

LAUDER BUSINESS SCHOOL

Annual Report

for the academic year 2019/20

According to §23 (2) University of Applied Sciences Act (FHG) and University of Applied Sciences
Annual Report Regulation (FH-JBVO)

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1 DEVELOPMENT

The basis of the development plan of the Lauder Business School (LBS) is organic growth. LBS understands this to mean an expansion of the institution under permanent observation of the potentials of the offered programs (number of applicants, development of the labour market, demands for graduates, alterations in regard to teaching contents etc.), the demand for newly to be developed study programs and/or courses and in what way LBS may meet these demands.

With about 400 students from over 40 nations and about 75 external and internal lecturers as well as a high quality in teaching and research, LBS could establish itself successfully on the national and international education market.

In the reporting period LBS updated the strategic fields of activity, which were originally established together with the “2014 strategy concept”, to the current conditions. In the course of a strategy meeting a completely new [Strategy Document](#) could have been established and has been published on the [LBS website](#).

The document „[LBS Strategy 2020](#)“ forms the basis for the operationalisation and is in line with the chosen strategic positioning as internationally oriented Boutique Business School.

1. **Anchoring "Academic Excellence"** as the basic value of our educational offer and our institution as well as further development of quality standards in order not only to guarantee the quality of teaching and research, but also to improve it decisively;
2. **Further development of the curricula** to increase the competitiveness of the educational offer;
3. Establishment of a faculty positively distinguishing itself nationally and internationally through the combination of academic training, teaching quality and practical knowledge;
4. **Further increasing student focus** and participation opportunities for students and graduates in order to promote the co-creation of the teaching environment and content as well as community building;
5. **Strengthening the position in the Austrian market** to increase the level of knowledge about LBS and its unique value proposition in the Austrian educational and labor market;
6. **Further development of fundamental research** in the four main fields of globalization, technological change, sustainability and migration;
7. **Implementation of applied research** in the main fields of digital marketing, start-ups with a research incubator and subsequent integration of the results in teaching as well as development of a creative environment within the LBS Innovation Center to promote innovative business start-ups;
8. **Stronger integration of the topic of diversity** in teaching and research by providing qualified teaching staff and further training for the existing and new teaching staff;
9. **Strengthening and further developing cooperation** platforms with Austrian and international companies and organizations for knowledge transfer and student exchange and implementing and further developing practical and demand-oriented teaching and research;
10. **Further development of national and international cooperation** with universities and other relevant institutions with the aim of transferring know-how, increasing the mobility of students and faculty and further improving the reputation of LBS;
11. **Promote the digital entanglement** of teaching, research and student services at LBS by providing and developing modern and efficient IT infrastructure and services.

2 GOVERNANCE STRUCTURE AND ORGANIZATION

In 2019/20 LBS employed 16 permanent professional staff members. Staff changes in 2019/20 are reflected in the area of maternity leave and substitute contract endings.

Employees tagged with an asterisk (*) in Table 1 also have a teaching assignment; they are additionally listed in section 1a Permanent and External LBS Faculty.

Tags with 2 asterisks (**) in Table 1 mark newly recruited employees compared to last year's report.

Table 1: Permanent professional headcount as of November 2020 in alphabetical order

Name	Function	Gender
Prof. (FH) Dr. Tamás Csermely*	Director of Studies <i>Banking, Finance and Compliance (BFC)/Strategic Finance and Business Analytics (SFBA) and International Management and Leadership (IML)</i>	m
Ivana Cvetkovic, MA	Marketing Operations Manager	w
Prof. (FH) Mag. Julius Dem, MBA*	Director of Studies <i>International Business Administration (IBA)</i>	m
Zvia Dem	Academic Coordinator	w
Christian Felinger	Head of IT-Service and Infrastructure	m
Dr. techn. Dipl.-Ing. Marie-Christine Huemer	Quality Management	m
Mag. Mario Jembrih	IT Administrator - Implementation Campus Management System	m
Dagmar Kreuzer	Assistant to Executive Manager	w
Dr. Verena Régent*	Head of International Office	w
Christian Reiner*	Senior Researcher	m
Elisabeth Rötzer	Head of Accounting and Clearing	w
Katja Seebohm	Assistant to Executive Manager	w
Daniella Sheinfeld, MA	Head of Marketing	w
Sandra Veronese	Admissions & Mobility Coordinator and Student Counselling	w
Birgit Wakonig, BSc, MSc	Quality Management	w
Alexander Zirkler	Executive Manager	m

3 DEGREE PROGRAMS AND TEACHING

In the academic year 2019/20 the number of applicants was 193 (105 males and 88 females) (BIS-report issued on November, 15th 2019); 325 active students and 19 graduates were reported in the BIS-report issued on April, 15th 2019. The following

Table 2 expels the numbers and the utilization of the study programs for the reporting period 2019/20 and two previous academic years. Cancellations are not included anymore in our final statistics since 2013/14.

