 2021.

Rechte und Pflichten des Verwaltungsrates. Lecture at the ZfU-Tagung Das Verwaltungsrats-Seminar, Rüschiikon, June 2, 2021.

Corporate Governance. Lecture at Executive MBA, Executive Campus, University of St.Gallen, September 1, 2021.

Gesellschaftsrecht. Lecture at Intensivstudium für Führungskräfte in Klein- und Mittelunternehmen, Executive Campus, University of St.Gallen, October 26 & 27, 2021.

Tomas Casas

"International Management" a module offered as an international learning experience 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.

Jonathan Chassot & Theresa Goop

Case study on wage analyses in "Modul Ökonomie & Datenkompetenz" (3 February 2021, part of EMBA 58).

Ines Hartmann

Final Module. Women Back to Business (WBB-HSG), (November 22 – 23, 2021).

Gudrun Sander

Unconscious Bias in Teams? (2.3.2021) in: Leading High Performance Teams at the Executive School.

Modul 1 – Warum D&I? (26.5.2021) and Modul 2 - Wie kommt man zu vernünftigen D&I-Zielen? (1.6.2021) in: «Erfolgreich durch Diversity & Inclusion» at the Executive School.

Mit gemischten Teams erfolgreicher (8.9.2021) im Rahmen der HSG Highlights (together with Prof. Dr. med. h.c. Aris Exadaktylos).

Objektivität und Bauchgefühl: Wie treffen Sie bessere Entscheidungen (25.11.2021) im Rahmen der HSG Academy.

Patricia Widmer

Inclusive Leadership, Aiming Higher – Women's Leadership Programme (22 October 2021).

Final Module, Women Back to Business (WBB-HSG), (22 - 23 November 2021).

Winfried Ruigrok

Introduction and moderation. Virtual Board Roundtable "Chair Perspectives on 2021". Delivered via Zoom, 16th January, 2021

Leading Your Virtual Team. Talk delivered with Ilaria Resta. European Foundation for Management Development (EFMD) Conference for Deans & Directors General. Madrid, Spain. Delivered online, 3rd February, 2021.

Introduction. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. February 9th, 2021.

Understanding (Virtual) Teams. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. February 16th, 2021.

Studie virtuelle Teams. Online talk together with Stephanie Schoss, delivered to the GenCEO "Business Netzwerk für Frauen im Top-Management", 16th February 2021.

Transfer session. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. February 18th, 2021.

Understanding the Board of Directors. Half-day Custom board training for ES-HSG client, delivered via Zoom, University of St.Gallen, February 27th, 2021.

Fish start to rot from the head: The monitoring role of the board. Executive education session delivered to BI course "Governance - Risk - Compliance/Control & Internal Audit in Switzerland 2021". Online delivery, University of St.Gallen, March 4th, 2021.

Understanding the Board of Directors. Four-day board training for ES-HSG client, Executive Campus, University of St.Gallen, March 8th-11th, 2021.

International Management. One-day executive education module, Certificate of Advanced Studies Leadership Development Programme (LDP-HSG), University of St.Gallen, April 21st, 2021.

Understanding the Board of Directors. Half-day Custom board training for ES-HSG client, delivered via Zoom, University of St.Gallen, April 22nd, 2021.

Strategy and International Management. Two-day executive education module. Certificate of Advanced Studies programme Women Back to Business (WBB-HSG), University of St.Gallen. Delivered in memox, Zurich. April 27th-28th, 2021.

Introduction and moderation. Virtual Executive Roundtable "Dealing with Investors from the Executive Committee", May 1st, 2020.

Governance by Rating, Ranking & Numbers: Business Schools. Guest lecture delivered via Zoom to the course "Cases in International Affairs", Master of International Affairs, University of St.Gallen, May 3rd, 2021.

Introduction and moderation. Virtual Executive Roundtable "Shaping the Future of Work from the Executive Committee", May 8th, 2020.

Networking event. Event host, online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen, May 31st, 2021.

Introduction and moderation. Three-day St.Gallen Board Retreat, Executive Campus, University of St.Gallen, June 18th-20th, 2021.

Julius Baer Young Partner Live Programme. Two-day training provided via Zoom, June 22nd-23rd, 2021.

Julius Baer Young Partner Live Programme. Two-day training provided via Zoom, June 29th-30th, 2021.

Graduation speech. Pre-recorded speech, delivered to MBA programme, University of St.Gallen. September 21st, 2021.

