

LAUDER BUSINESS SCHOOL

Annual Report

for the academic year 2023/24

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

Lauder Business School
Hofzeile 18-20
1190 Wien

Inquiry note:

Lauder Business School
Hofzeile 18-20
1190 Vienna
Birgit Wakonig BSc, MSc
Quality Management
Phone: +43 1 369 18 18 – 712

Content

1	Development, Organization and Strategy	3
1.1	Quality Management.....	5
2	Presentation and analysis of the development in the field of studies and teaching	6
3	Presentation and analysis of the development in the field of applied research and development	9
4	Presentation and analysis of the development in the field of resources	16
4.1	Staff	16
4.2	Composition of the full- and part-time faculty	16
4.3	Composition of the development teams	17
5	Internationalization	17
5.1	Mobility related to Erasmus +	17
6	National and International Cooperation	19
7	Presentation and analysis of measures related to gender equality.....	22
8	List of Tables	24
9	Attachments	24

1 Development, Organization and Strategy

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 450 students from more than 55 nations and about 80 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 course of a strategy meeting the relating Strategy Document could have been established and has been published on the [LBS website](#).

The document „LBS Strategy 2023“ forms the basis for the operationalisation and is in line with the chosen strategic positioning as internationally oriented Boutique Business School; LBS' established strategic fields are as follows:

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.

LBS maintains an organizational structure to enable the achievement of the strategic objectives and administration of the LBS student body. The executive manager provides the relating financial means to ensure a smooth operation between and within the departments of the Lauder Business School.

As stated in the section on election regulations in the LBS statute, the council is elected for a period of five years; thus, a new council was elected in May 2024. While the academic head and his deputy were re-appointed by circular resolution the rest of the council was elected by vote. The LBS directors of studies proactively contacted female lecturers to run for a council seat in order to increase the number of female council members. The election results can be viewed in the attachment "LBS_Staff_Faculty_Development_Teams_2023_24".

The organization chart reflecting the structure of LBS in the reporting period (July 2024) is attached to this report.

1.1 Quality Management

The maintaining of policies and procedures is an ongoing task for the Quality Management Department and following documents and policies were updated in the course of the academic year 2023/24:

- Judicial Procedures: Code of Conduct and anti-harassment regulations were added and updated
- Students Rights and Responsibilities: Code of Conduct and anti-harassment regulations were added and updated
- Guidelines for Empirical Investigations Master Thesis: updates in the data collection mode section
- LBS Statute: update of processing of council meeting minutes, section added for establishing and termination of degree programs, section added for Integrity in Scientific Studies, Teaching and Research, section added for regulations relating Online-MBA and Online-EMBA
- LBS Exam Regulations: sections added for regulations relating Online-MBA and Online-EMBA, regulations for digital exams added, section added for Recognition of Proven Knowledge, Qualifications and Competences

Furthermore, the Lecturers' Evaluation Survey was updated as of 2023/24 based on the feedback received from the Lecturers' Evaluation survey 2022/23 to enable the collecting of information in regard to the faculty's view on LBS as employer.

AQ Austria conducted an audit of the the LBS Quality Management System in November 2023. The AQ Austria Board decided to certify the internal LBS QM system without conditions in its meeting on 20 March 2023. The certificate remains valid until 19 March 2031.

LBS established two Continuing Higher Education Online-Programs, an Online-MBA and an Online-EMBA starting with the relating student enrolments as of fall term 2024/25.

After the successful ACBSP accreditation (<https://acbsp.org/page/about-who-we-are>) in June 2023 with the aim to reach out for colleges and universities based in the US for student- and teaching staff exchange, LBS could establish a cooperation with the Longwood University in Virginia, USA with the first students exchange already taking place in 2024.

The following further measures in the area of Quality Management were conducted in the reporting period 2023/24:

Table 1: Measures in the Area of Quality Management 2023/24

Strategic Fields of Activity	Implemented Measures
Combination of academic training, teaching quality and practical knowledge	<u>Document updates</u> of the LBS statute and exam regulations, Judicial Procedures, Students Rights and Responsibilities and Guidelines for Empirical Investigations Master Thesis
	Establishing of a task force for AI in teaching at LBS in regard to both, didactics and students' user knowledge
	Changes in the faculty due to <u>evaluation results</u> and ongoing development of syllabi and curricula.
Promote the digital entanglement	Digital Exam Regulations added to the LBS exam regulations

Strategic Fields of Activity	Implemented Measures
Further increasing student focus	Expansion of the teaching staff with <u>additional real-world practitioners (female candidates were given preference)</u> .
Anchoring “Academic Excellence”	AQ Austria Audit of the LBS QM-System – certification without conditions valid until 2031
	Advisory Board Meeting in June 2023 for collecting employers’ expectations on LBS students and alumni in regard to competences, skills and knowledge
	Lecturers’ Evaluation Survey was updated in regard to collecting information about the lecturers’ view on LBS in its role as employer
Stronger integration of the topic of diversity	Expansion of the teaching staff with <u>additional real-world practitioners</u> by giving female candidates with equal qualifications the preference
	Inviting predominantly female speakers to the periodical fireplace talks

2 Presentation and analysis of the development in the field of studies and teaching

In the academic year 2023/24 the number of applicants was 422 (191 males and 231 females) (BIS-report issued on November, 15th 2024); 422 active students in the Bachelor- and Masterprograms (197 males, 225 females), 1 enrolled student in the Online-MBA program (male) (BIS-report issued on April, 15th 2024) and 95 graduates were reported in total in the BIS-reports (issued on April, 15th 2024 and November, 15th 2024). Table 2 expels the numbers and the utilization of the study programs for the reporting period 2023/24 and two previous academic years. The number of faculty teaching in the study programs is calculated by the academic year instead of the calendar year as of this report while the number of faculty for the Online-MBA program and Online-EMBA program are not included in this report.

