

**WU**  
 WIRTSCHAFTS  
 UNIVERSITÄT  
 WIEN VIENNA  
 UNIVERSITY OF  
 ECONOMICS  
 AND BUSINESS

# WU's Mission Statement

WU Vienna University of Economics and Business is a public university offering excellent research and research-led teaching. As an academic community of students and faculty, WU aims for education and individual autonomy through science and research. WU contributes to thought leadership as well as responsible business practice and thereby to solving social, economic, and ecological problems. WU is grounded in a strong belief in academic freedom, especially with regard to the plurality of methods and topics. All actions are guided by academic integrity, justice, and equality, as well as diversity and open-mindedness.



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# A Word from the Rector

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## DEAR FRIENDS OF WU,

I am very pleased to welcome you to these pages for the first time as the rector of WU. A new Rector's Council was elected in 2015, and after a 13-year tenure as rector, Christoph Badelt handed over the reins to me and my team on October 1. Even though we are currently facing difficult conditions, we have still set ambitious goals for the future. Please turn to page 12 to read more about the plans and ideas we plan to implement at WU in the coming years.

The biggest highlight of the past year was undoubtedly WU's first-time accreditation by AACSB (the Association to Advance Collegiate Schools of Business). WU is the first Austrian university to be awarded this prestigious qualification. We are now one of only 73 universities worldwide that can claim triple accreditation by AACSB, EQUIS, and AMBA. You can read more about WU's accreditations on page 8.

As a public university, WU has a special responsibility to society. To live up to this responsibility, we carry out numerous activities and initiatives, both at WU and outside of the university.





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Vice-Rector Edith Littich, Vice-Rector Michael Lang, Rector Edeltraud Hanappi-Egger, Vice-Rector Stefan Pichler, Vice-Rector Harald Badinger (from left)

When large numbers of refugees started arriving in Austria in 2015, we decided to show our solidarity by introducing German courses for unaccompanied refugee minors. We are also a founding member of the MORE initiative, which offers special educational opportunities to refugees (read more on page 20).

WU is committed to the vision of a bridge-building university, and this includes entering into a dialog about social responsibility with other universities. We are eager to join new university networks to share our experience and gain different perspectives. The Global Business School Network, for example, is working to increase and improve management education in developing countries: The network's 72 renowned member schools are providing advice and support to universities in developing countries. WU also joined the Principles for Responsible Management Education (PRME) initiative, which provides guidelines for integrating sustainability and responsibility into educational programs for training future generations of business leaders. You can read more about the implementation of PRME guidelines at WU on page 22.

In its teaching, WU is working to offer current and prospective students a supportive and appreciative environment by establishing a welcoming culture and expanding information, consulting, and support services for students. For detailed information on these initiatives, please turn to page 83.

The work of WU's researchers is up to the highest standards. They are recognized as renowned experts in their respective fields and are in high demand as partners for international projects. To read more about selected new research projects, please see page 53.

In many respects, 2015 was a very successful year for WU. In the name of the Rector's Council, I would like to take this opportunity to thank all of WU's faculty and staff members for their tireless work and dedication.

Yours,  
**Edeltraud Hanappi-Egger**  
 Rector

# Highlights 2015



# A University with Open Doors

What are the topics WU's researchers are working on?  
WU provides all the answers at a wide range of public events.

## VIENNA RESEARCH FESTIVAL

The Vienna Research Festival is an event organized by the City of Vienna with the objective of turning research into a hands-on experience that is open to everybody. During the 2015 edition, 40 exhibitors presented their innovations as part of one big, interactive event. WU made its debut appearance at the Vienna Research Festival in 2015, represented by a group from the Institute for Entrepreneurship and Innovation. Students of the course "New Business Development" presented a case study they had conducted together with the tech company Clever Contour, and they demonstrated how technologies can be applied in new contexts.

## CHILDREN'S UNIVERSITY ON BUSINESS AND ECONOMICS

This event includes seminars and workshops with titles like "What happens when you've done something you shouldn't?," "Why do we need money and bank accounts?," and "What's with the purple cows in the ads?" In 2015, WU hosted a Vienna Children's University event of its own for the first time, where WU researchers answered all these questions and many more. The goal of the Children's University on Business and Economics is to introduce children to topics related to business administration, economics, money, finance, sustainability,

social and intercultural skills, and law in a format that is fun and accessible for kids.

The Children's University was enthusiastically attended by 300 children aged seven to twelve. At the closing graduation ceremony, all the young students received a diploma.

## COMPETENCE DAY

On December 16, the Department of Economics organized a Competence Day event focusing on the topic of "Economic Thinking." Researchers from the department presented a range of diverse and interesting research results on subjects including the future of cash, the dynamics of the Austrian labor market, and financial markets and economic growth.

The Competence Day also featured a distinguished roster of invited speakers, among them Karl Aiginger (Austrian Institute of Economic Research) and Christian Keuschnigg (University of St. Gallen), whose talks focused on economic thinking and economic policy. The keynote speech was delivered by Ludger Wössmann (LMU Munich), who discussed the relationship between education and economic growth.

# A Leading International University

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In the summer of 2015, WU received its AACSB accreditation, confirming WU's status as one of the world's best universities of economics and business. The high quality of WU's teaching and research activities is also reflected in excellent international ranking results.

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## TRIPLE ACCREDITATION

Attaining a place as one of the world's top business and economics universities has always been a high priority at WU. With its prestigious triple international accreditation, WU has achieved this goal. Only 73 universities worldwide can claim triple accreditation by EQUIS, AACSB, and AMBA, the three most well-respected accreditation agencies. WU is one of only two universities in the German-speaking world to belong to this exclusive group of schools.

In the summer of 2015, WU became the first Austrian university to be granted a five-year accreditation from AACSB International (The Association to Advance Collegiate Schools of Business). This accreditation also brings tangible benefits for WU students: They receive a degree that is held in high regard internationally, which improves their standing in the job market.

AACSB International was founded in the US in 1916. It provides accreditation for institutions of higher education and the programs they offer. Based on each school's own mission statement, AACSB evaluates the university's program management activities, the qualifications of its faculty, its research output, and its students' educational and career prospects.

WU has been EQUIS (European Quality Improvement System) accredited since 2007. EQUIS was established in 1998 as part of the European Foundation for Management Development, an organization dedicated to supporting research and teaching in the fields of economics and business. After its initial accreditation in 2007, WU was awarded the maximum five-year re-accreditation in 2013. To fulfill EQUIS' high quality standards, WU is subject to regular, comprehensive reviews. Strategic development, internationalization, connections to the business community, and quality management are particularly important criteria in this process.

All of the WU Executive Academy's MBA programs are AMBA accredited, meaning that they meet the highest international standards. AMBA (The Association of MBAs), founded in London in 1967, is a quality assurance seal awarded to selected postgraduate programs around the world. To fulfill the association's exacting criteria, programs must be able to demonstrate top quality and international compatibility.

## CEMS SCHOOL OF THE YEAR

WU was named CEMS School of the Year at the CEMS (The Global Alliance in Management) annual event in St. Petersburg. Phillip C. Nell, Jonas Puck, Thomas Lindner, and Moritz Putzhammer received CEMS Best Teaching Awards. Read more on page 38.

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### **EXCELLENT RESULTS IN THE FINANCIAL TIMES RANKING**

WU achieved an excellent result in the annual ranking of the world's best degree programs in management issued by the Financial Times. With its Master's Program in International Management, WU came in a place 13 out of a total of 80 European business schools ranked. Among other factors, this success is due to the wide range of business language courses available, the program's international orientation, and the many opportunities for students to gain international experience. WU holds the number-two spot worldwide in the category international course experience. The excellent employability of the program's graduates is another important factor for WU's success: 95% of graduates found employment within three months of graduation.

The WU Executive Academy's Global Executive MBA program placed 44th in the Financial Times Executive MBA Ranking. The program is at place 14 in the EU, and ranks among the top four EMBA programs in the German-speaking region.

### **TOP POSITIONS IN THE QS WORLD UNIVERSITY RANKING**

WU's goal is to become one of Europe's leading research universities in business and economics,

with an international perspective and global impact. The latest QS ranking shows that it is heading in the right direction: Coming in at place 36 in the Business & Management Studies category, WU is the only Austrian university ranked among the top 50 institutions worldwide. In the Finance & Accounting ranking, WU placed in the top 100.

### **HANDELSBLATT RECOGNIZES WU'S STRONG RESEARCH OUTPUT**

The German business daily Handelsblatt ranks the research performance of economics departments on a regular basis. WU came in at place 13 in the latest Handelsblatt ranking of the 25 most successful research universities in the field of economics in Germany, Austria, and the German-speaking areas of Switzerland. The Handelsblatt ranking of the top 250 researchers honored for their lifetime achievement includes Harald Badinger (Head of the Institute for International Economics), Wolfgang Lutz (Head of the Demography Group), Clive Spash (Institute for Multi-Level Governance and Development), and Jesús Crespo Cuaresma (Head of the Institute for Macroeconomics). Professor Crespo Cuaresma also placed 7th in the Handelsblatt ranking of the top 100 researchers under the age of 40.

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# Farewell to Rector Badelt and His Team

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On September 30, 2015, Christoph Badelt stepped down from a 13-year tenure as WU's rector. Together with his team of vice-rectors, Rector Badelt left a profound mark on WU's development during this period.

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Christoph Badelt's time as rector was characterized by a number of far-reaching changes, and together with his team, he rose to the challenge. Christoph Badelt's last Rector's Council was comprised of Edith Littich (Vice-Rector for Academic Programs and Student Affairs), Regina Prehofer (Vice-Rector for Financial Affairs and Infrastructure), Michael Meyer (Vice-Rector for Human Resources), and Barbara Sporn (Vice-Rector for Research, International Affairs and External Relations), who served as vice-rector alongside Christoph Badelt for 13 years. Christoph Badelt led WU from government control to full institutional autonomy and turned it into an entrepreneurial university.

One of the key changes was the implementation of an internationalization strategy aimed at placing WU among Europe's leading universities of economics and business. WU's prestigious triple international accreditation and excellent positions in international rankings are the visible results of this strategy.

Over the past thirteen years, there have been profound changes in the importance assigned to research and researchers' job profiles of. The international research landscape has become much more competitive. WU has responded to these changes by creating an environment that offers ideal working conditions for researchers. In its human resource activities, WU implemented new structural plans, support programs, in-house training programs, and a progressive equal opportunities policy. WU has also strengthened its research profile, for instance by establishing research institutes and competence centers.

In the 2006/2007 winter semester, WU was one of Austria's first universities to adopt the three-tier European degree program architecture (bachelor's, master's, and doctoral/PhD programs), which allowed WU to provide higher-quality teaching and guarantee international compatibility.

The decision to build a new campus for WU stands out as another milestone of Christoph Badelt's time as rector. The new Campus WU was completed in only four years. It was designed by highly renowned international architects and has won numerous prizes and awards.

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# WU's New Rector's Council

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The new Rector's Council sees WU as a place where faculty and students work together closely, and as an institution of research and education that encourages creativity in all areas.

On January 26, the WU University Board unanimously elected Edeltraud Hanappi-Egger as new rector for the term from October 1, 2015, to September 30, 2019. Edeltraud Hanappi-Egger is the first female rector in WU's 117 years of history.

## GRAND INAUGURATION CEREMONY

On October 19, the inauguration ceremony for the new Rector's Council was held in the Library & Learning Center. A total of 600 guests attended the ceremony, including distinguished personalities from politics and business, rectors of other Austrian universities, and WU faculty and staff. Departing Rector Christoph Badelt reminisced about his 13 years in office and talked about how much WU had changed in the wake of the Universities Act 2002. He expressed gratitude to his team of vice-rectors and thanked all WU faculty and staff members for their work and dedication. Brigitte Jilka, chair of the University Board, and Helmut Strasser, chair of the WU Senate, praised Edeltraud Hanappi-Egger's previous achievements and confirmed their trust in WU's new rector.