Fundamentals in international corporate governance. Talk delivered via Zoom at the St.Gallen Board Academy, 11th September, 2021.

Introduction and moderation. Three-day St.Gallen Board Academy, Executive Campus, University of St.Gallen, September 24th-26th, 2021.

Information session. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. September 29th, 2021.

Introduction. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. October 19th, 2021.

Keynotes on Research, Education and Junior Faculty Development in the field of International Management. Diskussionstreffen der Wissenschaftlichen Kommission „Internationales Management“ (Verband der Hochschullehrer für Betriebswirtschaftslehre), Universität Tübingen (Germany), October 21st-22nd, 2021.

Understanding (Virtual) Teams. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. October 26th, 2021.

Transfer session. Talk delivered in the online Open Enrolment course "Leading High-Performance Teams in the Digital Age", Executive School, University of St.Gallen. October 28th, 2021.

Role of Boards of Directors in Mergers & Acquisitions. Executive education session delivered to seminar "Mergers and Acquisitions and Corporate Strategy", Institute of Management (IfB), Hotel Walhalla, St.Gallen, October 27th, 2021.

Different dimensions of diversity. Talk delivered via Zoom to b-to-v internal learning event, October 27th, 2021.

Fish start to rot from the head: The monitoring role of the board and the role of the audit committee. 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, October 28th, 2021.

Reimagining the Board of Directors. Online live event delivered to Chief Executive Organization, November 10th, 2021.

Graduation speech. International Executive MBA programme, University of St.Gallen. December 4th, 2021.



Presentations, External Lectures and Seminars

Andrea Binder

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 9, 2021.

Das Privatgutachten. Presentation at Schweizerische Tagung für Zivilverfahrensrecht, Zehn Jahre Zivilprozessordnung – Zwischenstand und Perspektive, University of Bern, September 10, 2021.

Jonathan Chassot & Theresa Goop

Workshops Logib Module 1, 18 March 2021, 8 April 2021, 21 September 2021, 22 November 2021.

Jamie Gloor

Digital Fitness. Keynote Speaker. [Financial firm working with AI - name redacted for anonymity] (Oct. 21)

Signals that I don't belong: How incivility shapes women's career attitudes. Society for the Psychological Studies of Social Issues Conference. Coauthor, with Henningsen, L., & van Laar, C. (Aug. 21)

(Don't) mind the gap? Reframing resumes facilitates mothers' work re-entry? Academy of Management Annual Meeting. Coauthor, with Kristal, A., Nicks, L., & Hauser, O. (Aug. 21)

Organizational research methods. *Panelist.* Copenhagen Business School's DEI Workshop. (May 21)

Overlooked or undercooked? Designing rigorous experiments. *Keynote Speaker.* Irish Institute of Digital Business. (May 21)

A discussion about DEI in higher education. *Panelist.* Durham Psychology Seminar, Durham University. (Jan. 21)

Intersectionality: Key insights, examples, & implications. *Invited Speaker.* 5th St.Gallen D&I week. (Sept. 21)

Non-traditional paths for non-traditional leaders. *Invited Speaker.* Competence Centre for Diversity & Inclusion. (May 21)

Inhouse Presentations, Workshops and Webinars with customers of the CCDI.

Ines Hartmann

Betriebswirtschaftslehre. Module for Höhere Fachschule agogis, spring semester 2021.

Soziale Organisationen. Module for Höhere Fachschule agogis, fall semester 2021.

Normatives und strategisches Management. Lecture series at mmi – Marie Meierhofer Institut für das Kind, fall 2021.

Ines Hartmann & Nicole Niedermann

Karrierewege neu denken und konkret gestalten, Workshop, 5th St.Gallen D&I week, 14.9.2021.

Nora Keller

Agile Laufbahngestaltung – Karriereverläufe neu gedacht und warum Alter (k)eine Rolle spielt, Webinar, 30.9.2021 (together with Bernadette Höller, Neustarter Stiftung).

Christian Pierce

Overcoming Bias in Academia, ETH Zürich, 26 May 2021.

WeAreRemarkable: Understanding the Connection We All Have to Fight Against Racism and Discrimination, Google, 9 September 2021.

Using Reverse Mentorship to Drive Equitable Organizational Change, Workshop, 5th St.Gallen D&I week, 14.9.2021.

Gudrun Sander

Care Arbeit und Führung: Geht das in Unternehmen? Im Rahmen der Öffentlichen Vorlesungsreihe «Care Ökonomie» an der HSG (25.2.2021).