Table 2: Statistical information on applicants (BIS-report issued on November 15th, 2020) and students (BIS-report issued on April 15th, 2019)

	Academic year	Study places	Applicants	Students (standard study period)	Utilization [%]	Lecturers
Total		320	272	361	113	74
IBA (0570)	17/18	70+70+70	103	246	117	
IML (0573)	17/18	35+35	40	70	100	
BFC (0734)	17/18	20+20	22	36	90	
Total		320	165	352	110	76
IBA (0570)	18/19	70+70+70	131	215	102	
IML (0573)	18/19	35+35	42	57	81	
BFC/SFBA (0734)	18/19	20+20	15	28	70	
Total		320	188	300	94	77
IBA (0570)	19/20	70+70+70	118	236	112	
IML (0573)	19/20	35+35	51	62	89	
SFBA (0734)	19/20	20+20	24	27	68	
Total		320	193	325	102	73

The curricula in the individual study programs were further refined in the reporting period 2019/20, adapted and prepared for an introduction in the academic year 2020/21. In the next section(s) the single measures in the area of study and teaching are explained in more detail (see Table 3).

Table 3: Measures in the Area of Study and Teaching 2019/20

Strategic Fields of Activity	Implemented Measures
Further development of the curricula	<p>IBA: <u>Reduction of presence time</u> for students including an adaptation of the ECTS credits for single courses based on the experiences and student feedback in the course of the regular course evaluation as well as lecturer feedback provided in the course of regular lecturer evaluation surveys, associated meetings and biannual lecturers' conference.</p> <p>SFBA: the BFC program was <u>reorganized and renamed to SFBA</u> with the consent of the AQ Austria (accreditation on March 15th, 2019) in order to provide a stronger emphasis on quantitative techniques and business analytics. Incorporation of the restructuring plans in the curricula starting with the winter term 2019/20: <u>Reduction of presence time</u> for students, increasing of blended learning course offerings, <u>implementation of the newly developed module</u> „Business Analytics“ comprising the courses „Operations and Customer Analytics“, „Project Management and IT Support Tools“, „Business Analysis and Business Modelling“, „Econometrics“, <u>implementation of new courses:</u> „Financial Data Sources and Software – Bloomberg“; <u>change of designation of modular allocation:</u> „Corporate Finance“ replaces „Theory of Corporate Finance“, „Financial Law and Legal Reasoning“ replaces „Introduction to Financial Law and Regulations“; <u>Change of designation and number of SWS:</u> „Financial Regulation and Market Supervision“ (3 SWS) replaces „Banking Regulation and Market Supervision“ (3.5 SWS); <u>Change of the number of ECTS credits:</u> „Project and Export Finance“ (3 ECTS instead of 2 ECTS); <u>Merge of courses:</u> „Corporate Governance“ and „Corporate Compliance Practice“ to one common course „Corporate Governance & Compliance“; <u>elimination of courses:</u> „Economic Consulting“, „Advanced Financial Law“, „Compliance Practice in Banks“ and substitution with „Operations and Customer Analytics“, „Project Management and IT Support Tools“, „Business Analysis and Business Modelling“, „FinTechs, Data Science and Digital Trends“; <u>Change of module- resp. semester allocation:</u> „Corporate Finance“; <u>Change of module- resp. semester allocation as well as number of ECTS credits:</u> „Financial Data Sources and Software – Bloomberg“ (2 ECTS instead of 3 ECTS credits); <u>Change of module allocation of the courses:</u> „Econometrics“, „Corporate Valuation“; Preparation of LBS students for their <u>IPMA Level D certificate</u> in the course of „Project Management and IT Support Tools“ (in the academic year 2019/20 seven students applied for the certification and successfully passed the exam). Adaptation of the ECTS credits for single courses based on the experiences and student feedback in the course of the regular course evaluation as well as lecturer feedback provided in the course of regular lecturer evaluation surveys, associated meetings and biannual lecturers' conference.</p> <p>IML: <u>Implementation of blended learning courses</u> to reduce the presence time for students in the curriculum 2019/20; <u>Replacement of courses:</u> „Behavioral Economics“ was replaced with „Business Analysis“; <u>merge of courses:</u> „Organizational Behavior“ and „Organizational Change“ to one common course „Organizational Behavior and Change“. <u>Implementation of new courses:</u> „Financial Data Sources and Software – Bloomberg“ (also see changes in SFBA). Adaptation of the ECTS credits for single courses based on the experiences and student feedback in the course of the regular course evaluation as well as lecturer feedback provided in the course of regular lecturer evaluation surveys, associated meetings and biannual lecturers' conference.</p>
Anchoring "Academic Excellence"	<p>All study programmes: Launch of a cooperation project with FHWien der WKW funded by MA23 (City of Vienna) and organization of 2 research seminars per academic year at LBS focussing on internationalisation for a continuing education of the faculty of both higher education institutions</p>
Strengthening and further developing cooperation platforms	<p>All study programmes: Further intensification of the cooperation between the directors of study and new as well as existing partners of LBS by development of a Business Partner Evaluation Survey including a related policy;</p> <p>IBA: Provisioning of additional internship positions by intensification of existing business partnerships and establishment of new business partners</p> <p>SFBA and IML: Cooperation with Coca-Cola, OeNB, Breitspur (LV Student Consultancy Project), implementation of the Trading Room Software „StockTrak“, cooperation with DataCamp and implementation of further Bloomberg Terminals in cooperation with FHWien der WKW; implementation of remote access to SAP and NVivo for LBS students</p>
Further increasing student focus	<p>All study programmes: Especially under COVID-19, most sessions held synchronously via Zoom, breakout rooms, etc.</p> <p>IML & SFBA: Development and implementation of a not obligatory Tutoring Programme compensated with a waiver of 50% of the student fees for participating students; development and implementation of free phasing-in-preparation-courses in the fields of mathematics and statistics for all LBS freshmen</p>

The current, slightly adapted curricula of all offered study programs in light of the needs of the job market are published on the official LBS website <https://www.lbs.ac.at/study-programs/>.