In her inaugural speech, Edeltraud Hanappi-Egger said she was looking forward to the interesting challenges of managing a university. She stressed that her aim was to create a university that connects people and

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**“The new rector has not only a strong desire to shape the future development of WU, but also enough integrative strength to lead this large institution. WU is home to 2,100 employees performing many different jobs and to 22,000 students. Professor Hanappi-Egger's valuable work and her commitment to WU have earned her strong support from the WU community. I believe this is an important asset and a very solid basis for WU's successful future development.”**

*(Brigitte Jilka, chair of the University Board)*

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brings different groups together. According to Rector Hanappi-Egger, WU has to take its public mandate very seriously and forge cooperations and alliances with different groups and institutions. WU needs to position itself as a key hub in important networks and demonstrate the value of public universities as places of exchange and dialog, capable of identifying and solving social problems. Concluding her speech, Ms. Hanappi-Egger introduced the members of her Rector's Council.

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### WU'S FUTURE

WU's new Rector's Council is committed to positioning WU as an excellent educational and research institution both nationally and internationally, and to making WU an even more attractive employer. Over the next four years, the Rector's Council will be working to improve WU's international visibility, strengthen its role as an educational institution, and create the structural working conditions required by a high-quality public university.

In the following paragraphs, we would like to introduce the members of the new Rector's Council and their vision for WU's future.

### EDELTRAUD HANAPPI-EGGER

#### Rector

In October 2002, Edeltraud Hanappi-Egger became Professor of Gender & Diversity in Organizations at WU, where she also headed the institute of the same name before being named rector. Edeltraud Hanappi-Egger has extensive experience in management and leadership positions: She served as chair of the WU Senate from 2006 to 2009, was a member of the University Board of the Graz University of Technology in the 2008-2013 period, and chaired WU's Department of Management from 2012 to 2014.

Edeltraud Hanappi-Egger's objective is to position WU as a large, high-quality university, an attractive employer, and a place where students, faculty, and administrative staff work together closely. She wants WU to offer the freedom required for the development of innovative and creative solutions in all areas, guided by the principles of internationality, sustainability, and solidarity. In her capacity as rector, Edeltraud Hanappi-Egger aims to create the right environment and the right conditions for achieving these goals.

Following this vision, WU intends to make an active contribution to the overall development of our society. It needs to build up networks and join forces with other important institutions to develop solutions to the pressing problems of the day in the fields of business and economics.

One of the main priorities will be to improve teaching quality and to establish a culture of welcome and feedback. There will also be more advisory services and support for bachelor's students. These measures aim to increase the number of academically active students and reduce drop-out rates in the long term. Other priorities for the coming four years include increased research support and assistance for young researchers who are planning their careers.

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Vice-Rector Stefan Pichler, Vice-Rector Edith Littich, Vice-Rector Michael Lang, Rector Edeltraud Hanappi-Egger, Vice-Rector Harald Badinger (from left)

#### HARALD BADINGER

##### **Vice-Rector for Financial Affairs**

Harald Badinger is head of the Institute for International Economics at the Department of Economics, and previously he also headed the Research Institute for European Affairs. With regard to campus management, he plans to work to continue the successful positioning of Campus WU with students, faculty, and staff as well as external stakeholders, and use the full potential offered by the campus. Key priorities in the area of financial affairs include sustainable budget development and the efficient allocation of resources according to WU's strategic goals.

#### MICHAEL LANG

##### **Vice-Rector for Human Resources**

Michael Lang is head of the Institute for Austrian and International Tax Law. His overall objective as Vice-Rector for Human Resources is to further improve the working environment for WU faculty and students, step by step and day by day. Vice-Rector Lang wants to offer ideal conditions to the researchers from all around the world who are working at WU. Another objective is to provide services for optimal career development and continuing education to WU's administrative staff members.

#### EDITH LITTICH

##### **Vice-Rector for Academic Programs and Student Affairs**

Edith Littich has been in office as Vice-Rector for Academic Programs and Student Affairs since 2011. Before that, she worked at the Institute for Finance, Banking and Insurance at WU's Department of Finance, Accounting and Statistics. For Vice-Rector Littich, teaching and academic programs are a university's core activities. Continuous quality improvement is one of her top priorities. Edith Littich also places great emphasis on extra-curricular activities that allow students to gain valuable experience for their personal development.

#### STEFAN PICHLER

##### **Vice-Rector for Research**

Before taking office as vice-rector, Stefan Pichler was head of the Institute for Finance, Banking and Insurance at WU's Department of Finance, Accounting and Statistics. As vice-rector, his focus will be on research communication. Through in-house research communication, Vice-Rector Pichler intends to strengthen mutual appreciation at WU and WU's collective self-confidence as an organization. Through external research communication, he aims to increase the public visibility of research in the fields of business and economics. The new academic career models and perspectives created by recent amendments to the Austrian Universities Act are another interesting challenge he sets out to tackle.

# Campus

# WU



# More Room for Growth

Campus WU won a number of awards and certifications in 2015, confirming that it is not only an architectural landmark, but also built to be ecologically, economically, and socially sustainable.

## SUSTAINABLE AND LIVABLE

As a public institution, WU was well aware of its responsibility to build a campus that is economically, ecologically, and socially sustainable, and one of the most recent distinctions awarded to Campus WU confirms WU's success in this area. The building complexes on Campus WU were certified as "Blue Buildings" during the blueBUILT 2015 event.

The "Blue Building" concept takes "Green Building" standards to a new level. Unlike Green Buildings, where the emphasis is mainly on energy efficiency, the Blue Building certification focuses on sustainability throughout the entire life cycle of a building. The certification is awarded based on transparent and standardized criteria, including ecological and economic standards, socio-cultural and functional aspects, and technical performance. The conservation of energy and resources is also evaluated, and special emphasis is placed on

**"Blue Building certification is a major distinction, as it is not about maintaining minimum standards but about achieving the best possible standards in planning, construction, and operations."**  
(ÖGNI Managing Director Philipp Kaufmann)

the degree to which the buildings meet economic and human needs. The buildings' human occupants are the main focus of the Blue Building concept: People should feel comfortable living and working in these buildings.

After a comprehensive review of all categories, the Austrian Sustainable Building Council (ÖGNI) granted Blue Building certifications to all building complexes on campus: The Department Building 1 was awarded a gold certification, all other buildings silver.

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#### FURTHER AWARDS FOR THE CAMPUS WU MASTER PLAN

Vienna-based architects BUSarchitektur, headed by Laura P. Spinadel, were responsible for developing the Campus WU master plan and designing the Teaching Center/D1 complex and all the open spaces on campus. The BUSarchitektur team has won a number of national and international awards for the successful development and implementation of their vision of Campus WU.

In September 2015, BUSarchitektur won the 2015 CICA (International Committee of Architectural Critics) award for the Campus WU master plan in the "urbanism" category. At the end of November, Laura P. Spinadel also received an architectural award from the City of Vienna in recognition of her achievements regarding the planning of Campus WU.

#### FACTS & FIGURES – D5

- › Net floor area (usable space): 8,388.60 m<sup>2</sup>
- › Gross floor area: 10,500 m<sup>2</sup>
- › 143 offices
- › 1 166-seat auditorium
- › 2 60-seat seminar rooms, 3 30-seat seminar rooms
- › Independent study area for approx. 40 students

#### ILLUMINATED WU LOGO SCULPTURES

Large WU logo sculptures have been put up to mark the east and west entrances of Campus WU. The logos are five meters long and three meters tall. Each of them consists of 59 metal rods that are illuminated at night. The illuminated signs make it easier for visitors to find the entrances to Campus WU during nighttime. The modern design of the giant logos perfectly matches the architecture of the buildings on Campus WU. The logo sculptures are intended to attract the attention of passers-by and invite them to enter and explore Campus WU.

#### NEW ROOFTOP OCCUPANTS

Following the example of various other prominent buildings in Vienna (including the Vienna City Hall, the Vienna State Opera, and the Burgtheater), WU has set up four beehives on the roof of the D3 building, which are looked after by organic beekeepers from Vienna.

An urban environment is an excellent habitat for bees. While rural areas are often characterized by monoculture farming, urban environments are home to a wide variety of different plants that are in bloom from February all the way through November and provide



Left: Illuminated logo sculptures mark the entrances of Campus WU at night  
Right: Department Building 5 was opened in September

a continuous food supply for bees. The honey can be harvested twice a year, in May and in July. Urban honey is a particularly pure product because there is virtually no pesticide pollution in cities. Traffic and poor air quality do not affect the quality of the honey because these pollutants do not reach the nectar at the heart of the flowers during the short blooming periods.

#### **OPENING OF DEPARTMENT BUILDING 5**

WU is a dynamic university that is constantly growing. Several new chairs have been established since the completion of Campus WU, which has created a need for more office space and teaching rooms. Planning ahead, WU acquired the rights to build on a neighboring property in 2013. The Messestraße campus, built on this lot, was completed in early 2015. It has three parts, housing the Sigmund Freud University Vienna, a boardinghouse with serviced student apartments, and WU's new Department Building 5. The inner courtyard of the three-segmented complex provides an open area for communication, complete with trees and seating areas. The complex complements the infrastructure available on Campus WU with a bank and a restaurant.

An opening ceremony was held on September 21 to inaugurate the building. Following words of welcome from Rector Christoph Badelt and a speech by Walter Rothensteiner, president of the Board of Trustees for the Support of WU, the symbolic key to the new building was presented to Regina Prehofer, Vice-Rector for Financial Affairs and Infrastructure. After the ceremony, the guests had the opportunity to take a look around in the building.

Like on Campus WU, the ground-floor areas of the D5 building are accessible to the public. The ground floor houses an auditorium seating 166 and a seminar room with 60 seats. An open staircase leads up to level one with its three 30-seat seminar rooms, one 60-seat seminar room, and an independent study area for 40 people. The building's office spaces are located on the top five floors. Level three houses parts of WU's Department of Socioeconomics, and the Department of Strategy and Innovation occupies levels four through six. Level two is rented to the Austrian Academy of Sciences, which is one of the organizations running the Wittgenstein Centre for Demography and Human Capital, together with WU and the World Population Program of the International Institute for Applied Systems Analysis.

# Social Responsibility



# Reaching Out to Society

Balancing equality, environmental concerns, and prosperity is one of our time's greatest challenges, especially for universities, who are expected to take a pioneering role in society. We accept this challenge. WU is emphatically committed to the principle of social responsibility and is determined to bring it to life.

WU's mission statement reads, "We make contributions to future-oriented thinking, responsibility in business and economics, and the development of solutions to economic, social, and ecological problems." We take this commitment very seriously. WU has a long tradition of reaching out to relevant stakeholders, encouraging the exchange of ideas and contributing research-based, practice-oriented solutions to pressing problems in the fields of business, economics, and politics. WU organizes and co-organizes a large number of conferences and events on social and sustainability-related topics, aimed not only at specialists but also at the general public. But we want to go further than that – we are also working to bring social responsibility to life through various initiatives and projects that help disadvantaged people.

Below we present some examples from 2015 that illustrate WU's active role in public discourse. In the field of sustainability, WU has been cooperating with the Environment Agency Austria to make its research findings available to political decision-makers in Austria and the EU. WU also organized events such as the Climate Day to present the latest sustainability-related research findings to a broad public. With the MORE initiative, WU supports asylum seekers by offering them special educational programs. WU's new Research Institute for Economics of Inequality, which studies the growing inequality in the distribution of income, wealth, and opportunities (see chapter Research on page 54), organized an event that brought renowned experts to WU to discuss the topic of access to opportunities in education.

### **SOCIAL INITIATIVES**

Many among the asylum seekers and recognized refugees who have come to Austria would like to study at a university or complete degree programs they were forced to interrupt. To help these people, Universities Austria (uniko) has launched the MORE initiative. In the 2015/16 winter semester, the MORE pilot phase started at 19 Austrian universities, including WU. As part of the initiative, asylum seekers and recognized refugees are admitted to the universities as non-degree program students, and can participate in selected courses from WU's regular academic programs on all three degree levels (bachelor's, master's, PhD). They can also use the library and all other facilities on campus. The initiative aims to make it easier for recognized refugees to be admitted to regular WU programs even if they do not have certain documents that would normally be required.

In 2010, WU launched the Volunteering@WU program in cooperation with Caritas Vienna and the REWE Group. As part of this program, WU students can volunteer to become learning buddies and work with socially disadvantaged children and teens. In light of the large numbers of refugees who came to Austria in the second half of 2015, in September the Volunteering@WU program was expanded to include German courses for asylum seekers, held on campus at WU.