Was bedeutet "Inclusive Leadership?", Vortrag bei Sporoptimist 14.4.2021.

ES Digital Week 2021: "The Virtual Career Advisor", 15.4.2021 (together with Matthias Bomatter), <https://www.youtube.com/watch?v=25ek9pLhpz8>.

Wirtschaftliche Folgen der Corona Pandemie (in der Schweiz) aus Geschlechterperspektive (29.5.2021) am Internationalen Kongress der Ärztinnen.

Wie das Wissen über Unconscious Biases die Diversität fördern kann, Schweizer Stiftungssymposium, 2.6.2021.

What Boards must know to drive the D&I agenda successfully at Global Governance and Executive Compensation Group and HCM International, 24.6.2021.

St. Gallen Diversity Benchmarking Ergebnisse für den Bankensektor in der Schweiz, Online-Session für Arbeitgeber Banken am 26.8.2021.

Zukünftige Anforderungen an die Führungskräfte im Finanzbereich, Keynote, NPO-Finanzkonferenz, 1.9.2021.

Is the face of leadership in Swiss business changing? Release of the latest results of the Gender Intelligence Report 2021. 5th St.Gallen D&I week, 14.9.2021 (together with Alkistis Petropaki).

Gender Diversity: Vielfalt als Chance at the annual meeting of Schweiz Tourismus, 11.11.2021.

Inhouse Presentations, Workshops and Online Sessions with customers of the CCDI.

Patricia Widmer

International Women's Day, Accenture, 11 March 2021.

Choose to Challenge IWD, Zurich Insurance, 1 April 2021.

The Key to Inclusive Leadership, SKO Webinar, 15 April 2021.

Why mental health matters for an inclusive and diverse culture, Webinary 26.5.2021, (together with Nicole Kalindaga Haettenschwiler), <https://www.youtube.com/watch?v=IYBt2rr4tWA>.

Inclusive Leadership - The key to making reflected decisions, ABB Corporate Learning Days, 4 June 2021.

Unconscious Bias – The key to making reflected decisions, Universität Bern, 13. November 2021.

Diversity & Inclusion, Flexible Workforce and Career Relaunch, Sharing Tribe Webinar. 21 August 2021.

Stakeholder Management, Fem'inar - Fem'up Network, 21 October 2021.

Inclusive Science & Tech Culture: The key to more Gender Diversity in STEM, Diversity in Science & Tech: Why it matters? 24 November 2021.

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



Awards, Services and Memberships

Honours and Awards

Jamie Gloor

Best Paper Award, Academy of Management Annual Meeting (2021)

PRIMA Grantee, Swiss National Science Foundation (2021-2025)

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" (to be completed May 2022)

Nicolas Colombo: "Leadership & Diversity in Sports" (to be completed May 2022)

Laura Henggeler: "Mindful Intercultural Communication" (to be completed May 2022)

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

Fischer, Nadja: "Regenbogenkarrieren zum Erhalt von wertvollen Arbeitskräften 50+"

Carré-Llopis, Amèlia: "Eine Analyse der Führung von multikulturellen Teams im Gesundheitsbereich am Beispiel von Altersheimen in der Schweiz"

Schmid, Caroline Valérie: "Der Einfluss der Landes- und Unternehmenskultur auf diskriminierungsmindernde Massnahmen in der Schweiz"

Tomasevic, Milica: "Die Chance einer altersdiversen Belegschaft richtig nutzen"

Master Theses Supervision

Andreas Binder

Baumeler, Angela: "Die neuen Transparenz- und Sorgfaltspflichten für Schweizer Unternehmen zur weltweiten Einhaltung der Menschenrechte und Umweltstandards"

Bickel, Patrizia: "Ausserbörslicher Handel mit vinkulierten Aktien am Beispiel der GGM (Gondelbahn Grindelwald-Männlichen AG)"

Meyer, Thomas: "Corporate Governance bei Publikumsgesellschaften – Mit Blick auf die laufende Aktienrechtsreform" (Co-Supervision)

Jamie Gloor

Emily Ming "Job & Topsharing" (to be completed May 2022)

Laura Schroeder "Diversity & Leadership" (to be completed May 2022)

Gudrun Sander

Schneider, Nicole: «Elternschaftsmanagement in Schweizer Unternehmen». (Co-Supervisor: Nora Keller)