4 FACULTY AND STAFF

a. Permanent and External LBS Faculty

Based on the BIS data from April 15th, 2020 LBS employed 66 part-time (external) in the academic year 2019/20. This corresponds to a decrease of 8.29% part-time lecturers compared with last year's number (72 external scientific employees).

In the current reporting period 7 permanent LBS faculty members are employed after one faculty member left LBS to take up new professional challenges. This corresponds to a decrease of 12.5% (1 faculty member) compared with last year's report.

The total number of scientific staff in the reporting period is thus calculated with 73 (a decrease of 5.19% compared with last year's number).

The development of the total numbers of permanent and external scientific staff at LBS over a period of the past three academic years is detailed in section 3 Degree Programs and Teaching. The faculty members tagged with an asterisk (*) in Table 4 perform at least one further function at LBS additional to teaching. These additional functions are listed in the middle column.

Table 4: Permanent faculty members at LBS in the reporting period 2019/20

Name	Function(s)	Gender
Prof. (FH) Dr. Tamás Csermely*	Director of Studies <i>Banking, Finance and Compliance (BFC – expiring)/Strategic Finance and Business Analytics (SFBA) and International Management and Leadership (IML)</i>	m
Prof. (FH) Mag. Julius Dem, MBA*	Director of Studies <i>International Business Administration (IBA)</i>	m
Prof. (FH) Mag. Reinhard Edlmair	Lecturer	m
Dr. Verena Régent*	Lecturer and Head of International Office	w
Dr. Christian Reiner*	Lecturer and Senior Researcher	m
Dr. Vesna Sesum-Cavic	Lecturer	w
Prof. (FH) David Warren, MA	Lecturer	m

As in the previous reporting period the LBS academic director is Prof. (FH) Dr. Konrad Koloseus LL.M. and his substitute is Prof. (FH) Mag. Dina Margules-Rappaport.

By the end of the summer term 2020 one appointment procedure for new professorships according to the rules explained in the section "Academic Titles" in the LBS statute, has been completed. Following lecturer has been awarded with the designation „Prof. (FH)“ in the academic year 2019/20:

Table 5: Faculty members being awarded with the academic designation „Professor (FH)“ in the reporting period 2019/20

Name	Qualification	Professional Core Competence
Mag. Dr. Christian Reiner	Dr. in Economic Geography, Mag. in Economic Geography and Economic History	Statistics, Regional Economy and Industrial Economy; Research, Proposal-management

b. Directors of Study Programmes

The directors of study programmes did not change in the academic year 2019/2020 but remain the same as already listed in the previous annual report:

Table 6: Directors of Study Programs in the current and previous academic year

Study Cycle	Study Programme	Directors of Study 2018/19	Directors of Study 2019/20
Bachelor	International Business Administration (IBA)	Prof. (FH) Mag. Julius Dem, MBA	Prof. (FH) Mag. Julius Dem, MBA
Master	International Management and Leadership (IML)	Prof. (FH) Dr. Tamás Csermely	Prof. (FH) Dr. Tamás Csermely
Master	Banking, Finance and Compliance (BFC) - expiring	Prof. (FH) Dr. Tamás Csermely	Prof. (FH) Dr. Tamás Csermely
Master	Strategic Finance and Business Analytics (SFBA)	Prof. (FH) Dr. Tamás Csermely	Prof. (FH) Dr. Tamás Csermely

c. Composition of the Development Teams

The group of persons entrusted with the development of the degree programme comprises of the directors of the relating study programmes and the scientific staff (teaching and research) listed in Table 1:

Table 7: Composition of the Development Teams

Study Cycle	Study Programme	Directors of Study 2019/20	Scientific Staff
Bachelor	International Business Administration (IBA)	Prof. (FH) Mag. Julius Dem, MBA	Prof. (FH) Dr. Tamás Csermely Univ.- Doz. Mag. Dr. Claus Ebster, MSc, MBA Univ.-Prof. Mag. Dr. Wilfried Grossmann Prof. (FH) Dr. Christian Reiner Dr.techn. Vesna Sesum-Cavic Prof. (FH) David Warren, MA
Master	International Management and Leadership (IML)	Prof. (FH) Dr. Tamás Csermely	Univ.- Doz. Mag. Dr. Claus Ebster, MSc, MBA Univ.-Doz Dr. Alexander Prosser Prof. (FH) Dr. Christian Reiner
Master	Banking, Finance and Compliance (BFC) - expiring	Prof. (FH) Dr. Tamás Csermely	Univ.- Doz. Mag. Dr. Claus Ebster, MSc, MBA Univ.-Doz.. Dr. Alexander Prosser Prof. (FH) Dr. Christian Reiner

Study Cycle	Study Programme	Directors of Study 2019/20	Scientific Staff
Master	Strategic Finance and Business Analytics (SFBA)	Prof. (FH) Dr. Tamás Csermely	Univ.- Doz. Mag. Dr. Claus Ebster, MSc, MBA Univ.-Doz.. Dr. Alexander Prosser Prof. (FH) Dr. Christian Reiner

5 FUNDING AND RESOURCES

The turnover in 2019/20 was 2.6 million euros. The structure of expenditure and income is shown in the two figures below.