### **EQUAL OPPORTUNITIES FOR ALL**

Equal opportunities, discrimination-free access to the job market, and fair conditions for equal participation in society – these are not only fundamental principles of a democratic society, but also key priorities for increasing social well-being and prosperity. WU's EU Jean Monnet Chair for Gendered Inequalities and Classism in Europe and the Research Institute for Economics of Inequality organized an event to address these issues. A number of presentations and a panel discussion were held to critically analyze inequality and its underlying processes and identify ways to promote equal opportunities.

### **AUSTRIAN CLIMATE DAY**

In April, WU hosted the Austrian Climate Day, where researchers discussed the latest science on climate change and presented possible ways of dealing with climate change and its effects. The organizers succeeded in their goal of entering into a dialog with the public and reaching out to various target groups, from opinion leaders to school children. To set a positive example, the Climate Day was organized as a low-carbon event and certified as a Green Meeting.



Lernen macht Schule/Photographer: Christian Dusek

WU offered German courses for unaccompanied refugee minors

### COOPERATION WITH THE ENVIRONMENT AGENCY AUSTRIA

Environmental concerns are closely linked to economic and social issues. Climate change, resource scarcity, the transition from fossil fuels to green energy – all of these present and future challenges require approaches and solutions that look at the big picture. This has prompted WU and the Environment Agency Austria, Austria's leading center of environmental expertise, to pool their resources and know-how and strengthen their cooperation. An agreement was signed to facilitate close academic collaboration on topics such as sustainable urban development, green economy, and the bioeconomy. The Environment Agency Austria is a member of numerous international networks and associations and advises the European Parliament and the European Commission on environmental issues.

### WU'S ENVIRONMENTAL GUIDELINES

To translate its commitment to sustainability into concrete action, WU drafted and adopted a set of environmental guidelines in 2015. A reporting process was set up to document, evaluate, and publicize environmental achievements and planned improvements.

With its environmental management system, WU wants to contribute to the conservation of the natural resources required for human life in future generations. Under its newly adopted environmental guidelines, WU's activities should be guided by the following principles and objectives:

- › Raising environmental awareness among faculty, staff, and students and providing encouragement and support for them to act in a sustainable, environmentally conscious manner, and actively addressing issues of environmental protection in research and teaching
- › Full compliance with the applicable legal regulations, provisions, and requirements for environmental protection, and making contributions to environmental protection and sustainability that go beyond the legal requirements
- › Protecting the environment through the economical and efficient use of resources, reducing the consumption of materials, and increasing recycling
- › Ensuring that suppliers and service providers adhere to the same environmental standards that WU has set for itself
- › As far as possible, encouraging business partners to make the goods and services they supply more environmentally friendly

### THE COMPETENCE CENTER FOR SUSTAINABILITY

The Competence Center for Sustainability's mission is to firmly establish the principle of sustainability at WU as a key objective in teaching, research, university management, and knowledge exchange. It acts as a network hub and service center for WU faculty and students. The Competence Center places great emphasis on knowledge exchange with society and is building bridges between theory, research, practitioners, and the general public.

One of the stand-out events organized in 2015 was the NachhaltigkeitsKontroversen talk on post-growth economics, featuring Niko Paech, one of the most prominent figures in the debate about sustainability in the German-speaking area. Over 350 guests, including students and distinguished personalities from politics and business, attended the event to learn more about this researcher's controversial approaches and perspectives.

### STRONG INTERNATIONAL NETWORKS

As a further sign of its commitment to social responsibility, WU has joined the PRME (Principles for Responsible Management Education) initiative. The Principles for Responsible Management Education are derived from the UN Global Compact and serve as guidelines for ingraining sustainability and responsibility in educational programs for training future generations of

business leaders. In many areas, WU has already implemented these principles to an impressive degree.

### Teaching

The aim of WU's sustainability-related teaching activities is to make students aware of the social and environmental context of business activities and economic decisions. The objective is to provide our graduates with the knowledge and skills they need to think and act sustainably.

The **Sustainable Economics and Business** course module is compulsory for all students of the Bachelor's Program in Business, Economics and Social Sciences. It is attended by about 3,000 students each semester and provides an introduction to a wide range of sustainability-related topics. Students of certain majors also have to take an advanced sustainability-related seminar.

Students in the Master's Program in **Socio-Ecological Economics and Policy** are trained to become sustainability experts. The interdisciplinary design of this internationally oriented program is based on three pillars: theory, methodology, and application.

There are also many volunteer and extracurricular activities that encourage students to work for the benefit of the community. Students who participate

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Nachhaltigkeitskontroversen talk on post-growth economics, featuring Fred Luks (moderator, Competence Center for Sustainability), Niko Paech (University of Oldenburg), Silvia Angelo (Vienna Chamber of Labor), Sigrid Stagl (Institute for Ecological Economics), Josef Hackl (Environment Agency Austria) and Lorenz Stör (student in the Master's Program in Socio-Ecological Economics and Policy)

in the **Volunteering@WU "Lernen macht Schule"** program, for instance, work with children and teens from socially disadvantaged families and help them study for school. The **Sustainability Challenge** is a program where interdisciplinary teams of students and teachers work together to deepen their understanding of social, ecological, and economic development. The **Green.Building.Solutions.** summer university program focuses on key ecological, economic, technical, and social aspects of sustainable, energy-efficient planning, building, and living and approaches these topics from an interdisciplinary and practice-oriented perspective.

Sustainability is also an important topic in WU's executive education activities. The concept of responsible leadership plays a central role in the WU Executive Academy's Professional MBA programs, which also emphasize CSR and business ethics. The Professional MBA program in Energy Management looks in depth at various sustainability-related topics.

### Research

Many of WU's institutes, research institutes, and competence centers investigate topics related to sustainability and social responsibility. In 2015, for example, WU established the Research Institute for Economics of Inequality, which studies economic, ecological,

and social aspects of inequality and the distribution of wealth. The new research institute acts as a central hub for inequality-related issues and maintains a constant dialog with the scientific community, the media, and economic policy decision-makers. It goes without saying that the knowledge created through research at WU is made available to the students and serves as a basis for WU's teaching activities

At WU, research on sustainability focuses on the following areas:

- › Socio-ecological development
- › Management and governance
- › Social innovation
- › Resource and supply chain management

WU also participates in various networks that encourage the exchange of ideas and knowledge transfer, including the Climate Change Center Austria and the Growth in Transition initiative.

### University Management

Campus WU is setting new standards in university architecture, green operations, and workplace design. We are working hard to keep the university's ecological footprint as small as possible. The WU campus is designed to provide the best conditions for working and studying.

In the process of planning and building WU's new campus, sustainability-related factors played an important role right from the start. Campus WU can be reached conveniently by public transportation and offers numerous bicycle parking spaces. Barrier-free accessibility has been a special priority, and Campus WU exceeds all the applicable legal requirements in this area. All buildings on Campus WU have been certified to meet Green Building standards and also the more advanced Blue Building criteria (see page 15).

WU has established an **environmental management system** and plans to have this system officially certified according to EMAS (Eco-Management and Audit Scheme) standards in the first quarter of 2016. As far as green operations are concerned, WU will increase its efforts to make sure that the campus and its infrastructure are used in an environmentally friendly way and that further developments are in line with the principles of sustainability. To achieve these goals, special emphasis will be placed on in-house communication. The Campus Management team, which is responsible for WU's environmental management system, and the Competence Center for Sustainability are working together closely in the field of green operations.

### **Working at WU**

WU also wants to set new standards as a family-friendly employer. The hochschuleundfamilie audit process helps us to identify and implement steps for achieving a better balance of work or academic studies and family life. In 2013, WU was certified as a family-friendly university as part of the hochschuleundfamilie audit. The certification is valid for three years, but WU already started working on the re-accreditation process in 2015 to continue the successful implementation of measures to make work, academic studies, and family life more compatible for its students, faculty and staff.

WU also has an occupational health service and offers a range of other services (e.g. workplace ergonomics, sports) to help its employees stay healthy.

As a public university, it is not only a legal obligation but also a heartfelt commitment for WU to guarantee a discrimination-free environment for faculty, staff and students. The **Gender & Diversity Policy Office** is working to raise awareness of these issues at WU and advises the Rector's Council on measures and initiatives for promoting equal opportunities, gender equality, and diversity. The Gender & Diversity Policy Office is

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A sustainable campus: easily accessible by public transportation and equipped with numerous bicycle parking spaces

raising awareness of these issues among WU's employees through targeted communications, including for instance the **"Fair und inklusiv in Sprache und Bild"** brochure with guidelines for fair and inclusive language use, including a section on gender-sensitive communication in English, and the **"Say NO to Harassment!"** brochure – a contribution to harassment awareness intended to encourage all members of the WU community to help fight all forms of harassment, especially sexual harassment.

WU is also committed to ensuring barrier-free access and equal opportunities for people with disabilities. Campus WU was designed for barrier-free accessibility right from the start. Together with external consultants and employees with disabilities, WU is continuously evaluating the degree to which barrier-free accessibility has been achieved on campus to identify potential for improvement. WU is not only working to make the campus and its facilities as accessible as possible, but also to create a social environment conducive to the successful inclusion of people with disabilities.

### Networks

WU has strong networks in the area of sustainability, and its voice is heard in the discourse on sustainability in society and academia. WU is a member of numerous networks and alliances, including the following:

- › Regional Centre of Expertise on Education for Sustainable Development (RCE)
- › Alliance of Sustainable Universities in Austria
- › Copernicus Alliance
- › Growth in Transition

### HIGH LEVELS OF EMPLOYEE SATISFACTION

WU conducts regular employee surveys to evaluate the work environment at the university and monitor employee satisfaction. The results of these surveys provide valuable impulses for areas that need improvement. The most recent survey showed that, in comparison to other Austrian employers, WU is doing a good job as an employer: Our faculty and staff gave WU excellent ratings in categories like organizational climate, workflow processes, required tasks, working conditions, and cooperation with colleagues and supervisors. WU's employees show a high level of loyalty to the university and are satisfied with their jobs at WU. Based on the results of the employee survey, WU implemented a series of measures in 2015 to further improve employee satisfaction.

# International Relations



# New Perspectives

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Attaining a high level of internationalism is one of WU's strategic goals. WU has been working steadily towards this goal for over 20 years: by our active membership in international networks, by earning international accreditations, and by expanding our network of international partner schools.

## STUDENT MOBILITY

Improving foreign language skills, building up an international network, and getting to know different cultures and lifestyles are a few of the reasons WU students most often cite when asked why they decided to go abroad on exchange. WU offers its students a wide variety of opportunities to gain international experience: on a traditional exchange semester, at an international summer university program, or through double degree programs. More students than ever before took advantage of these opportunities in the 2014/15 academic year, and the number of incoming exchange students was higher than in previous years, as well.

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**“IIMA is considered India’s best university and is also recognized across the Asian continent. Students are both intelligent and skilled, the teaching style is strongly based on case studies, group work and in-class presentations. If you want to study abroad and push your boundaries by jumping into an extremely culturally diverse environment, you should give Asia a chance. In a nutshell, I loved every minute of my exchange semester!”**

**(WU outgoing student, Indian Institute of Management Ahmedabad, Indian)**

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### EXCHANGE SEMESTER

Students interested in getting to see the world can apply for exchange places at over 230 partner schools around the world. European and overseas destinations are equally popular with WU's students: 50.4% of WU's outgoing exchange students opted for a European host university, while 49.6% went further abroad overseas. The top destinations for WU's exchange students in the 2014/15 academic year were the USA and Canada, followed by France, Great Britain, Spain and China.

The deciding factors when choosing a host university include the school's reputation, the host country, the language, and the school's location. The courses available at the partner universities and the option of having credits for courses taken abroad transferred to WU are also very important aspects.

Most of WU's exchange students are enrolled in bachelor's programs. To encourage more master's students to apply, WU started an initiative intended to make it easier for master's-level students to go abroad. For more information on this project, launched in 2015, please turn to page 35.