Rudat, Lena: «Measuring the Compatibility of Professional and Private Life». (Co-Supervisor: Dr. Nora Keller)

Sele, David Nikolaus: «Die Wechselwirkung von Unconscious Bias und Diversität». (Co-Supervisor: Dr. Ines Hartmann)

Conte, Giulia: «Inclusive Workplaces - Measuring Inclusion within Swiss Firms in the Consulting Industry to Further Organisational Inclusive Practices». (Co-Supervisor: Dr. Nora Keller)

Engel, Aline: «Unternehmerinnen in der Schweiz - Eine Analyse von externen Rahmenbedingungen und persönlichen Merkmalen nach Geschlecht».

Schneider, Pascal: «Empirische Studie - Gender Biases bei der Kreditvergabepolitik von Schweizer Banken - Untersuchung des Zusammenhangs zwischen Geschlecht und Zugang zu Privatkrediten unter dem Aspekt von Basel III». Advisor with Prof. Dr. Ivo Blohm.

Moix, Jean-Vincent: «Implementing corporate burnout prevention and care in Valais - reality or illusion? A qualitative analysis from the perspective of employees affected». Advisor with Prof. Dr. Stephan Böhm.

Ciraci, Samira: «Frauen in der Führung – Folgen sie einem «weiblichem» Führungsverhalten?». Advisor with Prof. Dr. Christa Binswanger.

Bischofberger, Camilla: «Digitalisierung und Accessibility». Advisor with Prof. Dr. Nils Jent.

Ditzler, Luca: «Integration von Menschen mit Beeinträchtigung in der Gastronomie»

Winfried Ruigrok

Isabella Welge-Luessen - Fresh Minds vs. Embeddedness - Top Executive Succession in Financially Distressed Firms

Lea Sorensen – Functional Diversity in Top Management Teams: The Moderating Roles of Crisis and Culture

Audrey Alessandra Brauchli - The Impact of the CEO's International Experience on International Strategic Decision-Making - The Choice of Foreign Entry Mode

Melanie Roder – Group Dynamics within Board of Directors – How the presence of female directors and their characteristics affect corporate environment sustainability (co-supervised with prof. dr. Judith Walls)

Lisa Christin Kuenzle - Personality traits of CEOs: The influence of CEOs personalities on the response to environmental sustainability motivated shareholder activism (co-supervised with prof. dr. Judith Walls)

MBA project supervision

Gudrun Sander

Zinner, Christiane: «Geteilte Elternzeit in Österreich» (EMBA 57)

Tschopp, Mario: «Cultural Transformation» (IEMBA 8)

Danuser, Jürg und Samland, Lina: «Wie wird ein Software-KMU attraktiver für Softwareentwicklerinnen» (KMU Intensivstudium)

Grandjean, Céline: «Einfaches Framework für professionellen Umgang mit D&I» (EMBA 58)

Winfried Ruigrok

Tobias Meyer: Global Foreign Direct Investment (FDI) flows. Is it still the time to invest in the United Arab Emirates? Analysis and Implications post covid-19. International Executive MBA.

Doctoral dissertation supervision

Jamie Gloor

Eugenia Bajet Mestre – Allyship (Degree to be issued in 2024)

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

Gudrun Sander

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

Academic Director for Diversity and Management Programmes, Executive School of Management, Technology and Law (until May 2021).

Co-Organizer of the 5th Diversity & Inclusion Week at the University of St. Gallen, September 13-17, 2021. (<https://inclusion-tagung.ch>)

Co-Organizer of the Working Group 50 Jahre Frauenstimmrecht.

Member, Institutsleiterkonferenz.

Member, HSG Alumni Association.

Member, HSG Mentoring Programme.

Winfried Ruigrok

Dean, Executive School of Management, Technology and Law.

Director Open Enrolment ad interim, Executive School of Management, Technology and Law, April-June, 2021.

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.

Academic Director, St.Gallen Board Academy.

Member, Advisory Board, EMBA-X.

Member, Programme Board, EMBA-X.

Memberships and services to other organisations

Jamie Gloor

Member, Academy of Management.

Expert Member, Adecco Working Group for Social Innovation.

Member, European Academy of Management Affiliate, University of Zurich Digital Society Initiative.

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

Member, Work-Family Research Network.

Organizer, International Virtual Research Workshops on Workplace Humor.

Organizer, International Virtual Research Workshops on Workplace Incivility.

Organizer, Virtual Writing Workshops.