Figure 1: Income 2019/20

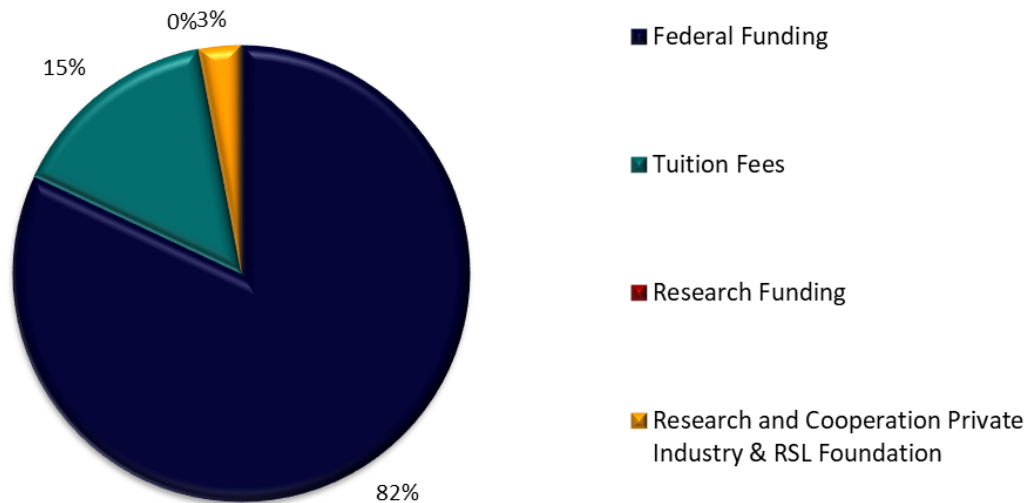
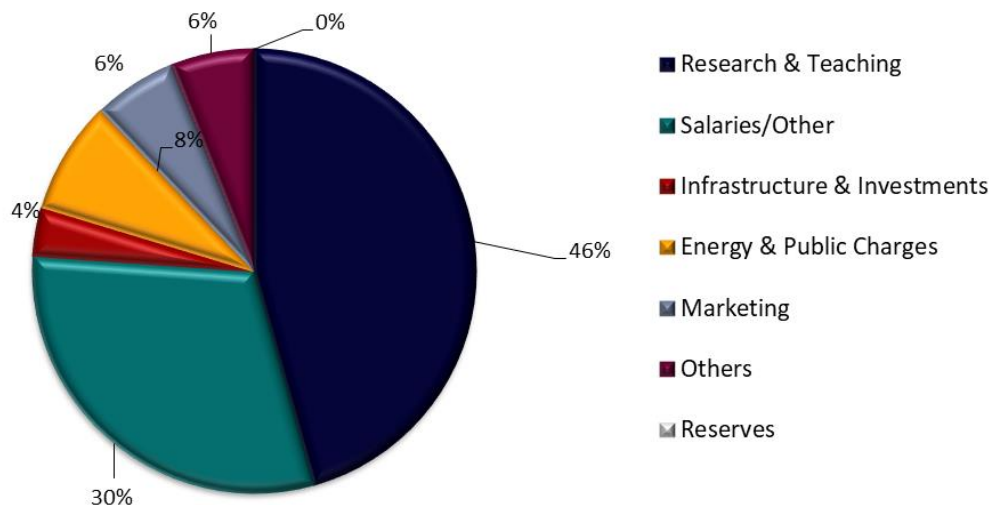


Figure 2: Expenditure 2019/20



The following projects to be emphasized were accomplished in the area of facilities/infrastructure, research and teaching in the academic year 2019/20:

Investments in technical infrastructure – change of the Campus Management IT-System

The newly developed Campus Management IT-System could successfully be rolled out to the LBS staff, faculty and students after a transition period of one semester during which both, the former and new Campus Management IT-systems were maintained.

Investments in technical infrastructure – modernization of seminar rooms and facilities

To allow for the highest-level education for LBS students, the PC-laboratory was updated with further 15 state-of-the-art PCs. Furthermore, LBS installed a completely new sound system in the Auditorium and purchased a further Smartboard for one of the seminar rooms. The LBS faculty was supplied with new headsets to ensure a proper sound quality in online-teaching sessions.

10 new laptops were bought to make sure that in the event of failure of a faculty's or student's device a quick interim solution can be found avoiding any interruptions of teaching or participating in courses.

Investments in facilities – hygiene

Several disinfection points were installed at strategically important locations.

HR development

In the reporting period 2019/20 – as in the past years - continuing investments in trainings for staff and faculty supported the aim of their further development.

Quality Management – successful pre-self-evaluation in regard to ACBSP accreditation

LBS' candidacy for ACBSP accreditation requires a proper self-evaluation which was pre-evaluated by an ACBSP member in the reporting period 2019/20. The evaluation results were excellent indicating a successful ACBSP accreditation for LBS in autumn 2021.

6 RESEARCH

The four fields of research at the core of the LBS research agenda are motivated by the main economic challenges of our time and informed by the concept of competitiveness. We understand competitiveness in a wider sense as the ability to create welfare and in a narrow sense as sustainable productivity growth with the constraint subject to a socially desirable level of employment. Yet firms have to sell their goods and services in internationally competitive markets which, together with the mobility of production factors, lead to locational competition between regions.

Globalization, technological change, sustainability and migration are the main factors that shape our current economic system. Of course, these challenges are of relevance for managers and policy makers alike. We aim to analyse the causes, effects and strategic responses to the challenges at the firm and the regional level through the perspective of competitiveness.