Table 2: Statistical information on applicants (BIS-report issued on November 15th, 2024) students and lecturers (calculated by academic year instead of the BIS data which is based on the calendar year)

	Academic year	Study places	Applicants	Students (standard study period)	Utilization [%]	Lecturers
IBA (0570)	21/22	70+70+70	162	248	118	
IML (0573)	21/22	35+35	84	64	91	
SFBA (0734)	21/22	20+20	55	26	47	
Total		320	301	338	106	81
IBA (0570)	22/23	70+70+70	265	267	127	
IML (0573)	22/23	40+40	91	77	96	
SFBA (0734)	22/23	15+15	46	28	93	
Total		320	402	372	116	72
IBA (0570)	23/24	70+70+70	246	296	140	
IML (0573)	23/24	40+40	124	103	137	
SFBA (0734)	23/24	15+15	52	47	134	
Online MBA (0220001)	23/24	N/A	N/A	1*	N/A	N/A
Online EMBA (0220002)	23/24	N/A	N/A	N/A	N/A	N/A
Total		320	422	446	139	68

* 1 student enrolled for the Online-MBA program beginning in October 2024/25

Updates in the curricula in the individual study programs that were thoroughly planned in the past reporting period(s) were introduced in the reporting period 2023/24 as follows. The finalization of the development of an MBA program (Online MBA) and an EMBA program (Online EMBA) starting in FT 24/25, the introduction of the course *Real Estate Markets* in the Master program SFBA and the course *Cost & Financial Accounting* in the Master program IML are to be highlighted here. In the next section(s) the single measures in the area of study and teaching are explained in more detail in the following table.

Table 3: Measures in the Area of Study and Teaching 2023/24

Strategic Fields of Activity	Implemented Measures
Further development of the curricula	<p>IBA: <u>Restructuring of contents/renaming/replacing:</u> 3rd semester: Statistics 2 was moved from the 4th to the 3rd semester 4th semester: Behavioral Economics was moved from the 3rd to the 4th semester; Communication and Negotiation Skills was moved from the 5th to the 4th semester 5th semester: Organizations and Institutions was moved from the 4th to the 5th semester</p> <p>SFBA & IML: <u>Restructuring of contents/renaming/replacing/changes in SWS and/or ECTS:</u> IML 1st semester: Cost & Financial Accounting (4 ECTS and 3.5 SWS) has been introduced instead of Financial Accounting (3 ECTS and 2.5 SWS) IML 2nd semester: Macroeconomics was moved from the 3rd to the 2nd semester, Supply Chain Management has 3 SWS (instead of 2.5 SWS). IML 3rd semester: Entrepreneurial and Social Media Marketing was moved from the 2nd to the 3rd semester and it was renamed to Online and Social media Marketing SFBA 1st semester: Introduction to Asset Management and Investing (2 SWS and 2 ECTS) has been introduced instead of Introduction to Asset Management (1.5 semester hours, 2 ECTS); Rating Advisory (2 SWS and 3 ECTS) was introduced instead of Financial Institutions, Ratings and Markets (2.5 SWS, 3 ECTS), Corporate Finance has 4 ECTS and 2.5 SWS (instead of 3 ECTS and 2 SWS). SFBA 2nd semester: Current Issues in Financial Market Regulation and Supervision (1 SWS and 1 ECTS) discontinued, a course on Real Estate Markets has been introduced instead (1 SWS and 1 ECTS), Corporate Reporting has 2.5 SWS (instead of 2 SWS) SFBA 3rd semester: Online and Social Media Marketing was moved from the 2nd to the 3rd semester; Sustainable Finance (2 SWS and 2 ECTS) has been introduced instead of Business Analysis and Business Modelling (2 SWS and 2 ECTS) IML & SFBA 1st semester: Academic Writing has 1.5 SWS with 2 ECTS (instead of 2 SWS and 3 ECTS) IML & SFBA 2nd semester: Project Management and Agile Methods has 3 SWS instead of 2.5 SWS.</p> <p>IML & SFBA 3rd semester: Research Proposal has 2.5 SWS instead of 1.5 SWS.</p>
Anchoring "Academic Excellence"	<p>All study programs: An AI task force kicked off working on how to implement/work with AI in everyday teaching settings and how to train students for their future challenges with regards to AI.</p> <p>IBA: IBA 5th semester students could achieve excellent Major Field Test outcome exam results in 2023/24 confirming the appropriateness of the invested (financial and organizational) efforts in acquiring technological acquisitions like SW and IT-tools and also in further developing the syllabi and curricula in the reporting period. Follow-up on the changes that have been implemented in earlier years including close feedback sessions and evaluation survey results with faculty, students and administration where applicable;</p> <p>SFBA & IML: <u>Changes in faculty:</u> based on the evaluation outcomes of earlier years and the retirement of existing members of the faculty, a change of lecturers was implemented in the area of economic and legal courses. Close 720° feedback including students, peers and director of studies has thoroughly been executed and was well received by all involved parties. Incorporating the ESG certificate issued by Bloomberg in the curricula.</p> <p>SFBA: Incorporating an SAP certificate in the curriculum on the modules Financial accounting and Controlling, issued by PwC. Incorporating a certificate on Risk Analytics and Data Science issued by SAS, the market-leading data analytics company.</p> <p>IML: Incorporating the Process Analyst certificate in the curriculum on the BPMN 2.1 toolbox issued by the Austrian Society for Process Management.</p>
Strengthening and further developing cooperation platforms	<p>All study programs: The close cooperation with Google was further intensified to implement AI in the LBS curricula.</p> <p>IBA: Provisioning of additional internship positions by intensification of existing business partnerships and establishment of new business partners such as Google and VIG.</p> <p>SFBA & IML: Cooperation with companies related to the course <i>Student Consultancy Projects (SCPs)</i>: Philips, NÖM, Serious Games.Studios, CFA Institute, Raiffeisen Bank International</p> <p>SFBA: Launching the SAS On-Site Day as a building block of the FinTechs, Data Science and Digital Trends course at the SAS headquarters in Vienna.</p>
Further increasing student focus	<p>IBA: Adaptation of lecturers through feedback talks taking into consideration student evaluations and quality circle results.</p> <p>All study programs: Curricular restructuring based on student inputs (evaluation surveys and quality circles).</p>