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.

Jury-Member of the Swiss Diversity Award 2021.

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

Representative of Switzerland at the Empower G20 Group.

Patricia Widmer

Member LLL League of Leading Ladies.

Member of the Board of the Stiftung Look Good Feel Better.

Member of the Board of the Verein genisuisse and Expert of the Selection Committee.

Member of the Professional Women's Group Zurich.

Member of the SKO Schweizerische Kaderorganisation and the SKO International Managers Committee.

Member of the Professional Women's Network Zurich and Zug.

Member of the Digital Female Leaders.

Member of the Jury of the Fem Bizz Swiss Award.

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*

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

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
Director Research Institute for International Management



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



Prof. Dr. Andreas Binder
Director Corporate Governance Competence Centre



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



Prof. Dr. Nils Jent
Director Competence Centre Diversity & Inclusion



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. 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



Lena Maria Brunner
Student Research Assistant CCDI



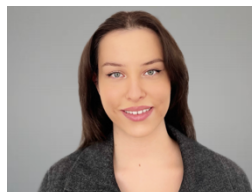
Amèlia Carré-Llopis
Student Research Assistant CCDI



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



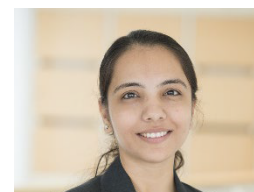
Isabelle Chemelli
Head of Administration, HR & Finance



Sandra Dojcinovic
Student Research Assistant CCDI



Jérémie Fleury
Team- & Project-Assistant CCDI



Mehak Gandhi
Research Assistant and Doctoral Candidate CGAM



Nora Gavazaj Susuri
Senior Operation Manager CCDI



Prof. Dr. Dimitrios Georgakakis
Assitant Professor with focus on Strategic Leadership & International Corporate Governance



Prof. Dr. Jamie Gloor
Assistant Professor



Prof. Dr. Carlos Gonzalez Hernandez
Research Partner



Theresa Goop, M.Sc. M.A.
Head of Wage Analysis CCDI



Dr. Davide Gremmo
Research Partner



Dr. Peder Greve
Research Partner



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



Dr. Ines Hartmann
Deputy and Senior Project Manager CCDI



Mag. Sylvia Hodek-Flückiger
Project Manager CCDI



Dr. Nora Keller
Project Manager CCDI



Annette Kick
Student Research Assistant CCDI



Lars Kops
Social Media Manager CCDI



Thomas Kräh
Student Research Assistant CCDI



Nina Locher, M.A.
Project Manager CCDI



Petra Lossen
PA to Prof. Dr. Gudrun Sander, CCDI



Brice Mbigna Mbakop
Student Research Assistant CCDI



Elia Müller
Student Research Assistant CCC



Dr. Philipp Müller
Research Partner



Nicole Niedermann, M.Sc.
Senior Project Manager CCDI

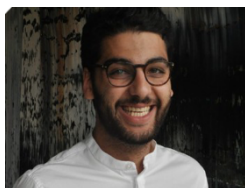
Team



Kathrin Ott
Marketing Manager CCDI



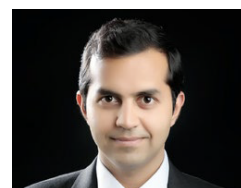
Christian Pierce, M.Sc.
Research Assistant and Doctoral
Candidate CCDI



Massimo Rahmim
Student Research Assistant CCDI



Alexandra Rapeaud
Project Manager CCDI



Srinath Rengarajan
Research Partner and Doctoral
Candidate



Lena Rudat
Student Research Assistant CCDI



Florian Sander
Student Research Assistant CCDI



Raphael Summermatter, M.A.
Project Manager CCDI



Dr. Axel Thoma
Research Partner



Milica Tomasevic
Student Research Assistant CCDI



Dr. Giannina Vaccaro
Expert Wage Analysis CCDI



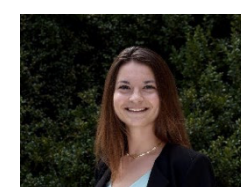
Bianva Van Dellen, M.Sc.
Senior Project Manager CCDI



Dr. Camillo Werdich
Research Partner



Dr. Patricia Widmer
Senior Project Manager CCDI



Camille Zeller
Student Research Assistant CCC



Xiaoxu Zhang
Research Assistant and Doctoral
Candidate

Research Institute for
International Management



University of St.Gallen

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