Our overall goal is to deliver excellent research that informs the decision-making of policy makers, entrepreneurs and managers in Vienna and Austria in a way that leads to sustainable and shared welfare creation. Additionally, research should be aligned and connected with our teaching activities so that students at the LBS can learn and profit from ongoing research projects. Research at the LBS strives for academic excellence. It is contextualised and applied in nature and motivated by the economic problems of our time.

An affiliate member of the Harvard MOC Network, LBS engages in spreading the seminal scholarship of Professor Michael E. Porter and the Institute for Strategy and Competitiveness at Harvard Business School by means of teaching, applied research, and local outreach. The Institute for Competitiveness (IoC) at LBS serves as the hub of LBS's competitiveness-related activities.

In addition to the following four fields of research, the LBS engages in applied contract research within the wider context of applied empirical economics and business administration.

Global value chains

The organization of international economic activities has changed fundamentally in the last decades (OECD 2013). It is no longer the case that firms export goods produced in the home country of the firm and within more or less vertically integrated corporations. Instead, global value chains have emerged whereby each task can be located in different regions of the global economy. A dense organizational network of international interfirm interdependencies has evolved that includes equity-based and non-equity-based forms of coordination and control between firms. As a result, the prospects for increasing competitiveness of firms and regions are increasingly shaped by their positions within global value chains.

Innovation and industrial policy

Innovation is at the core of growth policies of rich countries and also perhaps the most promising strategy for firms to sustain their competitive advantage in the face of tough competition from foreign rivals and new entrants (Fagerberg and Mowery 2006). Innovation and the associated structural change is not a process without frictions. Losers of skill-biased technological change ask for compensation and firms may underinvest in innovation and related activities because of market power, externalities or information asymmetries. Hence, there is an important role for industrial policy to provide the right framework conditions and incentives for the business sector to engage in activities that lead to welfare increases for our society.

Green growth

Climate change is perhaps the most urgent problem of our time. Is it possible to prevent environmental damage in developed and developing countries without having to abandon material progress? According to the so-called Porter-hypothesis it is indeed possible to combine stricter environmental regulation of firms with an increase in their profitability (Porter and van der Line 1995). Yet, as current figures of greenhouse gas emissions demonstrate, there is not much room for optimism. However, we regard it as essential to research pathways that may lead to more sustainable business models not least because sustainability can confer a USP in a world characterized by increasingly environmentally aware consumers.

Migration and diversity

The fabric of European cities is constantly changed by new immigrants from different regions. Indeed, cities would not exist without immigration and the new dynamism resulting from the combination of different views and ideas about how things could be done. A number of studies have pointed out that immigrants are a source of entrepreneurship and even innovation (e.g. Ottaviano and Peri 2005). However, competition between foreign and native low-skilled workers for jobs and social security payments reveals the tensions accompanying the process of migration. We want to contribute to a better understanding of how migrants foster or reduce the competitiveness of firms and urban economies.

Our research focus corresponds with the international orientation of our degree programs and the intercultural make-up of the LBS campus and its faculty. Concurrently, it reaches out to local decision-makers in the business

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and public sectors. A multidisciplinary team of academic researchers and corporate practitioners conducts projects on applied business-related research problems. All stakeholders involved benefit from transnational collaboration with enterprises, non-profit organizations and other research institutes.

The LBS Research Department stands for theoretical reflection, methodological precision, and high potential for innovation. We routinely employ a wide range of quantitative (explanatory) and qualitative (exploratory) research methods.

The LBS degree programs stipulate the importance of knowledge transfer from research to teaching, the instruction of research skills and the involvement of master students in ongoing projects. Moreover, as part of a comprehensive approach to research, the Directors of Studies as well as the school's International Office and Quality Management are coordinating their endeavors.

By the same token, we support all research projects during their stages of conceptualization, acquisition of external funding, project management, and the publication and dissemination of key research findings. Furthermore, we seek to spark a wider audience's interest in our research activities with our Working Paper Series.

To measure research- and development objectives achievement, a scoring system has been developed and further refined in the academic year 2018/19 to adapt it even more effectively to the four focal areas (see column 1 and 2 in Table 8: LBS research matrix 2019/20. The research performance of the respective year is being registered in an account and points according to column 2 are assigned for every activity within the eight delineated areas.

Following a letter from November 21st, 2018 AQ Austria certified the evaluation matrix which now serves as basis for this present annual report for the academic year 2019/2020.

Table 8: LBS research matrix 2019/20

#	Activity	Expected Number of Activities per Academic Year	Points per Activity	Expected Points per Academic Year
1	Publications (peer-reviewed and non-peer reviewed, trade journals, books or working paper series)	8	30/8	30
2	Scientific presentations (conferences, lectures, workgroups, panel discussions, seminars etc.)	6	20/6	20
3	Research projects with cooperation partners	2	15/2	15
4	Third party-funded research (number of research proposals, number of funded projects)	2	15/2	15
5	Connection between research and teaching [1) Lectures of Senior Researcher in LBS Master programmes), 2) Excellent Master Theses, 3) Student Consultancy Project, 4) Graduate Research Assistant]	4	15/4	15
6	Research education and training of the LBS faculty (Research seminar)	2	5/2	5
Target Value (Points)		100		

The LBS research performance in the academic year 2019/20 is summarized in below Table 9 by comparing planned results and objectives with actual achievements.