Strategic Fields of Activity	Implemented Measures
Promote the digital entanglement of teaching, research and student services	<p>All study programs: Nudging lecturers to incorporate domain-specific AI-driven business applications in their own courses.</p> <p>SFBA: launching SAS Certificate.</p> <p>Continuing Higher Education Programs: Establishing of an Online-MBA and Online-EMBA involving digital AI-driven proctoring, high-quality state-of-the-art webinars and online support tools.</p>
Strengthening the position in the Austrian market	Through enhanced cooperations in internships such as VIG LBS is further known on the market.

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/>.

3 Presentation and analysis of the development in the field of applied research and development

The 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. With its research, LBS aims to analyse the causes, effects and strategic responses to the challenges at the firm and the regional level through the perspective of competitiveness.

LBS’ 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 LBS can learn and profit from ongoing research projects. Research at LBS strives for academic excellence. It is contextualised and applied in nature and motivated by the economic problems of our time.

Promotion of Young Academics

LBS educates all of its students in research with a special focus on the students in the Master programs.

1. The Graduate Research Assistant Program is an educational program providing students with relevant research experience while they pursue a Masters’ degree at LBS. Graduate research assistants work on academic and research projects together with the LBS faculty, both at LBS and in the field. General activities for elected students include the following:
 - Perform supervised research under the direction of an LBS faculty member
 - Engage in literature searches
 - Perform data analysis
 - Design and prepare research experiments

Faculty members supervising graduate research assistants clearly define the students' responsibilities at the beginning of the assistantship and provide feedback on how those responsibilities are being met.

For the academic year 2023/24 a female candidate was chosen for the position as graduate research assistant following the rule to give female candidates the preference in case of equal qualification of applicants as stated in the [LBS Strategy](#). Based on the feedback retrieved from students in the course of the regular quality circles and evaluations it is planned to award a graduate research scholarship for both semesters in the academic year 2024/25 and thus, employ two graduate research assistants instead of one per academic year.

2. Further activities related to the promotion of young researchers are the supervising of Master theses and the publication of excellent Master theses followed by an integration of these to the LBS Working Paper Series (see subsequent section).
3. Several research-related courses are offered and the LBS Research Department is involved in teaching; the aim is not only supervising Bachelor and Master Theses but also teaching research methods.

Fields of Research

The research foci of LBS have been extended from four to five lately; since a marketing scholar has been assigned for the City of Vienna endowed Professorship position, the research field V "Marketing research and consumer behavior" has been added to LBS' research portfolio not just reflecting the candidate's core area of specialization but also the high relevance of this topic in all offered LBS curricula.

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

I. 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.

II. 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 are not processes without frictions. Losers of skill-based 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.

III. 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 Linde, 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.

IV. 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.

V. Marketing research and consumer behavior

As the world becomes increasingly globalized, knowledge of international and diversity marketing is of vital importance. Only few companies could claim to be purely domestic. Besides, understanding the fascinating field of consumer behavior is a precondition for the success of any business. It is central to marketers to gain insights into various factors that shape and influence buyer's behavior in different environments i.e, how customers respond to various stimuli and how their thoughts, feelings and actions are formed.

Research at LBS focuses on customers' assessment and evaluation of different marketing stimuli such as the comprehensibility and perceived appearance of sign language avatars to enhance inclusivity. Moreover, we capture, investigate, and analyze dynamic nonverbal communication behaviors making use of sensor technology and other innovative means of technological data collection (i.e., sociometric badges, face reader, program analyzer, etc.) and focus on different decision-making styles and heuristics in decision making.

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 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. Integrating the candidate of the City of Vienna endowed professorship for Marketingmanagement into the research department with about 15% of her capacities allowed to add marketing and consumer behavior to the fields of research due to the candidate's specific expertise.

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

AQ-Austria LBS Annual Report LBS for the academic year 2023/24

comprehensive approach to research, the Directors of Studies as well as the school's International Office and Quality Management are coordinating their endeavours.

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 the achievement of research and development objectives, a scoring system has been developed and further refined to adapt it even more effectively to the focal areas (see column 1 and 2 in below Table 4). 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 (see Table 5).