### 2014/15 ACADEMIC YEAR

#### STUDENT MOBILITY IN THE 2014/15 ACADEMIC YEAR

	Exchange Semester	Summer University Programs, Short Programs	Total
Incoming	872	269	1,141
Outgoing	931	162*	1,093

\* incl. Erasmus+ international internships

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**OUTGOING WU STUDENTS**

	Total	Europe	Overseas
Bachelor's-level outgoing students	711	331	380
Master's-level outgoing students	220	138	82
<b>Total</b>	<b>931</b>	<b>469</b>	<b>462</b>

**HOME COUNTRIES OF INCOMING STUDENTS**

USA	190
Canada	65
France	51
China	41
Italy	41
Netherlands	38
Russian Federation	36
Spain	30
Great Britain	30
Australia	29

**HOST COUNTRIES OF OUTGOING WU STUDENTS**

USA	212
Canada	78
France	66
Great Britain	58
Spain	48
China	45
Netherlands	42
Italy	36
Denmark	32
Russian Federation	32

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**“I arrived at WU full of expectations, and they have never been disappointed. I had the opportunity to learn from so many different backgrounds, which I think is one of the greatest strengths of this university. I discovered a lot, and above all I discovered a lot about myself too. And what about SIMC? I will try to sum it up in a few words: brilliant minds, challenge-oriented, a big and welcoming family. Having the chance to grow in such a dynamic and stimulating environment has been simply amazing.”**

*(WU incoming double degree student,  
Università Commerciale Luigi Bocconi, Italy)*

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WU’s incoming exchange students in 2014/15 came from partner universities in 48 countries: 54% from European schools, and 46% from our overseas partner schools. The top countries of origin, as in previous years, were the USA, Canada, and France.

Bachelor’s students from outside Europe are particularly interested in coming to WU. Exchange students

who have spent time at WU return home with positive experiences and share these with their fellow students. Returning students are particularly enthusiastic about the quality of teaching and the excellent studying conditions and infrastructure at WU.

#### **INTERNATIONAL SUMMER UNIVERSITY PROGRAMS**

International Summer University programs (ISUs) are an alternative to longer-term exchange programs. WU organized programs in Vienna for incoming students from around the world, and offers its students the opportunity to participate in high-quality programs at partner universities abroad.

The main goal of the ISUWU is to impart advanced knowledge, going beyond basic business administration, and to include international and intercultural perspectives while doing so. An international team of faculty members ensures the global orientation of the intensive course program and the high quality standards of the teaching. Working together on case studies in international teams provides students with valuable intercultural experiences.

A diverse cultural program also gives students the opportunity to get to know the host country better.

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The International Summer University programs give students the opportunity to gain international experience during the summer break

## PROGRAM AT WU

### 26TH INTERNATIONAL SUMMER UNIVERSITY<sup>WU</sup>

**Period:** July and August 2015 (3 weeks each)

**Participants:** 144

**Program:** International financial management; international entrepreneurship; enterprising behavior; international marketing; international strategic management; international human resource management and organizational behavior – creating a competitive advantage in a global world; managing a global workforce – HR systems between Google and modern sweatshops; international marketing with a focus on ethical issues; global branding – strategy and action, international management; international management – contemporary challenges and managerial responses; sustainable business: managing for tomorrow; global leadership in a complex and rapidly changing world

## PROGRAMS ABROAD

The first ever International Summer University program in Indonesia was held in 2015. In cooperation with faculty at the University of Gadjah Mada in Yogyakarta,

WU teachers, led by Sebastian Kummer, developed a diverse curriculum on Global Supply Chain Management. Participants from Austria and Indonesia were equally enthusiastic.

### INTERNATIONAL SUMMER UNIVERSITY CHINA

**Period:** March/April 2015

**Partner:** Tsinghua University, School of Economics and Management (SEM), Peking (China)

**Participants:** 28, incl. 20 WU students

**Program:** Marketing management

### INTERNATIONAL SUMMER UNIVERSITY THAMMASAT

**Period:** July 2015

**Partner:** Thammasat University, Thammasat Business School (TBS), Bangkok (Thailand)

**Participants:** 35, incl. 20 WU students

**Program:** International marketing and management in emerging economies

**INTERNATIONAL SUMMER UNIVERSITY VICTORIA**

<b>Period:</b>	July 2015
<b>Partner:</b>	University of Victoria (UVic), Peter B. Gustavson School of Business, Victoria (Canada)
<b>Participants:</b>	37, incl. 20 WU students
<b>Program:</b>	Managing global business and marketing challenges

**INTERNATIONAL SUMMER UNIVERSITY ST. PETERSBURG**

<b>Period:</b>	September 2015
<b>Partner:</b>	St. Petersburg University, Graduate School of Management (GSOM), St. Petersburg (Russia)
<b>Participants:</b>	43, incl. 20 WU students
<b>Program:</b>	Managing in emerging markets

**INTERNATIONAL SUMMER UNIVERSITY INDONESIA**

<b>Period:</b>	July/August 2015
<b>Partner:</b>	University of Gadjah Mada (UGM), Yogyakarta (Indonesia)
<b>Participants:</b>	34, incl. 18 WU students
<b>Program:</b>	Global supply chain management

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## PROGRAMS ORGANIZED FOR WU BY PARTNER UNIVERSITIES

INTERNATIONAL SUMMER UNIVERSITY HONG KONG	
<b>Period:</b>	June/July/August 2015
<b>Partner:</b>	The Chinese University of Hong Kong (CUHK), Hong Kong (China)
<b>Participants:</b>	470 international students, incl. 5 WU students
<b>Program:</b>	A selection of courses in finance, HRM, marketing, management
INTERNATIONAL SUMMER UNIVERSITY BENTLEY	
<b>Period:</b>	July 2015
<b>Partner:</b>	Bentley University, Waltham, Mass. (USA)
<b>Participants:</b>	International students, incl. 13 WU students
<b>Program:</b>	Global marketing simulation, transforming the enterprise through social media, emerging global trends for business and society, understanding global financial markets
INTERNATIONAL SUMMER UNIVERSITY TEXAS	
<b>Period:</b>	July/August 2015
<b>Partner:</b>	University of Texas at Austin, McCombs School of Business, Global Business Leadership Institute (GBLI), Austin, Texas (USA)
<b>Participants:</b>	31 international students, incl. 10 WU students
<b>Program:</b>	International corporate management and studies in intercultural management

### SHORT PROGRAMS

Every year, WU welcomes groups of students from its partner schools to participate in special Short programs. Depending on the needs of the partner university, each group is offered a tailor-made program of field trips, company visits, and lectures. WU students are included whenever possible, to

encourage international exchange on campus. In 2015, students came to WU from Bentley University in Waltham, Massachusetts (USA), the Management Development Institute in Gurgaon (India), the University of Illinois at Urbana Champaign, Illinois (USA), and the University of Georgia, Terry College of Business in Athens, Georgia (USA).

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### DOUBLE DEGREE PROGRAMS

Double degree programs take four semesters to complete. Students in these master's programs spend the first year at their home university, and the second year at the partner university abroad. Tuition fees at the partner schools are waived for students enrolled in a double degree program. Students benefit from the high academic standards of the partner university and are fully active students there. Contacts with fellow students at home and abroad and with local companies at the partner school contribute to a valuable international

network. Master's-level double degree programs are one of the most important components of WU's international program portfolio and give students the tools they need to start a successful career in a challenging international environment.

In 2015, an additional double degree agreement was concluded with the University of Technology Sydney (UTS) for the Master's Program in Strategy, Innovation and Management Control.

DOUBLE DEGREE PARTNER SCHOOL	MASTER'S PROGRAM
Queens University – Smith School of Business	Strategy, Innovation, and Management Control
Università Commerciale Luigi Bocconi	Marketing Strategy, Innovation, and Management Control
University of Technology Sydney	Strategy, Innovation, and Management Control

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### MASTER'S-LEVEL MOBILITY

Most of the exchange opportunities offered at WU are taken by bachelor's students (for exact numbers, please see page 29). To try and shift the balance, a stronger focus was placed on master's students during the further development of WU's mobility programs in 2015. The primary aim of the reforms was to provide students in individual master's programs with customized exchange options and facilitate increased international mobility at the master's level.

For those programs that already require an exchange semester, the improvements were aimed at incorporating the exchange period into the program as smoothly as possible. Measures taken to achieve this included curricular amendments, like introducing credit transfer options for management courses taken abroad and greater freedom of choice within the individual curricula. The master's program teams have also compiled lists of recommended partner schools to help students select the right university for them.

The application process for exchange semesters was revamped as well. The new process, in effect since the fall of 2015, is better suited to the specific needs of students in the different master's programs and makes it easier to select a partner university by providing more and improved information, and increases students' chances of placement by allowing applications for several partner schools at once.

WU is also working on making itself an even more attractive destination for incoming master's students by improving its course portfolio, increasing course availability, and providing additional offers and comprehensive support services.

### EXPANDING ERASMUS

The Erasmus program has been facilitating academic student exchange within Europe for over 25 years. The new addition to the program, Erasmus+ International Credit Mobility, has been introduced to strengthen academic partnerships with universities outside of Europe. The program provides schools like WU with funding to promote student and faculty mobility. Selected WU students and students from partner schools can apply for financial support for their international exchange period.

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# Strong Partners

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WU has a wide network of partner schools, offering WU students a huge selection of attractive destinations for academic exchange. Maintaining and expanding this network are key elements of WU's internationalization strategy.

Exchange places at over 230 partner universities worldwide are currently available to WU students. For a complete list of WU's partner schools, please see page 116. These schools are among the best in their respective countries, and offer excellent studying conditions. WU students are free to apply for exchange places at all of the university's partner institutions.

Maintaining good relations to existing partners and adding new schools to the network are important goals in WU's internationalization strategy. One important aspect of this process is providing top quality support to

incoming exchange students. Student satisfaction and strong contacts between the faculties of WU and partner schools help cement successful relationships to our partners. A further success factor is WU's active participation in academic networks. The following pages aim to provide further information on these networks.

Exchange places in North America, Asia, and Australia are in particularly high demand, so WU is working hard to expand its network in these regions. In 2015, new partner universities in France, Great Britain, the Russian Federation, USA, and Canada were added.

## NEW PARTNER UNIVERSITIES IN 2015

### Europe

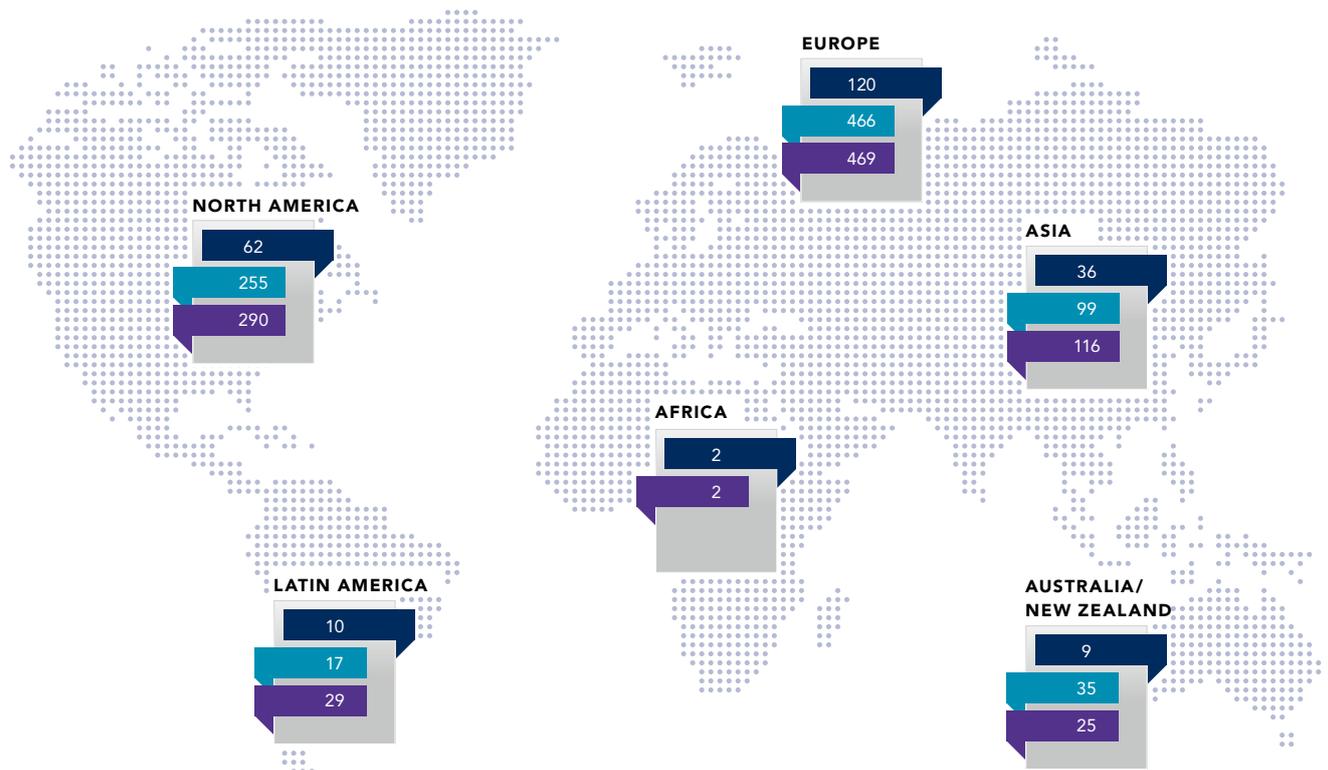
- › Audencia Business School (France)
- › University Paris-Est Créteil Val de Marne (France)
- › City University London, Cass Business School (Great Britain)
- › National Research University Higher School of Economics (HSE) St. Petersburg (Russian Federation)

### North America

- › University of Ottawa, Telfer School of Management (Canada)
  - › Northeastern University (USA)
  - › San Diego State University (USA)
-

# Mobility in Numbers

Partner universities and student exchange statistics for the 2014/15 academic year  
(not including International Summer University programs)  
For a full list of WU's partner universities please see page 116.