Table 9: LBS Research Performance in the Academic Year 2019/20

#	Activity	Realized Number of Activities per Academic Year (Deviation from Target)	Points per Activity	Realized Points per Academic Year
1	Publications (peer-reviewed and non-peer reviewed, trade journals, books or working paper series)	15	30/8	52.5
2	Scientific presentations (conferences, lectures, workgroups, panel discussions, seminars etc.)	8	20/6	26.7
3	Research projects with cooperation partners	2	15/2	15
4	Third party-funded research (number of research proposals, number of funded projects)	2	15/2	15
5	Connection between research and teaching [1) Lectures of Senior Researcher in LBS Master programmes), 2) Excellent Master Theses, 3) Student Consultancy Project, 4) Graduate Research Assistant]	6	15/4	22.5
6	Research education and training of the LBS faculty (Research seminar)	2	5/2	0
Accomplished Value (Points)		131.7		

Details

1

- 1) SARDADVAR, S., C. REINER (2020): Austrian regions in the age of globalisation: trade exposure, urban dynamics and structural change. In: Regional Science, Policy and Practice, 41 Seiten, Online First, <https://doi.org/10.1111/rsp3.12324>.
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- 3) BELLAK, C., REINER, C. (2020): Die demokratiepolitische Bedeutung der Methoden politischer Machtausübung von Unternehmen. CSA kompakt, Nr.5.
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- 6) REINER, C., (2019): Internationalisierungspfade von Unternehmen aus betriebs- und volkswirtschaftlicher Perspektive. In: Österreich in Geschichte und Literatur, 63, 39-51.
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- 10) GRUMILLER, J., GROHS, H., REINER, C. (2021): Increasing resilience and security of supply production post-COVID-19: from global to regional value chains? Work Package 2: Case Study on Medical and Pharmaceutical Products. ÖFSE Research Report.

- 11) ECKER, B., GOGOLA, G., REINER, C. (2020): Indikatoren für das Geschäftsfeld Entrepreneurship, Schutzrechte und Seedförderungen der aws. Projektbericht WPZ Research.
- 12) REINER, C. (2019): Umweltorientierte Industriepolitik. Inputpapier für das aws-Mehrjahresprogramm 2020-2022.
- 13) REINER, C. (2019): Steuerungs- und Wirkungsindikatoren. Inputpapier für das aws-Mehrjahresprogramm 2020-2022.
- 14) REINER, C., BELLAK, C. (2020): A Lecture on Capitalism and Democracy in the Age of Rising Concentration. LBS Working Paper No 9.
- 15) LBS Working Paper No. 10. Grubmüller-Régent, V. (2021). PeaceBell for Vienna. A participative study to identify a suitable location for an artwork in public urban space.

2

- 1) The cooperation bias in regional policy: Is interfirm competition neglected?, MOC Faculty Workshop, Harvard Business School, 07.12.2020.
- 2) Keynote „Die Macht von Unternehmen in neoliberalen Wirtschaftssystemen“. Konferenz der Initiative Konzernmacht beschränken, 05.10.2020. Gem. mit Christian Bellak.
- 3) Case Studies Medizinprodukte. Präsentation der Zwischenergebnisse im Rahmen des Projekts „Möglichkeiten zur Erhöhung der Resilienz der Versorgung mit medizinischen Produkten im Kontext der COVID-19 Krise, unter besonderer Berücksichtigung von Regionalisierungspotentialen“, Österreichische Forschungstiftung für Entwicklung, 17.09.2020.
- 4) Capitalism in the Age of Rising Concentration, Selbstorganisierte Lehrveranstaltung (SOLV) Department für Volkswirtschaftslehre Wirtschaftsuniversität Wien, 28.04.2020. Gem. mit Christian BELLAK.
- 5) Konkurrenz von Unternehmen, eine vernachlässigte Dimension der Industriepolitik: Ergebnisse einer internationalen Vergleichsstudie, Kolloquium Raum & Wirtschaft, 09. Jänner 2020, Wirtschaftsuniversität Wien.
- 6) Publish or Perish? Department Cafe, Department für Volkswirtschaft, Wirtschaftsuniversität Wien, 22.10.2019.
- 7) Klimapolitik und ökonomische Vernunft. Klagenfurt, Volkswirtschaftliche Gesellschaft Kärnten, 03.10.2019.
- 8) Presentation in the course of a cooperation project with FHWien der WKW funded by the City of Vienna, MA23

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- 1) FH Joanneum/ Vienna University of Economics and Business/ LBS: Reiner, Polt, Bellak
- 2) University of Applied Sciences BFI Vienna, Zeilinger

4

- 1) WPZ Research, Multiannual programme, Austrian promotional bank
- 2) WPZ Research, Seedfinancing, Austrian promotional bank

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- 1) Student Consultancy Project (Julius Dem)
- 2) Student Consultancy Project (Verena Régent)
- 3) Student Consultancy Project (Tamás Csermely)
- 4) Various courses led by the Senior Researcher
- 5) Draft of a new course on the subject of „The Economics of Sustainability“,
- 6) Selection of and publication of excellent master theses

6

- 1) Publication of “Guidelines for empirical investigations in the frame of a Master Thesis at LBS–Strategic Finance and Business Analytics master program”
- 2) Publication of “Guidelines for empirical investigations in the frame of a Master Thesis at LBS–International Management and Leadership master program”

Evaluation summary: The **target** of 100 performance points according to the LBS Research Table was **considerably exceeded** in the academic year 2019/20 (by about 32%).