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

Table 4: LBS research matrix 2023/24

#	Activity	Expected Number of Activities per Academic Year	Points per Activity	Expected Points per Academic Year
1a	Non-peer-reviewed publications	6	30/8	22.5
1b	Peer-reviewed publications	1	2*30/8	7.5
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 programs), 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 2023/24 is summarized in below Table 5: LBS Research Performance in the Academic Year 2023/24* by comparing planned results and objectives with actual achievements.

Table 5: LBS Research Performance in the Academic Year 2023/24*

#	Activity	Realized Number of Activities per Academic Year (Deviation from Target)	Points per Activity	Realized Points per Academic Year*
1a	Non-peer-reviewed publications	9 (+3)	30/8	33.75
1b	Peer-reviewed publications	5 (+4)	2*30/8	37.5
2	Scientific presentations (conferences, lectures, workgroups, panel discussions, seminars etc.)	8 (+2)	20/6	26.7

#	Activity	Realized Number of Activities per Academic Year (Deviation from Target)	Points per Activity	Realized Points per Academic Year*
3	Research projects with cooperation partners	3 (+1)	15/2	22.5
4	Third party-funded research (number of research proposals, number of funded projects)	0 (-2)	15/2	0
5	Connection between research and teaching: [1] Lectures of Senior Researcher in LBS Master programs), 2) Excellent Master Theses, 3) Student Consultancy Project, 4) Graduate Research Assistant]	4 (+0)	15/4	15
6	Research education and training of the LBS faculty (Research seminar)	1 (+0)	5/1	5
Accomplished Value (Points)		140.5		

*Only publications or activities with LBS affiliation are recorded

Details for the items in the research matrix

1a

- 1) REINER, Christian (2023): Von der Hyperglobalisierung in die Globalisierungskrise? In: Themenblätter im Unterricht, 133. Bundeszentrale für politische Bildung.
- 2) REINER, Christian (2024): Divergenz und räumliche Heterogenität: Regionale Baulandpreise, Einkommen und Leistbarkeit in Österreich, 2000–2018. In: MUSIL, Robert/SMIGIEL, Christian/ZELLER, Christian (Hrsg.): Stadt, Land, Wohnen. Regionale Wohnungsmärkte zwischen Boom und Krise. (=ISR Forschungsbericht Heft 60), 123–132.
- 3) REINER, Christian (2023): Monopolmacht und Wettbewerbspolitik als Countervailing Power in globalen Warenketten. Österreichische Forschungsstiftung für Internationale Entwicklung, ÖFSE Working Paper, No. 72, Wien.
- 4) REINER, Christian (2024): Kostenwahrheit als Zukunftsmodell. In: Die Furche, Nr. 30, 25.7.2024, S.19. (<https://www.furche.at/wissen/wie-kostenwahrheit-die-zukunft-der-elektro-autos-retten-kann-13878230>)
- 5) REINER, Christian (2024): Brunner Economics und das Ende von Green Growth. In: Der Standard, 2 April, S. 19. (<https://www.derstandard.at/story/3000000213853/brunner-economics-und-das-ende-von-green-growth>)
- 6) REINER, Christian/BELLAK, Christian (2023): Steigt die Marktmacht von Unternehmen auch in Österreich? Blogbeitrag für „Der Ökonomische Blick“, 17.7.2023 (<https://www.diepresse.com/13443276/steigt-die-marktmacht-von-unternehmen-auch-in-oesterreich>)
- 7) REINER, Christian (2023): Klimapolitische Unklarheit schadet unserer Wirtschaft. Gastkommentar. In: Die Presse, 26. April, S. 25-25. (<https://www.diepresse.com/6280190/klimapolitische-unklarheit-schadet-unserer-wirtschaft>)
- 8) FELBERMAYR, Gabriel (2024): Europa muss sich rechnen. Brandstätter Verlag, Wien. In: SWS Rundschau, 2/2024, 194–196.
- 9) Gordon F. van der Veen (2024): Food Safety Implementation Along Value Chains in Kenya. Public Policy, Business Opportunity and Entrepreneurship: Catalyst and Accelerator for Socio-Economic Growth. LBS Working Paper No. 22.

1b

- 1) REINER, Christian (2024): Hyperglobalisierung, Standortwettbewerb und Unternehmensmacht: Politische Ökonomie ungleicher raumwirtschaftlicher Entwicklung. Habilitationsschrift.
- 2) REINER, Christian (2023): Monopolmacht und Wettbewerbspolitik als Countervailing Power in globalen Warenketten. In: Momentum Quarterly, 12(2), 100–124, <https://doi.org/10.15203/momentumquarterly.vol12.no2.p100-124>
- 3) Wagner, U., Pauser, S., & Akturan, U. (2023). The influence of deviant advertisements on customer responses: The role of cultural tightness in emerging and developed economies. Psychology & Marketing, 1-15. doi: 10.1002/ mar.21885
- 4) Pauser, S. (2024). Capturing what isn't said by applying wearable tech during sales interactions. Forschungsforum 2024, Krams (Austria) 17.- 18.04.2024.
- 5) Wagner, U., Dürschmid, K., & Pauser, S. (2023). Emotion Recognition – Recent Advances and Applications in Consumer Behavior and Food Sciences with an Emphasis on Facial Expressions. IntechOpen. doi: 10.5772/intechopen.110581