- PARTNER UNIVERSITIES WITH STUDENT AND/OR FACULTY MOBILITY OPTIONS (239), as of December 2015
- INCOMING/EXCHANGE PROGRAMS (872)
- OUTGOING/EXCHANGE PROGRAMS (931)



WU Partner Universities  
[short.wu.ac.at/62mt](http://short.wu.ac.at/62mt)

# World-Class Education

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For over 25 years, some of the world's leading business and economics universities have been cooperating to provide students with the best possible management education, preparing them to work in globally active companies.

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CEMS – The Global Alliance in Management Education – is a network of renowned business schools with one common goal: providing students with a top-quality, practice-based education to prepare them to lead multilingual and multicultural organizations. WU recognized the potential of the CEMS network early on and joined in 1990, only one year after its foundation. The Master's Program in International Management/CEMS is offered in Austria exclusively at WU. Students enrolled in this prestigious program are required to complete an exchange semester at a CEMS partner school, do an international internship, and master two foreign languages before graduation. The program is taught entirely in English.

## WU NAMED CEMS SCHOOL OF THE YEAR 2015

Every year, students rate the performance of the CEMS program at each university based on the criteria teaching and organization/service. Because of its excellent ratings in all areas, WU was named CEMS School of the Year for 2015. The high quality of WU's award-winning teaching and WU's professional infrastructure were mainly responsible for the excellent rating.

## BEST TEACHING AWARDS

As in previous years, several WU courses were presented with CEMS Best Teaching Awards again in 2015. Phillip C. Nell's course Managing and Analyzing Data for Business Decisions was granted the CEMS Course

of the Year Award in the category "Exclusive." What makes the course exclusive is the way it makes connections between global trends like big data and individual analytical skills. The objective of the course is to learn the application and practical significance of a variety of quantitative methods.

Jonas Puck, head of the Department of Global Business and Trade, Thomas Lindner, and Moritz Putzhammer received the Best International Business Project award. In this course, organized in cooperation with management consulting firm A.T. Kearney, students are expected to apply their theoretical knowledge to practical case studies. This gives them valuable insights into how globally active companies work and how to tackle the challenges these organizations are faced with. They also have the opportunity to receive direct feedback from business people.

## CORPORATE PARTNERS

Corporate Partners and start-ups are an integral part of the CEMS program. Through internships and cooperations with Corporate Partners in their courses, students gain valuable practical experience and learn how to apply the theory they learn in class to everyday work situations.

In 2015, successful Business Projects, Block Seminars, and Skill Seminars were organized in cooperation



The graduates of the Master's Program in International Management/CEMS at the graduation ceremony in St. Petersburg

with the CEMS Corporate Partners. Guest speakers representing Corporate Partners were featured in a number of courses, including Managing Globalization, Global Strategic Management, Global Marketing Management, Managing and Analyzing Data for Business Decisions, Doing Business in CEE, and CBE–Competitive Business Environments.

Six new Corporate Partners joined the CEMS network in 2015: Boston Consulting Group, BRF, MET, Bank of Moscow, Uniplaces, and OTP Bank.

#### CEMS CAREER FORUM AT CAMPUS WU

On November 6 and 7, 2015, the CEMS Career Forum was held at WU for the second time. The two-day career event offers visitors a corporate fair, a seminar program, and previously arranged job interviews, providing CEMS students and graduates with a wealth of

career opportunities. Over 1,100 students and alumni from over 60 countries, representatives of 39 Corporate Partners, and delegates from 21 CEMS partner schools attended the 2015 Career Fair. The schedule included 12 company presentations, 25 accredited CEMS Skill Seminars, and over 600 job interviews. Like in 2014, the event featured a "Start-up Corner" where CEMS alumni introduced their new projects and gave students advice on developing and launching their own business ideas. Career Training Workshops on social media and preparing for job interviews were introduced for the first time at the 2015 Career Forum.

#### ANNUAL EVENTS

The 2015 Annual Events, culminating in the formal commencement ceremony for new CEMS graduates, were held at the Graduate School of Management, St. Petersburg University, Russia. 57 of the 1078 graduates were awarded degrees from both WU and CEMS.

COURSE	CORPORATE PARTNERS
Business Projects	OMV, Unicredit, Flatout Technologies, Coca-Cola Hellenic Bottling Company, ERBE Elektromedizin, Dr. OWL Nutri Health
Block Seminars	Mondi, OMV, Henkel, Unicredit, PwC, L'Oréal, Siemens, Die Post, Augarten
Skill Seminars	Mondi, A.T. Kearney, P&G, L'Oréal, Dr. Josef Waltl (President of EUROPIA, the European Petroleum Industry Association)

# Part of a Global Network

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WU's active participation in global academic networks strengthens its connections to other leading schools. Students and faculty benefit from the opportunity to study, teach, and conduct research at partner institutions around the world.

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Membership in international networks is one of the supporting pillars of WU's internationalization strategy. The intensive exchange with other universities in the field helps schools learn from each other and gain an overview of innovative trends and practices in modern education. Such partnerships also encourage the development of joint academic programs and mobility programs, as well as international research collaborations.

WU was accepted into two new networks in 2015: GBSN (Global Business School Network) and THEMIS (International Legal Network of Excellence),

## **GBSN (GLOBAL BUSINESS SCHOOL NETWORK)**

The Global Business School Network (GBSN) has 72 member universities in 31 countries. These schools are all known for excellence in research and teaching and are recognized as leading institutions in their respective regions. The network's main goal is to facilitate management education in developing countries,

especially through the development and evaluation of academic programs, providing consulting in the development phase of business schools, and peer mentoring and workshops for university faculty and staff.

Being accepted into the GBSN network means not only important international recognition, but also a commitment to making a contribution to solving some of the most critical social challenges of our time.

## **THEMIS (INTERNATIONAL LEGAL NETWORK OF EXCELLENCE)**

THEMIS is a certificate program for students in the Business Law master's program. The program consists of an exchange semester abroad, an internship, and a special THEMIS seminar. The program focuses mainly on business law and international law. Membership in the THEMIS network results in an additional 12 exchange places for WU students.

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WU received the CEEPUS Ministers' Prize of Excellence 2015

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#### **PIM (PARTNERSHIP IN INTERNATIONAL MANAGEMENT)**

PIM is an association of 62 leading business and economics universities, and aims to facilitate international student mobility. WU is the only Austrian university to belong to this exclusive network. Over 80% of the member schools are also partner universities of WU. Currently, approximately 50 PIM member schools offer master's-level exchange places for WU students.

#### **CEEPUS (THE CENTRAL EUROPEAN EXCHANGE PROGRAM FOR UNIVERSITY STUDIES)**

WU is a member of two CEEPUS networks, acting as a contact point for the AMADEUS network and as a partner in the REDENE network.

Established in 1994, AMADEUS was the first CEEPUS network, and was a pioneer in building up university partnerships in Central and Eastern Europe and in developing joint academic programs in the field of the economic sciences. Today, the network consists of 14 schools in 12 countries. To date, some 400 students and 100 faculty members have participated in AMADEUS exchange programs.

#### **CEEPUS Ministers' Prize for WU**

WU was awarded the CEEPUS Ministers' Prize of Excellence 2015 on April 9. WU received the prize in recognition of its work in coordinating the AMADEUS network, the most successful academic network within the CEEPUS network.

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# Established CEE Expertise

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The activities of the Competence Center for Emerging Markets and CEE help sharpen WU's profile as an internationally leading center for research and education in management and business in Central and Eastern Europe.

After the opening-up of the economies in Central and Eastern Europe (CEE), WU established itself as a central contact hub and knowledge transfer center on CEE business by founding a Competence Center for CEE, linking research, education, and corporate practice. The Competence Center for Emerging Markets and CEE organizes two CEE-related academic programs, JOSZEF and the Master Class CEE, offers courses on CEE management, cooperates with the WU Executive Academy to provide training seminars for companies, organizes conferences, and encourages interest in the CEE economic region through the information platform CEE Student Cercle<sup>WU</sup>.

## **JOSZEF – TRAINING CEE'S FUTURE MANAGERS**

JOSZEF is a one-year supplementary program for WU bachelor's students interested in learning more about the CEE economic region and in pursuing a career in Central and Eastern Europe. The program is taught in German and English and features a strong CEE focus, a high level of practical know-how, and the opportunity for students to work in multicultural groups. In the

2014/15 academic year, 35 students from nine countries were enrolled in the program. Eight corporate partners – Alukönigstahl, CONplementation, Henkel CEE, Porsche Holding, Raiffeisen Bank International, REHAU, TPA Horwath, and UNIQA International – as well as the City of Vienna supported the program, which includes company visits and internships with participating corporate sponsors.

## **MASTER CLASS CEE – CEE EDUCATION WITH TRADITION**

The 2014/15 Master Class CEE was the 21st class to complete this supplementary CEE-based program. Twenty-two WU students from eight different master's programs attended two semesters' worth of classes on the history, culture, and economy of the CEE region. Field trips to Bratislava, Cracow, and Sofia offered a diverse program including visits to universities and companies, giving students a comprehensive overview of the challenges faced by local and foreign companies in CEE countries. The project seminar focused on "Scenarios for CEE in 2040," based on the situation



Master Class CEE trip to Sofia

of corporate partners' branches in CEE. In June, students presented the results of the project seminar to the corporate partners Erste Group, Henkel CEE, Mondi Europe & International, Roland Berger, Strabag, and the Vienna Insurance Group during a formal graduation ceremony.

#### CEE MARKETING CONFERENCE AT WU

In September, the Competence Center for Emerging Markets and CEE, in cooperation with the WU Institute for International Marketing and both marketing chairs from the University of Vienna, organized the 6th EMAC Regional Conference on "Convergence and Divergence in the New Europe: Marketing Challenges and Issues" at WU.

The annual conference of the European Marketing Academy is the most important of its kind on CEE marketing. With 100 attendees from 24 countries, the WU event was the largest EMAC conference to date. Topics discussed included marketing in Russia, the influence of country of origin on brand preferences,

perception of quality when buying online, and the dilemma of divulging personal data for customer loyalty programs.

#### PROJECT SEMINAR WITH THE UNIVERSITY OF MINNESOTA

In the summer semester, the Competence Center for Emerging Markets and CEE held a project seminar in cooperation with the Carlson School of Management (CSOM), University of Minnesota, and a corporate partner, a US-based food manufacturer. Twenty-four students from WU and CSOM were tasked with finding out if the company's CEE headquarters in Hamburg should introduce a line of Indian cuisine convenience foods in Switzerland, Austria, and the Czech Republic. In addition to secondary analyses, the seminar also included field trips to Zurich and Prague to visit distributors and market researchers, conduct customer surveys, and inspect stores. In June, the results were presented to the corporate partner's management, who praised the comprehensiveness and depth of the analysis and the quality of the group's recommendations.