This performance was mainly generated by the **LBS Senior Researcher (86%)**, whose individual efforts would already suffice to meet the set LBS targets.

Compared to the academic year 2018/2019, the total LBS research output is reduced by 6.3%.

Detailed information: A significant share of these results was generated with publications and presentations. Both of these categories exceeded the LBS targets while in the category “Research education and training of the LBS faculty (Research seminar)” the target was not met. Considering the small organisational size of LBS this particular target might require a rethink.

In Table 10 the research output performance of the past two years is opposed:

Table 10 Statistical information on the LBS research output 2019/20 opposed to previous year

Research Output created by	2018/2019 Total points	2019/2020 Total points	Difference in %
Senior Researcher	111.3	113.3	+1.8%
LBS staff excl. senior researcher	29.2	18.3	-37.3%
Total	140.5	131.6	-6.3%

In the following section(s) the single measures in the area of research are explained in more detail.

Table 11: Measures in the Area of Research 2019/20

Strategic Fields of Activity	Implemented Measures
Further development of fundamental research	Submission of a proposal to participate in the call for proposals issued by MA23 (City of Vienna) concerning an endowed professorship in Marketing
	Increased involvement of research in the field of teaching by leading courses in close cooperation with other lecturers
	Supervision of the LBS Working Paper Series
	Co-Publications in international peer-reviewed journals
Further development of national and international cooperation	External research cooperation with researchers of WU Wien, FH bfi, ÖAW, University of Vienna and WPZ Research

Further details of the LBS research performance are published on the LBS website: <https://www.lbs.ac.at/study-programs/research/>

7 NATIONAL AND INTERNATIONAL COOPERATION

The LBS International Office plans, coordinates and administers the school's relations with providers of higher education and corporate partners worldwide. It acts as the interface for internationalization efforts in LBS's degree programs and the school's mission to prepare for global business careers. Internationalization is an integral part of LBS' strategic orientation in all areas (teaching and research, administration, HR development, Quality management, communication and infrastructure).

LBS defines following four areas of activities in its internationalization strategy which are linked to each other by the guiding principle of internationalization.

a) International Business School

The Lauder Business School is oriented towards the standards of international business schools. This affects curricula, syllabi, methods of teaching as well as academic integrity besides extracurricular offerings, HR planning and external communication. The aim is to educate students in application oriented concepts and tools to enable them a successful meeting of challenges in an internationally competitive business environment in their role as employee, entrepreneur or student in post-compulsory academic education.

Irrespective of whether or not students have a biographical association with Vienna or Austria, their education at LBS appears in a highly diverse environment inviting them to develop an intercultural scope of action.

b) Incoming Mobility

Since being founded LBS could develop comprehensive competencies in the area of international degree mobility (which is the completion of a study programme outside of the country of origin or country of residence).

The service providers „International Office“ and “Diversity Management“ have been established, offerings in regard to integration at LBS and in the urban environments of Vienna and Austria (in such a way as to include the migration of the highly-skilled after completion of their studies) as well as legal standards and rules of learning and cohabitation at Lauder Business School and in Austria have been communicated in a clear and transparent manner.

The establishment of a cooperation partnership with three Israeli Universities enables LBS an exchange program for incoming staff, faculty and students in the course of the Erasmus+ programme (exchange programme with transfer of credits resp. teaching activity and staff shadowing).

The offer in the course of the incoming mobility programme is widely used by all target groups within the three LBS partner universities in Israel.

c) Outgoing Mobility

The outgoing exchange from LBS faculty, staff and students to our partner universities in Israel is the youngest field of activity within Lauder Business School. This initiative not only supports an outgoing internship mobility programme within both, the Erasmus+ programme and an intense cooperation with AIESEC, but also an outgoing exchange programme for students in their 3rd semester at LBS as well as a teaching exchange programme for the faculty and job training exchange programme for the LBS staff.

Since its implementation the demand from LBS staff, faculty and students for the outgoing mobility programme has been continually increasing.

d) International Networks

Although Lauder Business School is a rather small higher education institution it could establish an extensive network of partner institutions in the fields of academia and business as well as in the governmental area through its membership in the “Harvard MOC Network” („Microeconomics of Competitiveness“-network of the Harvard Business School, Boston, MA, USA), the cross-linking via Erasmus+, the development of a research hub and the creation of an alumni network. LBS is focused on a continuous maintaining of its existing network through increased mobility of staff and faculty but also on expanding international research projects. The cooperation project „Internationalization@home relaunched“ with FHWien der WKW which has been funded by MA23 (City of Vienna) has started in January 2018 and was carried out during the academic year 2019/20.