2

- 1) Reiner: Ökonomische Macht und Environmental Upgrading in supermarktgesteuerten Globalen Warenketten. Ringvorlesung Johannes Kepler Universität Linz, 22.05.2024.
- 2) Reiner: Globale Warenketten und Versorgungsengpässe in Österreich mit Medizinprodukten in der COVID-19-Pandemie. Vortrag im Rahmen des 17. Forschungsforum der Österreichischen Fachhochschulen, IMC Krams, 17.04.2024.
- 3) Reiner: Warum versagt die Klimapolitik? Erklärungsansätze zwischen individueller Verantwortung und gesellschaftlichen Strukturen aus Sicht der Wirtschaftswissenschaft. Vortrag auf Einladung der Katholischen Männerbewegung in der Pfarre St. Josef, Baden, 22.04.2024.
- 4) Reiner: Die räumliche Differenzierung eines Immobilien-Booms. Regionale Baulandpreise, Einkommen und Leistbarkeit in Österreich, 2000–2018. Präsentation auf der Konferenz „Stadt, Land, Wohnen Variationen regionaler Wohnungsmärkte zwischen Boom und Krise“ an der Universität Salzburg, 6.-7.11.2023
- 5) Reiner: Von der globalen Lieferkette zur regionalen Kreislaufwirtschaft. Spezialtag Lieferkettengesetz, Hotel Schani, Wien, 22.6.2023.
- 6) Reiner: Videointerview über wirtschaftliche und ökologische Aspekte des Tourismus in Österreich. Expertenstatement zu einem Lehrvideo für die Sekundarstufe I, 13.9.2024. (<https://www.dasfilmbuero.com/>)
- 7) Reiner: Leitung von Klimapuzzle-Workshop, Sommerlager der Pfarre St. Ruprecht, Drosendorf, 30.7.2024.
- 8) Pauser: Capturing What Isn't Said By Applying Wearable Tech During Sales Interactions. Vortrag im Rahmen des 17. Forschungsforum der Österreichischen Fachhochschulen, IMC Krams, 18.04.2024.

3

- 1) Cooperation between Sandra Pauser and Prof. Wagner, Modul University Vienna
- 2) Cooperation between Sandra Pauser and Prof. Ulun Akturan, Galatasaray University
- 3) Cooperation between Christian Reiner and Jan Grumiler, FH Krams

4

0

5

- 1) Student Consultancy Projects: Phillips, NÖM, Serious Games, Wüstenrot, Vienna Insurance Group
- 2) Various courses led by the Senior Researcher
- 3) Selection of and publication of excellent master theses
- 4) Graduate Research Assistant Sandra Pauser

6

- 1) Christian Reiner/ Sandra Pauser: LBS Research Seminar, Workshop for LBS faculty members.

Evaluation summary: The **target** of 100 performance points according to the LBS Research Table was **considerably exceeded** in the academic year 2023/24 (by about 40%).

This performance was mainly generated by the **LBS Senior Researcher and the candidate of the City of Vienna endowed Professorship for Marketingmanagement**.

Compared to the academic year 2022/2023 the total LBS research output has declined by about 16%.

Detailed information: A significant share of these results was achieved mainly by peer reviewed publications. Third lack of party-funded research projects in the academic year 2023/24 is due to the ongoing Habilitation process of both members of the Research Department with one of these being planned to be under review at the University of Salzburg in the academic year 2024/25.

The research output performance of the past two years is listed in Table 6.

Table 6: Statistical information on the LBS research output 2023/24 opposed to previous year

Research Output created by	2018/2019 Total points	2019/2020 Total points	2020/2021 Total points	2021/2022 Total points	2022/2023 Total points	2023/2024 Total points	Difference to last year in %
Senior Researcher	111.3	113.3	108.0	107.9	119.1	73.4	-38.4%
LBS staff excl. senior researcher	29.2	18.3	22.5	37.6	48	67.1	39.8%
Total	140.5	131.6	130.5	145.5	167.1	140.5	-16.0%

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

Table 7: Measures in the Area of Research 2023/24

Strategic Fields of Activity	Implemented Measures
Further development of fundamental research	The head of the research department as well as the City of Vienna endowed professorship candidate keep on working on their Habilitations
	Supervision of the LBS Working Paper Series

Strategic Fields of Activity	Implemented Measures
	Co-Publications in international peer-reviewed journals Student survey on attitudes towards diversity and environmental problems (cooperation within the LBS research department: head of the research department & the City of Vienna endowed professorship candidate)
Anchoring “Academic Excellence”	A female Master student has been chosen for the <i>LBS Graduate Research Program</i> , a scholarship involving Master students aiming for a research career involving research activities within the LBS Research Department

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

Based on the AQ Austria audit carried out in 2023, the LBS research matrix was slightly adjusted. As of the period 2022/23 the peer reviewed publications get assigned two points instead of one point to appropriately reflect the additional efforts are typically required when publishing in peer-reviewed journals.

4 Presentation and analysis of the development in the field of resources

The changes in the field of resources are summarized in the following sections.

4.1 Staff

There were no changes in the area of staff in the academic year 2023/24 as also reflected in the attached document “*LBS_Staff_Faculty_Development_Teams*”. This attachment contains details like names, functions and gender of the total LBS staff, faculty and development teams.

4.2 Composition of the full- and part-time faculty

The attached document “*LBS_Staff_Faculty_Development_Teams*” contains the names and – if applicable – also any additional function(s) as well as the gender of the total LBS faculty in 2023/24 based on the academic year and not on the calendar year, as it is presented in the BIS reports.