# Finding New Ideas

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An international exchange of ideas and cooperation with partner schools is important to WU on all levels, including teaching and research.

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In 2015, numerous WU researchers went abroad to teach and conduct their research at international partner schools. Destinations included: the UK, the US, Germany, India, and Denmark.

FACULTY MEMBER	PERIOD	PARTNER UNIVERSITY	SUBJECT
<b>Jan Hendrik Fisch</b> Institute for International Business/Department of Global Business and Trade	January 2015	University of Newcastle	Global investment and divestment strategy
<b>Christina Holweg</b> Institute for Retailing and Marketing/Department of Marketing	February 2015	University of Surrey	Cooperation on food waste
<b>Philipp Homar</b> Information and Intellectual Property Law Group/ Department of Business, Employment and Social Security Law	December 2015	National Law University New Delhi	Education 4.0 – Policy implications for an enhanced Copyright System in the Knowledge Society
<b>Gerlinde Mautner</b> Institute for English Business Communication	January – March 2015	Cass Business School & University of Sussex	Research on organizational communication & teaching on discourse analysis

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FACULTY MEMBER	PERIOD	PARTNER UNIVERSITY	SUBJECT
<b>Heike Mensi-Klarbach</b> Institute for Gender and Diversity in Organizations/ Department of Management	April – September 2015	Copenhagen Business School	Research contract
<b>Julia Nicolussi</b> Institute for Civil and Business Law/Department of Business, Employment and Social Security Law	February 2015	Max Planck Institute for Comparative and International Private Law (MPI), Hamburg	Statute stringency in stock corporation law
<b>Jonas Puck</b> Institute for International Business/Department of Global Business and Trade	September 2015	Stanford University Rice University	Energy management
<b>Thomas Reutterer</b> Institute for Service Marketing and Tourism/ Department of Marketing	October 2015	Wharton/University of Pennsylvania and Columbia Business School, New York	Customer-base analysis and customer centrality in organizations

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## FUNDING MOBILITY

### Erasmus

The Erasmus program supports a wide variety of mobility-related activities at WU: student exchange, student internships, teaching and research stays for faculty, and training exchange programs for administrative staff. In the 2014/15 academic year, six administrative staff members took advantage of the opportunity to go abroad on staff exchange, traveling to Denmark (Copenhagen Business School), Germany (University of Cologne), Ireland (University College Dublin), and Spain (ESADE). Ten researchers received Erasmus grants to teach at one of WU's international partner universities.

### CEEPUS Faculty Mobility

In addition to Erasmus, WU faculty can also apply for CEEPUS grants to support teaching stays at CEEPUS partner schools. In the 2014/15 academic year, two WU faculty members went abroad to teach under the CEEPUS program (Andreas Lengger, Cracow University of Economics; Alexander Novotny, VSE Prague). A total of eight guest lecturers from CEEPUS partner schools came to WU in return.

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**ERASMUS FACULTY MOBILITY 2015**

RESEARCHER	UNIVERSITY	COUNTRY
Brigitte Bojkowszky	Estonian Business School	Estonia
Romana Cierpial	University of National and World Economy, Sofia	Bulgaria
Wolfgang Elsik	Marmara University	Turkey
Edeltraud Hanappi-Egger	Goethe-Universität Frankfurt am Main	Germany
Gerlinde Mautner	University of Sussex	Great Britain
Reinhard Paulesich	Athens University of Economics and Business	Greece
Astrid Pennerstorfer	University of Debrecen	Hungary
Ioanna Falagara Sigala	CARITAS – College of Social Work Olomouc	Czech Republic
Eva Waginger	Babes-Bolyai University, Cluj-Napoca	Rumania
Martin Winner	University of National and World Economy, Sofia	Bulgaria

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**INTERNATIONAL GUEST LECTURERS AT WU**

WU was happy to welcome lecturers from around the world in 2015. The table below contains a selection of the many international guests who taught at WU in 2015.

<b>INTERNATIONAL GUEST LECTURER</b>	<b>INSTITUTE</b>
<b>Dipayan Biswas</b> (University of South Florida)	Marketing and Consumer Research
<b>James Boyce</b> (University of Massachusetts Amherst, USA)	Ecological Economics
<b>Jonathan Doh</b> (Villanova University, USA)	Business Policy and Planning
<b>Gernot Doppelhofer</b> (NHH – Norwegian School of Economics)	Macroeconomics
<b>Uwe Dulleck</b> (QUT Business School, Australia)	Economic Policy and Industrial Economics
<b>Maik Eisenbeiß</b> (University of Bremen, Germany)	Service Marketing and Tourism
<b>Janet Godsell</b> (University of Warwick, UK)	Production Management
<b>Anna Gunnthorsdottir</b> (University of Iceland)	Finance, Banking and Insurance

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INTERNATIONAL GUEST LECTURER	INSTITUTE
<b>Michael J. Houston</b> (University of Minnesota, USA)	International Marketing Management
<b>Wolfgang Jank</b> (University of South Florida, USA)	Service Marketing and Tourism
<b>Frank Moers</b> (Maastricht University, Netherlands)	Strategic Management and Management Control
<b>Stefanos Mouzas</b> (Lancaster University, UK)	International Marketing Management
<b>Mojmir Mrak</b> University of Ljubljana, Slovenia)	Finance, Banking and Insurance
<b>Günter Müller</b> (University of Freiburg, Germany)	Information Systems and New Media
<b>Yehezkel Ofir</b> (The Hebrew University of Jerusalem, Israel)	Marketing Management
<b>Dominik Papies</b> (University of Tübingen, Germany)	Interactive Marketing and Social Media
<b>Matti Pellonpää</b> University of Helsinki/ Supreme Administrative Court of Finland)	European and International Law
<b>John Prebble</b> (Victoria University of Wellington, New Zealand)	Austrian and International Tax Law
<b>Jeffrey Reuer</b> (Purdue University, Krannert School of Management, USA)	Strategic Management

<b>INTERNATIONAL GUEST LECTURER</b>	<b>INSTITUTE</b>
<b>Daniel N. Shaviro</b> (New York University, USA)	Austrian and International Tax Law
<b>Jörg Stender</b> (Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany)	Business Education
<b>Henrik Sternberg</b> (Lund University, Sweden)	Transport and Logistics Management
<b>Alfred Storck</b> (Mannheim Business School, Germany)	Austrian and International Tax Law
<b>Caren Sureth-Sloane</b> (Paderborn University, Germany)	International Taxation
<b>Joseph Tainter</b> (Utah State University, USA)	Ecological Economics
<b>Andreas Wagener</b> (Leibniz Universität Hannover, Germany)	Austrian and International Tax Law
<b>Alfons Weichenrieder</b> (Goethe University Frankfurt, Germany)	International Taxation
<b>Dianne H. Welsh</b> (The University of North Carolina Greensboro, USA)	Entrepreneurship and Innovation
<b>Maurizio Zollo</b> (Università Bocconi, Italy)	Business Organization and Supply Management

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### FULBRIGHT CHAIRS

The Fulbright Program, named after US Senator James W. Fulbright (1905–1995), is one of the most well-known and renowned mobility programs for US scholars. The program's objective is to increase mutual understanding between the people of the United States and the people of other countries. The generously funded Chairs are advertised each year for the following academic year. Applicants are subject to a stringent selection process conducted by the Council for International Exchange of Scholars on behalf of the Bureau of Educational and Cultural Affairs of the United States Department of State.

WU has two Fulbright Chairs, the Fulbright-WU (Vienna University of Economics and Business) Visiting Professor and the Fulbright-Kathryn and Craig Hall Distinguished Chair for Entrepreneurship in Central Europe, which includes a teaching position at one of WU's partner universities in the CEE region. The Fulbright-Kathryn and Craig Hall Distinguished Chair for Entrepreneurship in Central Europe, at WU since 2009, was extended for a further three-year period in 2015, ensuring its funding until 2018/19. This extension is confirmation of the attractiveness of WU as a destination for US researchers. Both WU students and faculty benefit from this unique opportunity to learn from and exchange knowledge with respected US scholars.

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# Research



Customer Relations Management  
ims Inte

DEVELOPING LEADERSHIP  
Freight Forwarder's Intermediary Role in Multimodal Transport Chains  
A Social Network Approach

# Knowledge and Innovation

Many of WU's researchers' findings are highly socially relevant. Two new research units, the Entrepreneurship Center and the Research Institute for Economics of Inequality aim to contribute to public discourse on important topics.

## SPACE FOR NEW IDEAS

There is enormous potential for entrepreneurial creativity at WU. The WU Entrepreneurship Center was launched on June 1 to help showcase some of the many ideas of WU faculty, students, and alumni. The Entrepreneurship Center is led by Nikolaus Franke (academic director) and Rudolf Dömötör (managing director).

The Entrepreneurship Center is intended to bundle and encourage entrepreneurial activities at WU: The center hopes to increase awareness for entrepreneurship as a career option, improve the skills necessary for such a career, and help start-up hopefuls build up a network of contacts with the start-up, funding, and financing communities. The center also offers support to those planning to found their own business, especially in the early phases of the start-up process.

Accessibility is the key to achieving these goals: The Entrepreneurship Open Space, centrally located on campus, is intended as a meeting place for all WU faculty, students, and alumni interested in entrepreneurship. Attractive events like weekly networking get-togethers and pitching events hope to spark interest in starting a business and provide encouragement.

**“A place to meet up and get to know each other, a place to find support and possible business partners. A place where ideas are born, where they are exchanged, and where they can grow and change. A place successful WU entrepreneurs are happy to return to and where they can inspire others.”**

**(Rudolf Dömötör, managing director of the WU Entrepreneurship Center, on the Open Space)**

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**“Our goal is to analyze social inequality. Our main focus will be on analyzing data and facts on poverty and affluence, income and wealth distribution, and the environment.”**

**(Wilfried Altzinger, head of the Research Institute for the Economics of Inequality)**

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#### **QUESTIONING THE DISTRIBUTION OF WEALTH**

The search for the causes and effects of the growing inequality in the distribution of income, wealth, and opportunities has become one of the most important fields in the social and economic sciences. WU has reacted to this development by founding the Research Institute for Economics of Inequality. This interdisciplinary research facility is affiliated with the Departments of Economics and Socioeconomics, and headed by WU Professor Wilfried Altzinger.

The research institute is supported by a Scientific Board with members like Tony Atkinson, one of today’s most important economists. Through high-profile events and collaborations with relevant stakeholders like Statistics Austria, the Environment Agency Austria, the University of Vienna, the City of Vienna, the Austrian Institute of Economic Research WIFO, the Chamber of Labor, and the OeNB Oesterreichische Nationalbank, the institute hopes to establish itself as a research cluster for social, economic, and ecological inequality in Austria.

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# Internationally Recognized

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WU's researchers conduct top quality research. They are considered experts in their fields and are in high demand as cooperation partners for international projects.

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## DATA ANALYSIS MILESTONES

If experts need to be able to measure a condition, for example economists measuring the current state of the economy, psychologists attempting to determine the mental status of a patient, headhunters assessing a candidate's personality, or marketing experts gauging the status quo of the consumer market, a wide variety of data is usually available. The question is then which of these data most accurately represent reality.

Sylvia Frühwirth-Schnatter, head of the Institute for Statistics and Mathematics, and her team have developed an algorithm that is able to learn independently which data sets and factors are most important in determining a certain condition. The probabilistic model estimates the number of factors involved and understands which factors influence other aspects.

Economic Nobel Prize laureate James J. Heckman took notice of the model at a conference, resulting in an intensive cooperation.

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**“Unlike other analysis methods, like the ones we are familiar with from Excel or programs like SPSS, we can use this new learning algorithm to generate an accurate model, and in most cases it will even give us multiple models to choose from. Each available model quantifies uncertainties, probabilities, deviations, and evaluations. It is essentially an explorative factorial analysis.”**

**(Sylvia Frühwirth-Schnatter,  
head of the Institute for Statistics and Mathematics)**

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#### **WORLD-CLASS INNOVATION RESEARCH**

WU's Institute for Entrepreneurship and Innovation is among the world's leading research centers on open and user innovation. Open innovation is based on the simple concept that individual organizations, as compared to everything else, are actually very small, meaning that the best solutions and problem solvers are most likely to be found outside their walls. The ability to identify these resources and integrate them into an organization's innovation management program is a key success factor in today's internet-dominated world. This is the challenge currently facing the European Organization for Nuclear Research (CERN) in its EU-funded research to develop high-performance pixel detectors, leading CERN to intensify its longstanding, successful cooperation with WU experts.