For the meeting the operative targets, LBS maintained below listed cooperation partners and activities in the academic year 2019/20:

Table 12: List of Cooperation Partners and Activities in the academic year 2019/20

Institution	Common Activities
AIESEC	Promotion and mediation of high-quality professional internship opportunities around the globe
FH Campus Wien	Research cooperation with the staff unit “Research”
FHWien der WKW	Research cooperation with the staff unit “Research” and cooperation of the „International Offices“ of FHWien der WKW and LBS
Fachhochschule Oberösterreich	Cooperation with the „Cross-Cultural Management and Emerging Markets Centre“ within the study programmes Global Sales and Marketing.
FH Bfi	Research cooperation with the staff unit “Research”
Universität Wien – WPZ Research und Zentrum für Soziale Innovation (ZSI)	Research cooperation with the staff unit “Research”
FH Wien der WKW	Cooperation project „Internationalization@home“ with FHWien der WKW, funded by the City of Vienna (MA23)
TheGrowthbase	Memorandum of Understanding (MoU) for instituting a course „Certified Growth Hacker“ at LBS
Ben-Gurion University, Israel	Memorandum of Understanding (MoU) and Inter-institutional Agreements for staff and

Institution	Common Activities
IDC Herzliya, Israel	student mobilities in the course of the Erasmus+ programme
Bar-Ilan University, Israel	
Institut für Höhere Studien, IHS	Cooperation with IHS to institute an RRI pilot operation course (Responsible Research and Innovation) as part of the modular curriculum of the European HEIRRI project
India Institute of Competitiveness	Position of the Institute of Competitiveness (IoC) at LBS
IPMA International Project Management Association	Cooperation in the area of teaching to enable LBS students the opportunity to earn a certification at moderate cost
Österreichische Akademie der Wissenschaften (ÖAW)	Research cooperation with the staff unit "Research"
Ukrainian Academy of Banking of the National Bank of Ukraine (UABS), Ukraine	Memorandum of Understanding (MoU) to intensify the cooperation in the areas of research and know-how-transfer as well as funding of scientific projects in the interest of both sides
RHI	Cooperation with RHI in the areas of Internships, Traineeships and Graduate Career Development
IÉSEG School of Management, Frankreich	Exchange of information concerning processes and everyday practice in regard to student services, HR management "Research" and library setup
Universidad Iberoamericana, Mexiko	Memorandum of Understanding concerning a long-term cooperation in the fields of teaching, applied research and exchange relationships (partial funding by Erasmus+ international)
Universidad Popular Autónoma del Estado de Puebla (UPAEP), Mexiko	Memorandum of Understanding (MoU) to strengthen the academic partnership
WU Wien	Research cooperation with the staff unit "Research" and cooperation regarding SAP
FH Wiener Neustadt	Cooperation for a joint leasing of Bloomberg Terminals
Bank Austria	Cooperation in the area of Know-how transfer
Vienna Insurance Group	Cooperation in the area of Know-how transfer
Alexandru Ioan Cuza University of Iasi (Uaic)	Research cooperation with the staff unit "Research" and cooperation in the area of Know-how transfer
Maccabi Games	Organization team of the European Maccabi Games Berlin 2015 -Europes biggest Jewish Event

Table 13: Measures in the Area of Cooperation 2019/20

Strategic Fields of Activity	Implemented Measures
Strengthening and further developing cooperation platforms	Set focus on real-world practitioners upon hiring
	Conduction of a cooperation with Coca-Cola, Breitspur Planungsgesellschaft, OeNB for Student Consultancy Projects
Further development of national and international cooperation with universities	Initiation of Fireplace Talks held by the CEO of Magenta (Dr. Andreas Bierwith – 19 th November, 2019)

8 QUALITY MANAGEMENT

LBS continued with the ACBSP accreditation in the academic year 2019/20 as in the past year and could thus take the next step in this process by having passed the evaluation of the initial self-report.

ACBSP Accredited higher education institutions are among the best and most innovative in the business and management sector and guarantee the highest quality.

Founded in 1988, the Accreditation Council for Business Schools and Programs (ACBSP) is a global business education accrediting body and the first organization to offer accreditation to all levels of collegiate business educational degree programs from associate to doctoral. ACBSP ignites a standard of excellence with an accreditation process based on the Baldrige Education Criteria for Performance Excellence. By evaluating aspects of leadership, strategic planning, relationships with stakeholders, quality of academic programs, faculty credentials, and educational support, ACBSP assesses whether or not business programs offer a rigorous educational experience and commitment to continuous quality improvement (<https://acbsp.org/page/about-who-we-are>).

Since the academic year 2017/2018 LBS has been member of the „Accreditation Council for Business Schools and Programs“ and developed to a candidacy for Accreditation in the academic year 2018/19. In the current reporting period 2019/20 LBS succeeded in the ACBSP evaluation of the initial self-report.

Following further measures in the area of Quality Management were conducted in the reporting period 2019/20:

Table 14: Measures in the Area of Quality Management 2019/20

Strategic Fields of Activity	Implemented Measures
Combination of academic training, teaching quality and practical knowledge	The study programme Strategic Business and Finance Analytics (SFBA) replaces the expiring study programme Banking, Finance and Compliance (BFC) - further details are mentioned in the section “Degree Programs and Teaching”
	Blended Learning Courses in both Master programmes were implemented (did not depend on the COVID-19 situation but were planned ahead)
	An initial ACBSP self-report was created by the LBS Quality Management and pre-evaluation by ACBSP with excellent results
Promote the digital entanglement	The new Campus Management IT-System covering all LBS offerings resp. providing interfaces to linked student SW was successfully implemented
Further increasing student focus	The LBS policies were restructured, enhanced and updated; major changes on the Academic Policy were implemented and the connection to the LBS statute was reinforced
Anchoring “Academic Excellence”	LBS published its updated LBS strategy outlining its short-, mid- and long-term targets. The contained therein strategic fields of activity, which form an important part of the LBS strategy, were updated accordingly.