In 2023/24 LBS employed 15 permanent professional staff members, as in the past academic year.

Furthermore, faculty members who are full-time employed are tagged appropriately. The composition of the faculty applies to the curricula and the syllabi and hence the number of the teaching faculty varies every semester. Please note that the attachment presents the academic year 2023/24 and thus, the winter term 2023/24 and the summer term 2024. The numbers described in the following section refer to the BIS data which present the summer- and winter term of the same calendar year.

Based on the BIS data from April 15th, 2024 LBS employed 58 part-time (external) scientific employees in the academic year 2023/24. This corresponds to a decrease of 12% part-time lecturers compared to last year’s number (66 external scientific employees). In the current reporting period 10 permanent LBS faculty members (both full-time and part-time) are employed. This corresponds to an increase of 25% permanent LBS faculty members compared to last year’s number (8 permanent LBS faculty members). The total number of scientific staff in the reporting period is thus calculated with 68 (a decrease of 8% compared to last year’s number of 74).

The development of the total numbers of faculty at LBS based on the data reported using the BIS tool is visible in the attachment “*LBS_Staff_Faculty_Development*” for a period of three years. As already in the previous reporting period the LBS academic director in the academic year 2023/24 is Prof. (FH) Dr. Konrad Koloseus, LL.M. and his deputy is Prof. (FH) Mag. Dina Margules-Rappaport.

The directors of study programs did not change in the academic year 2023/2024 but remain the same as already listed in the previous annual report. Details related to the directors of the study programs can be found in the attached document “*LBS_Staff_Faculty_Development_Teams*”. One lecturer has been awarded with the designation „Prof. (FH)” in the academic year 2023/24 and is labelled accordingly in the attached list of faculty members.

4.3 Composition of the development teams

The attached document “*LBS_Staff_Faculty_Development_Teams*” contains details like names and functions of the LBS development teams for all offered study programs at LBS. There were some changes in the composition of the development teams of both Master studies in the academic year 2023/24. The candidate of the City of Vienna endowed Professorship for Marketingmanagement is part of the development teams of all three study programs.

5 Internationalization

5.1 Mobility related to Erasmus +

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.

The LBS Admission & Mobility Officer plans, coordinates and administers the student-, faculty- and staff mobilities in the course of Erasmus+. She acts as the interface for mobility efforts in LBS’ degree programs and the school’s mission to prepare for global business careers.

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

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.

a) Incoming Mobility

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

The service providers „Admission & Mobility Office“ and “Gender & 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 highly-skilled students 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+ program (exchange program with transfer of credits resp. teaching activity and staff shadowing).

The offer in the course of the incoming mobility program is widely used by all target groups within the three LBS partner universities in Israel. Furthermore, LBS could establish a cooperation with the Longwood University in Virginia, USA, in regard to exchanging students and academic staff lately with the first students already studying one semester abroad. Since the three LBS study programs are ACBSP accredited by now, LBS strives to attract further partner universities, especially ones located in the USA.

b) 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 program within the Erasmus+ program, but also an outgoing exchange program for students in their 3rd semester at LBS as well as a teaching exchange program for the faculty and job training exchange program for the LBS staff.

Since its implementation the demand from LBS staff, faculty and students for the outgoing mobility program has been continually increasing. The number of exchanges depends on the related funding from OEAD and the numbers of mobilities correspond with the financial opportunities.

Furthermore, LBS offers its students the opportunity to perform a practical internship in a country that is also participating in the Erasmus+ program, the so-called program countries.

The numbers of incoming and outgoing mobilities of students, faculty and staff for the academic years 2020/2021, 2021/2022 and 2022/2023 are expressed in below Table 8.

Table 8: Number of incoming and outgoing mobilities related to Erasmus+ over the past 3 years including students (exchange semesters and internships), faculty and staff.

	Academic year	Bar Ilan University		Reichman University		Ben Gurion University of the Negev	
Students Total	Exchange Semester	In	Out	In	Out	In	Out
13	21/22	2	2	2	5	1	1
24	22/23	9	4	4	5	2	0
7	23/24	4	0	1	0	2	0
Faculty Total	Teaching	In	Out	In	Out	In	Out
0	21/22	0	0	0	0	0	0
5	22/23	2	2	1	0	0	0
0	23/24	0	0	0	0	0	0
Job Shadowing Total	Staff/Faculty	In	Out	In	Out	In	Out
4	21/22	4	0	0	0	0	0
3	22/23	0	1	0	0	2	0
1	23/24	1	0	0	0	0	0
Students Total	Internship		Internship				
5	21/22		Internship				
5	22/23		Internship				
9	23/24		Internship				
Staff/Faculty Training Total	Staff/Faculty		Training Activity				
1	21/22		Training / Course				
2	22/23		Training / Course				
1	23/24		Training / Course				

The financial resources granted by the OEAD for the mobilities are subject to regular reporting and have been used as best and appropriately as possible for all mobilities listed in Table 8.

6 National and International Cooperation

National and international cooperation is an integral part of LBS' strategic orientation in all areas (teaching and research, administration, HR development, Quality management, communication and infrastructure). The LBS International Office plans, coordinates and administers the school's relations with providers of higher education, research- and corporate partners as well as networks worldwide. Especially the successful ACBSP accreditation

of the three offered study programs at LBS triggered an intensified reach-out to international partners in the higher education sector. LBS' participation in appropriate networking events, fairs and university visits especially in the USA have been budgeted to ensure meeting the international strategy targets.