The Institute for Entrepreneurship and Innovation has secured EU funding for additional PhD positions. The new postdocs will be investigating fundamental questions on the feasibility and efficiency of applying open and user innovation methods in the context of supranational research.

#### **WU AT THE HEART OF THE WORLD OF FINANCE**

In August, WU hosted the 42nd Annual Meeting of the European Finance Association (EFA). The conference was organized by Engelbert Dockner from WU's Institute for Finance, Banking and Insurance. Over 700 finance experts from business schools around the world came to Vienna to participate in the over 80 sessions and hear about and discuss some 240 papers. Kenneth J. Singleton, Adams Distinguished Professor of Finance and former senior associate dean at the Graduate School of Business, Stanford University, was the keynote speaker. High-profile panelists explored the question of the effects of Greece's referendum on Europe during a panel discussion entitled: "Europe's Crisis: Monetary Policy, Financial Markets, or Real Investment?" Doctoral candidates had the opportunity to present their research work at a Doctoral Tutorial.

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The Wittgenstein Centre for Demography and Global Human Capital celebrated its fifth anniversary

#### REFLECTIONS ON DEMOGRAPHIC CHANGE

The Wittgenstein Centre for Demography and Global Human Capital, founded by WU Professor Wolfgang Lutz in 2010, is one of the world's best demographic research facilities. The centre bundles the competence of three Viennese research institutions: the World Population Program of the International Institute for Applied Systems Analysis (IIASA), the Vienna Institute of Demography of the Austrian Academy of Sciences, and WU's Demography Group. The Wittgenstein Centre celebrated its fifth birthday with a symposium attended by leading demographers, who presented their most important research findings and discussed the challenges society faces in the 21st century.

With the opening of the new department building D5 in the fall of 2015, WU is now home to a knowledge cluster on demography: One floor is leased to the Austrian Academy of Sciences' Vienna Institute of Demography, and WU's Demography Group is located on the next floor up.

#### AN ERA OF SUSTAINABILITY

On October 13, the Institute for Ecological Economics at WU introduced itself to the public for the first time. The event, entitled "Ushering in a New Era of Sustainability," brought international sustainability experts to WU to exchange views and ideas. Lectures and panel discussions dealt with the question of how to bring about a social and ecological transformation. The institute's own researchers also presented their findings.

The Institute for Ecological Economics' research focuses mainly on sustainable work, macroeconomics and the environment, climate economics, sustainable resource use, and education for sustainable development.

# Research Facilities

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Research is integral to WU's academic identity and indispensable for research-driven teaching. Eleven departments, 16 research institutes, and five competence centers are responsible for generating and transferring knowledge at WU.

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## DEPARTMENTS

Each of WU's eleven departments has a well-defined, individual research profile. The following pages provide an overview of the individual departments, their research profiles, and selected research projects.

### BUSINESS, EMPLOYMENT AND SOCIAL SECURITY LAW

Chair: Martin Winner

#### Research Profile

The department covers all areas of private business law. Research focuses mainly on Austrian civil law; private business law; especially EU corporate and capital market law; European information and intellectual property law; Austrian and EU labor law; social security, and comparative law.

#### Selected Projects

- › Legal aspects of the organization of family businesses
- › European and Austrian capital market law
- › Changes in patent law

### ECONOMICS

Chair: Ingrid Kubin

#### Research Profile

WU's Department of Economics sees itself as an internationally renowned contributor to research in applied economics. This combines the application of theory, econometrics, empirical methods, and policy advice in both micro and macroeconomic subject areas of public relevance.

#### Selected Projects

- › Promoting gender equality through gender responsive budgeting and mainstreaming
  - › Experimental investigations of labor markets
  - › WWWforEurope
  - › Interaction of credit and housing markets and distribution in an input/output model
  - › Growing together? Projecting income growth in Europe at the regional level
-

**FINANCE, ACCOUNTING AND STATISTICS**

Chair: Stefan Bogner

**Research Profile**

The main aim of WU's Department of Finance, Accounting and Statistics is to strengthen its presence in international research and be a key institution both in the areas of basic and applied research.

**Selected Projects**

- › Secondary market liquidity and security design: Theory and evidence from ABS markets
- › Practitioner's views on BEPS: A Cross-Jurisdictional Analysis
- › International taxation and business finance
- › Predicting long-term employment biographies in Austria
- › Sovereign bond risk premia

**FOREIGN LANGUAGE BUSINESS COMMUNICATION**

Chair: Wolfgang Obenaus

**Research Profile**

The researchers at the Department of Foreign Language Business Communication concentrate primarily on the analysis and optimization of language use (particularly in foreign languages) in different business contexts.

**Selected Projects**

- › Handbook of Business Communication: Linguistic Approaches
- › Russian corporate communication
- › German-Spanish business terminology
- › Communication in the lower-skilled workplace

### GLOBAL BUSINESS AND TRADE

Chair: Jonas Puck

#### Research Profile

The Department of Global Business and Trade's research addresses the drivers behind and effects of globalization and internationalization from a variety of perspectives.

#### Selected Projects

- › Financial perspectives in international business
- › SME internationalization
- › Strategies in emerging markets
- › Responsible global leadership
- › Supply chain management across countries

### INFORMATION SYSTEMS AND OPERATIONS

Chair: Edward Bernroider

#### Research Profile

Integrating the fields of information systems and operations management, the department investigates digitally supported business processes. Current research areas include adaptive, inter-business workflows, sustainable supply chain management, efficient data management, technology-supported teaching, and the evaluation and evolution of business information systems.

#### Selected Projects

- › GET Service: Efficient transportation planning and execution
  - › ROLE: Responsive Open Learning Environments
  - › SERAMIS: Sensor-Enabled Real-World Awareness for Management Information Systems
  - › SHAPE: Safety-critical Human- and dAta-centric Process management in Engineering projects
  - › ADEQUATe Open Data: Analytics & Data Enrichment to improve the QUALiTY of Open Data
-

**MANAGEMENT**

Chair: Wolfgang Mayrhofer

Research Profile	Selected Projects
<p>The Department of Management's research is oriented towards a school of humanities and social sciences-based business administration which includes more than traditional business and economic perspectives. It takes a variety of epistemological, theoretical, and methodological approaches and focuses explicitly on the contextual relativity of individual and collective actions.</p>	<ul style="list-style-type: none"> <li>› Branding universities – a comparative international investigation in 24 countries from a cultural-institutional perspective</li> <li>› Public value(s) of Viennese cultural organizations</li> <li>› The visual dimension of organizing, organization, and organizational research – the role of visual materials in creating organizational reality</li> <li>› Professionalization as prevention and intervention in school dropouts – a qualitative investigation of the educational system</li> </ul>

**MARKETING**

Chair: Peter Schnedlitz

Research Profile	Selected Projects
<p>Research at the Department of Marketing contributes to bridging the gap between academic theory and practical relevance. Dialog with the business community is very important. Current, relevant marketing phenomena are investigated using empirical, i.e. practice-oriented research methods. The findings generated are published in top international journals.</p>	<ul style="list-style-type: none"> <li>› The value of information in online advertising</li> <li>› Global marketing strategies</li> <li>› Psychological ownership and consumer behavior</li> <li>› Customer empowerment</li> <li>› Customer relationship management</li> <li>› Food banks in Europe</li> <li>› Performance measurement in retailing</li> </ul>

### PUBLIC LAW AND TAX LAW

Chair: Michael Holoubek

#### Research Profile

The Department of Public Law and Tax Law at WU focuses on all economically relevant areas of public law, especially Austrian, European, and international public law, tax law, and business criminal law.

#### Selected Projects

- › Legal theory and interpretation
- › Functional self-administration in public business law
- › The intertemporal law system
- › National and international aspects of fighting corruption under criminal law
- › Qualification of foreign entities in tax law

### SOCIOECONOMICS

Chair: Ulrike Schneider

#### Research Profile

Interdisciplinary research at the department addresses demographic, environmental, economic, and social challenges to sustainable development. Topics include the interplay of social and economic dynamics, the role of location and spatial interaction, and the existing multi-level legal-institutional context. An important goal of its research is to better understand the likely consequences of alternative policy interventions.

#### Selected Projects

- › Affective work in employment agencies: Transforming public services in Austria, Germany, and Switzerland
  - › The socioeconomics of cross-border long-term care mobility in Austria and Central Eastern Europe
  - › ERC PoC (European Research Council – Proof of Concept) “Future markets”
  - › Modelling the role of FDI on growth in a global vector autoregressive (GVAR) framework
  - › Global value – Managing business impacts on development
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**STRATEGY AND INNOVATION**

Chair: Gerhard Speckbacher

**Research Profile**

Research at WU's Department of Strategy and Innovation focuses mainly on business model innovation, i.e. on new strategy-based architectures and organizational designs to help companies generate value for stakeholders.

**Selected Projects**

- › Vienna user innovation research initiative
- › SAPM research project
- › Bringing Wikinomics inside the established firm
- › Open innovation research initiative



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### RESEARCH INSTITUTES

WU's 16 research institutes are interdisciplinary in nature. A brief overview of each Institute's research profile and selected projects can be found on the next few pages.

#### CAPITAL MARKETS

Heads: Engelbert Dockner, Neal Stoughton

##### Research Profile

The Research Institute for Capital Markets develops long-term asset and risk management strategies for university endowments. The institute's research findings can be applied to making and implementing investment decisions in practice. The long-term investment horizon and the need for regular dividend generation with regard to dynamic investment strategies are unique characteristics of university endowments and make up a large part of the institute's research focus.

##### Selected Projects

- › Strategy allocation
- › Carry und FX prognoses
- › Endowment spending rules
- › Value and momentum strategies
- › A natural experiment in portfolio management

#### CEE LEGAL STUDIES

Head: Martin Winner

##### Research Profile

The institute focuses on legal and comparative law research in Central and Eastern European legal systems. Both the legal situations in individual countries and international analyses and comparisons feature in the institute's work.

##### Selected Projects

- › Physical securities and insolvency in CEE – Legal status of creditors
  - › Liability risks for parent companies in CEE
  - › Comparative law studies on selected topics in Slovakian and Austrian capital market law
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## COMPUTATIONAL METHODS

Head: Kurt Hornik

### Research Profile

The goals of this institute include developing and implementing modern computational methods for application in the fields of finance, information systems, and marketing.

### Selected Projects

- › uComp – Embedded human computation for knowledge extraction and evaluation
- › DecarboNet – A decarbonisation platform for citizen empowerment and translating collective awareness into behavioral change
- › The effect of dealer inventory on prices, trade size, and liquidity
- › The cross-section of dealer inventory and corporate bond returns

## CO-OPERATION AND CO-OPERATIVES

Head: Dietmar Rößl

### Research Profile

Management challenges and steering mechanisms in cooperative relationships are the main focus of this institute's work. It conducts both basic research, analyzing the development and potential of various coordination methods in cooperative arrangements, as well as applied research on the development of management tools for cooperative organizations.

### Selected Projects

- › Applying the theory of reciprocity to explain co-operative behavior
  - › Co-operatives as laboratories for social innovation
  - › Measuring the "genetic code" of co-operatives
  - › Co-operatives as brands: What do Austrians know and feel about housing co-operatives?
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## ECONOMICS OF AGING

Head: Ulrike Schneider

### Research Profile

Investigating the socioeconomic aspects of an aging society, this institute's research focuses mainly on economic analyses of care policies and the situation of caregivers. The socioeconomic orientation of the institute's work complements existing organizations in Austria that deal mainly with social and medical aspects of geriatric research.