The long-term membership in the "Harvard MOC Network" („Microeconomics of Competitiveness“-network of the Harvard Business School, Boston, MA, USA), has been terminated by LBS lately. 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 and business cooperations.

Due to the successful ACBSP accreditation of all three offered study programs in September 2022, LBS finds itself in an even wider circle of colleges and business schools with similar quality standards and started to actively reach out to new partners especially in the USA. A Memorandum of understanding with the Longwood University in Virginia, USA, could be signed with the aim of student- and teaching staff exchange to further internationalize the teaching at LBS. The student exchange has b

The initiation of bi-annual Advisory Board meetings comprising the LBS management team and decision makers of important business partners shall further strengthen the quality and versatility of the LBS curricula. Additionally, the close cooperation with Google will boost LBS' dealing with artificial intelligence.

LBS engaged its Alumni to promote active LBS students to "their" companies, either their self-owned start-ups or the companies the Alumni had been hired themselves. This initiative shall provide LBS students and new Alumni with the opportunity to get a part-time job besides their studies or even a full-time jobs in case they finished their studies.

The LBS Marketing Department supports the academic staff with campus events related to specific educational projects.

For meeting the operative targets, LBS maintained below listed cooperation partners and activities in the academic year 2023/24.

Table 9: List of Cooperation Partners and Activities in the academic year 2023/24

Institution	Common Activities
AIIESEC	Promotion and mediation of high-quality professional internship opportunities around the Globe (recruitment event on LBS campus)
ACBSP	Accreditation Council for Business Schools and Programs (ACBSP)
Austrian Society for Process Management	Incorporating their Process Analyst certificate in the Master program
Bar Ilan University, Israel	Memorandum of Understanding (MoU) and Inter-institutional Agreements for staff and student mobilities in the course of the Erasmus+ program; cooperation in regard to teaching courses within an IBMA of Bar Ilan at LBS in the summer months.
Ben-Gurion University, Israel	Memorandum of Understanding (MoU) and Inter-institutional Agreements for staff and student mobilities in the course of the Erasmus+ program
CFA Institute	Cooperation related to teaching (<i>Student Consultancy Project</i>)
FHK	Österreichische Fachhochschulkonferenz
FHWien der WKW	Cooperation for a joint leasing of Bloomberg Terminals
Google	Advisory Board member and cooperation for AI projects
IPMA International Project Management Association	Cooperation in the area of teaching to enable LBS students the opportunity to earn a certification at moderate cost

Institution	Common Activities
Israel Women's Network	Networking organization leading in the creation of knowledge and tools for the promotion of Gender Equality in Israel
Longwood University Virginia	Cooperation in the area of student- and teaching staff exchange for further internationalization
NÖM	Advisory Board member, cooperation related to teaching (student consultancy projects)
ÖAW - Österreichische Akademie der Wissenschaften	Research cooperation with the staff unit "Research"
ÖFSE - Austrian Foundation for Development Research	Research cooperation with the staff unit "Research"
OeNB	Cooperation related to teaching a multitude of courses
Philips	Cooperation related to teaching (student consultancy projects)
PROF2B Technology GmbH	Cooperation related to Serious Games development and teaching
PwC Austria	Advisory Board member and cooperation related to career-changing SAP courses to LBS students, further strategic cooperations (Game of Threads, etc.), teaching multitude of courses at LBS
PWN Global	Cooperation related to Fireplace Talks (female manager role models in business)
RBI	Cooperation related to teaching (student consultancy projects)
Red Bus City Tours (Vienna)	Cooperation offering tickets for incoming students, -faculty and -staff in the course of Erasmus+ mobilities
SAS Vienna	Cooperation related to market-leading business intelligence and analytics software classes
University of Linz - Department of Sociology	Research cooperation with the staff unit "Research" with a focus on Innovation and Digitalization (SID)
University of Vienna – Department of Geography and Regional Research	Research cooperation with the staff unit "Research"
University of Vienna – WPZ Research und Zentrum für Soziale Innovation (ZSI)	Research cooperation with the staff unit "Research"
Reichman University (IDC Herzliya), Israel	Memorandum of Understanding (MoU) and Inter-institutional Agreements for staff and student mobilities in the course of the Erasmus+ program
SAS	Incorporating their Risk Analytics and Data Science Certificate in our program.
WU Wien	Research cooperation with the staff unit "Research" (Department of Economics) and cooperation regarding SAP

Table 10: Measures in the Area of Cooperation 2023/24

Strategic Fields of Activity	Implemented Measures
Strengthening and further developing cooperation platforms	Set focus on real-world practitioners upon hiring, not forgetting about the appropriate academic credentials and gender equality, of course
	Stronger positioning of LBS in the USA based on the successful ACBSP accreditation of the LBS study programs reaching out to further partners in education, research and business beyond the already established cooperation partners such as the Longwood University.
	Bi-annual Advisory Board meetings with the LBS management team and decision makers of important business partners
Further development of national and international cooperation with universities	Memoranda of understanding signed with US based HEIs and student exchange initiated Extensive efforts made in channelling in further cooperations with US-based universities.

7 Presentation and analysis of measures related to gender equality

Diversity and equality are important topics for LBS not only due to its international student body but also to its highly diverse faculty. LBS maintains a culture marked by the integration of people from across the globe. Several policies aim to support a fruitful interaction among students, faculty, administrators and visitors in an inclusive environment; these policies have been published in the diversity section on the [LBS website](#).

Furthermore, LBS enhanced its [LBS statute](#) by an “Affirmative Action Plan for the Advancement of Women and Gender Equality” in the past year’s reporting period and attached it also to this report (see section 9 Attachments).

Due to its founding roots, LBS already lives an American-influenced culture which requires gender equality and does not allow irrelevant characteristics such as religion, skin color or age to be the basis of any barriers. Gender and Diversity are integral parts of the annual LBS strategy meetings and thus part of the annually maintained [LBS strategy document](#).

Due to the international diversity already practiced very successfully within the campus but also with international partners from business and other universities, special attention is currently being paid to equality and special support for female students and employees. As of April 15th, 2024, the proportion of women among all active students at LBS increased to 53.5%, that of lecturers is 33.8%. The ratio of female to male faculty members is calculated based on headcount; when including the number of taught SWS in the calculation, the share of female lecturers is 48.59%. However, LBS is committed to prefer female applicants before male applicants in case a new position needs to be filled in both areas, faculty and staff.

LBS strives to further increase the already high proportion of women among its student body and furthermore, to support female students with specific offers. The LBS Admission Policy provides that female applicants are preferred before male applicants in case of having the same qualification and admission scores. This also applies to the LBS Erasmus policy.

The initiative related to active participation of students in research projects, so-called study assistants, has already been established in the winter term 2019/2020 with the aim of getting female students interested in the field of research in the long term. Therefore, LBS offers a relating scholarship called Graduate Research Assistant (GRA) Program providing students with relevant research experience while they pursue a Masters’ degree at Lauder Business School (LBS). Graduate Research Assistants (GRAs) work with faculty on academic and research projects, both at LBS and in the field. Further details related to the GRA scholarship are included in section 3 Presentation and analysis of the development in the field of applied research and development.

Using a standardized evaluation form, all students are questioned by lecturers after completing each course on the subject of gender discrimination; also lecturers are asked about experiencing gender discrimination as part of the annual lecturers' evaluation. Concrete measures can thus be derived from this feedback.

One part of the LBS policies is the zero-tolerance strategy regarding discrimination and harassment leading to immediate exclusion of the harasser from the active studies and campus life or immediate suspension from teaching. To support this way of practice LBS developed an anonymized reporting tool for observed or experienced discrimination which was rolled out to be used by LBS students, faculty and staff as of the winter term 2021/22. Any such report may be issued anonymously, if preferred. LBS' cooperation with [ESRA, the Psychosocial Centre of the Vienna Jewish Community](#), provides students with a variety of services with a view to helping them to deal with the psychological consequences of traumatic events.

Furthermore, the directors of the study programs discuss the subjects security and protection in regular meetings with the student representatives.

Table 11: Measures in the Area of Gender and Diversity 2023/24

Strategic Fields of Activity	Implemented Measures
General topics in Gender & Diversity	Establishing and distribution of the Anti-Harassment-Policy pointing out examples of harassments and who to contact in which way (also anonymously if preferred)
	LBS continued and kept the initiative of implementing blended- and distance learning in both, Bachelor and Master programs enabling students to accomplish their studies at LBS in case they also need to meet other obligations like e.g. child care or part-time work. This offer is regarded as especially attractive by female students and applicants who are interested in studying at LBS after having started a family.
	Successful rollout and maintaining of an online discrimination reporting tool
	Encouragement of students and furthermore, teaching staff with childcare obligations to participate in the mobility program by offering additional cost reimbursement for the accompanying child/ren.
	Collaboration with the Israeli organization "Female managers" (due to COVID the already planned visits could not be realized in the reporting period but are postponed to 2024).
Stronger integration of the topic of diversity in teaching and research	To set an example, LBS also strives to increase the female share within the faculty and committees by specifically inviting female lecturers through the directors of the study programs to get involved in the LBS council.
	Courses International and Diversity Marketing (Master studies) and <i>Applied Organizational Behavior Workshop</i> (Bachelor studies) (the latter one replacing the course <i>Work Engagement and Satisfaction</i>) should teach students in the course of their LBS studies to gain a deeper understanding of the topics gender and diversity in their professional careers.

8 List of Tables

Table 1: Measures in the Area of Quality Management 2023/24.....	5
Table 2: Statistical information on applicants (BIS-report issued on November 15th, 2024) students and lecturers (calculated by academic year instead of the BIS data which is based on the calendar year)	7
Table 3: Measures in the Area of Study and Teaching 2023/24	8
Table 4: LBS research matrix 2023/24	12
Table 5: LBS Research Performance in the Academic Year 2023/24*	12
Table 6: Statistical information on the LBS research output 2023/24 opposed to previous year	15
Table 7: Measures in the Area of Research 2023/24	15
Table 8: Number of incoming and outgoing mobilities related to Erasmus+ over the past 3 years including students (exchange semesters and internships), faculty and staff.	19
Table 9: List of Cooperation Partners and Activities in the academic year 2023/24	20
Table 10: Measures in the Area of Cooperation 2023/24.....	22
Table 11: Measures in the Area of Gender and Diversity 2023/24.....	23

9 Attachments

- LBS Orgchart Version 11.0
- LBS Staff, Faculty, Development Teams
- Affirmative Action Plan for the Advancement of Women and Gender Equality Version 1.0