### Selected Projects

- › EXCELC – Exploring comparative effectiveness and efficiency in long-term care
- › ZentrAAL-OUTCOMES – Evaluating the effects of new supportive technology
- › CiM-Outcomes – Evaluating the technical effectiveness of exercise programs and care networks for the elderly
- › Updating the forecasted care costs for 2030
- › Federalism shaping social policy in Austria

## ECONOMICS OF INEQUALITY

Heads: Wilfried Altzinger, Sigrid Stagl, Karin Heitzmann

### Research Profile

The objective of the research institute's work is to analyze the many different facets of social inequality and deliver internationally recognized, high-quality inequality research, combined with an increased exchange of relevant findings with society, other institutions, and the media. The institute also acts as a central contact point for cooperation between inequality researchers in Austria and interested students.

### Selected Projects

- › Socioeconomic characteristics of top-earning households in Europe
  - › Inequality in different regions of the USA
  - › Linking income and consumer spending data
  - › Social deprivation and migration within Austria
-

**EUROPEAN AFFAIRS**

Head: Gabriele Tondl

Research Profile	Selected Projects
<p>The Research Institute for European Affairs takes an interdisciplinary approach, focusing mainly on legal studies and economic theory and policies. In addition to investigating internal European integration issues (common market, monetary union, EU institutions), the institute also deals with economic and legal aspects of EU foreign relations.</p>	<ul style="list-style-type: none"> <li>› From Rome to Lisbon: Rule-based fiscal policy</li> </ul>

**FAMILY BUSINESS**

Head: Hermann Frank

Research Profile	Selected Projects
<p>What makes family businesses different from other companies is the main question posed by research at the Research Institute for Family Business. Theoretical and empirical studies strengthen the institute's researchers' position in the international scientific community.</p>	<ul style="list-style-type: none"> <li>› Successorship, innovation, and sustainability in agricultural family businesses</li> <li>› Conception and measurement of familiness in family businesses</li> <li>› Good practice research case studies on family governance in Austrian family businesses</li> </ul>

## HEALTH CARE MANAGEMENT AND ECONOMICS

Heads: Johannes Steyrer, August Österle

### Research Profile

This research institute has a dual focus: Health care management deals with health care organizations as social organizations and the effects of management actions on staff, economic indicators, and patient outcomes. Health care economics looks at the economics and socio-political analysis of national and international health care systems and reforms.

### Selected Projects

- › Data collection phase: Risk factors in intrahospital transport in intensive care. A multicenter, multinational study on determinants of patient safety in intrahospital transport in intensive care with an emphasis on organizational, team, and equipment-related factors
- › Project application phase: Establishment of a Ludwig Boltzmann Institute for Health Sciences in cooperation with the Vienna Hospital Association

## HUMAN CAPITAL AND DEVELOPMENT

Head: Wolfgang Lutz

### Research Profile

The main goal of the institute is to understand the role of human capital and how it is structured according to age, gender, place of residence, educational level, health status, and cognitive abilities. Further topics include the generation of human well-being and the sustainable use of resources as well as defining the differences between human capital and other forms of financial and natural capital.

### Selected Projects

- › FWF Wittgenstein Prize FWF 171-G11
-

**INTERNATIONAL TAXATION**

Heads: Eva Eberhartinger, Michael Lang, Martin Zagler

**Research Profile**

Multidisciplinary research on the taxation of cross-border transactions with a particular focus on corporate taxation are the main research topics covered by this institute. Experts from the fields of tax law, economics, and business taxation work closely together, with contributions from related fields like tax psychology.

**Selected Projects**

- › International business taxation
- › EU budget: Revenue (multiple framework contract)
- › Tax and good governance

**LIBERAL PROFESSIONS**

Head: Leo W. Chini, Matthias Fink

**Research Profile**

The Research Institute for Liberal Professions sees itself as an interface between theory and practice. Interdisciplinary methods are applied to projects focusing on the economic, legal, and social conditions prevalent in the liberal professions. Increasing public awareness for these professions is a further goal.

**Selected Projects**

- › Analysis – Amendment of Directive 2005/36/EC
- › Effects of regulatory instruments in the liberal professions on competition
- › The economic significance of the liberal professions in Austria
- › Development of a database for the liberal professions
- › Legal forms for lawyers' consortia
- › Age structure in the liberal professions and its effects on their economic development

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## REGULATORY ECONOMICS

Heads: Stefan Bogner, Klaus Gugler

### Research Profile

Dealing primarily with the regulation of natural monopolies, the institute's research focuses on the analysis of network sectors, especially the energy sector, and on measuring the effectiveness and efficiency of regulatory actions.

### Selected Projects

- › Developing a merit order model in European countries to determine the impact of different effects on the electricity market
- › Empirical analysis of the integration of European electricity markets using spot-market price data from European electricity exchanges and the implicit and explicit auctioning of cross-border capacities
- › Empirical analysis of the missing money problems in Europe: Investigating the effects of variable profits and the number of hours of operation of a power plant on investments in the generation system

## SPATIAL AND REAL ESTATE ECONOMICS

Head: Gunther Maier

### Research Profile

Institute researchers investigate and analyze real estate-related developments in Austria and Central and Eastern Europe.

### Selected Projects

- › Transnational cooperation for the improvement of buildings energy performance and efficiency (TRACE)
  - › Location quality in Austria
  - › Real estate agent index
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## SUPPLY CHAIN MANAGEMENT

Head: Tina Wakolbinger

Research Profile	Selected Projects
<p>The main goal of this research institute is to discover and develop integration potential in multi-location, intra-company supply chains as well as in supply, production, and distribution networks between the various stakeholders. Research topics include the analysis and design of global supply chains, market-driven and sustainable supply chains, supply chain management, and supply chains in the nonprofit and service sectors.</p>	<ul style="list-style-type: none"> <li>› FFG: Joint Programming Initiative Urban Europe: Consolidation and Coordination in Urban Areas</li> <li>› Outsourcing humanitarian logistics activities to commercial logistics providers: Optimal pricing policies and contract design</li> </ul>

## URBAN MANAGEMENT AND GOVERNANCE

Heads: Verena Madner, Renate Meyer

Research Profile	Selected Projects
<p>Research into the economic, legal, and organizational aspects of modern city management and governance describes the work of this institute. Topics include public corporate governance and further aspects of good urban governance, smart cities and sustainable urban development, the internal management of municipal administration, and changes in public organizations resulting from increased openness.</p>	<ul style="list-style-type: none"> <li>› Smart city governance processes in small and medium-sized cities – SPRINKLE</li> <li>› Potential in planning and building legislation for energy-efficient city structures – PRoBateS</li> <li>› Neighborhood profiles for optimal energy-related transformation processes– E-PROFIL</li> <li>› Urban construction and environmental audits</li> <li>› Managing autonomous units and public corporate governance</li> <li>› Public sector paradigms and top-officials' blended identities: COCOPS management survey</li> <li>› On the governance of open government</li> </ul>

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### COMPETENCE CENTERS

WU's five competence centers sharpen the university's research profile in selected areas and provide additional support to researchers through knowledge transfer and networking activities.

COMPETENCE CENTER	RESEARCH PROFILE
<b>Empirical Research Methods</b> Heads: Manfred Lueger, Regina Dittrich	The function of this competence center is to ensure the high quality of empirical research at WU and concentrate existing methodological competence and know-how to make it easily accessible. The team's work focuses on three main areas: expert advice for WU researchers on how to use methodological approaches and empirical methods, support for researchers in the project proposal and publication phases, and the further development and application of research methods.
<b>Entrepreneurship Center</b> Head: Nikolaus Franke	The WU Entrepreneurship Center is a first point of contact for WU faculty, students, or alumni interested in starting their own business. Its activities focus mainly on: Increasing awareness of entrepreneurship, imparting basic skills, building up an WU-wide and inter-university entrepreneurship network, and providing support to new start-ups. The center's program includes lectures, workshops, and networking events. The center's "Open Space," centrally located on campus, is a meeting place for start-up-related information, inspiration, and exchange, and is open to all WU faculty, students, and alumni.

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COMPETENCE CENTER	RESEARCH PROFILE
<p><b>Emerging Markets and Central and Eastern Europe (CEE)</b></p> <p>Head: Arnold Schuh</p>	<p>The strategic management of companies in CEE transformation economies is the subject of the Competence Center for Emerging Markets and CEE's research. Topics include market entry and maintenance strategies for foreign companies as well as competition and internationalization strategies for local CEE companies.</p>
<p><b>Non profit Organizations and Social Entrepreneurship</b></p> <p>Head: Christian Schober</p>	<p>This competence center's main objectives are NPO and social entrepreneurship-related academic research and facilitating networks, encouraging contact and cooperation between researchers and the nonprofit and social entrepreneurship community. The center organizes regular conferences, workshops, research dialogs and leadership training events. Research topics include impact-oriented evaluation, the analysis of social return on investment (SROI), innovation, civil society, and managing organizations dedicated to facing social challenges.</p>
<p><b>Sustainability</b></p> <p>Head: Fred Luks</p>	<p>While not engaged in active research itself, the Competence Center for Sustainability aims to support its team of 16 researchers in their sustainability-related work. The center is also helping to develop a network connecting researchers interested in sustainability.</p>

# Selected Projects and Funding Organizations

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WU researchers were involved in many national and international research projects in 2015. A few of the most prominent projects are described on the following pages.

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## EU PROJECTS (HORIZON 2020)

### **PRIVACY.US: Privacy and Usability**

This project at the Department of Information Systems and Operations connects leading European research facilities on data protection and privacy. The objective is to support research by PhD candidates attempting to give consumers more control over their personal data, both from a technical and a legal perspective. The network is coordinated by Karlstad University in Sweden, and over the course of its three-year duration, will result in an intensive exchange between WU's Institute of Management Information Systems and Karlstad University, University College London, Tel Aviv University, and Goethe University Frankfurt. Legal experts and corporate partners will be contributing their practical experience to the network.

### **STREAM – Smart Sensor Technologies and Training for Radiation Enhanced Applications and Measurements**

How do you develop the next generation of high-powered pixel detectors? The innovative further development of this technology is crucial for the CERN Large Hadron Collider experiment. After the discovery of the Higgs particle and the awarding of the Nobel Prize to Englert and Higgs in 2013, this is without a doubt CERN's most prominent experiment. It investigates the fundamental question of how the universe came to be. Both time pressure and the level of technological complexity are extremely high, so from the start, it was clear that knowledge resources spread around the world needed to be identified and integrated into the project: an open innovation approach.

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To do this, CERN is collaborating with WU's Institute for Entrepreneurship and Innovation. This is the continuation of a cooperation with the European Organization for Nuclear Research that has been successful for years: The institute has been supporting CERN's ATLAS research group in the field of open innovation and in providing business administration training for its staff for five years now. The project includes funding for two three-year teaching and research associate positions.

**FAB-MOVE: For a Better Tomorrow:  
Social Enterprise on the Move.**

The Competence Center for Non profit Organizations and Social Entrepreneurship is involved in a project that facilitates contact and exchange between researchers and people in practice on success factors in social

enterprises, how to increase their impact, and how to improve their management. A further objective is to strengthen the worldwide social entrepreneurship and research network by funding researcher mobility. Under this program, university researchers are given the opportunity to work with social entrepreneurs in other countries on an exchange basis. The University of Münster is in charge of heading the project.

**MIN-GUIDE: Guidance for innovation friendly  
minerals policy in Europe**

The first research project to be coordinated by WU under the new EU HORIZON 2020 program is being conducted at the Institute for Managing Sustainability (Department of Socioeconomics): MIN-GUIDE. The three-year project aims to make mineral policy in Europe

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more innovation friendly and sustainable, both on the EU level and on the member state level. An online database called the Mineral Policy Guide will be developed based on geologic mapping, a comparative analysis of policy strategies, and legislation at EU and national levels. Five Policy Laboratory workshops are planned to help initiate learning processes on policy making along every part of the minerals production value chain.

Three international conferences are planned with the aim of establishing a network of European mineral experts and encouraging integrative discussions on mineral-related issues. The interdisciplinary research team at the Institute for Managing Sustainability will be working closely together with leading technology universities from a number of EU member states, the mineral industry, and policy makers, with the intention of making a significant impact on European mineral policy.

### **ANNIVERSARY FUND OF THE OESTERREICHISCHE NATIONALBANK (OENB)**

After an international peer review process, the Oesterreichische Nationalbank (OeNB) selected the following five projects for funding in 2015:

- › The effects of business location on sales tax  
Project head: Karoline Spies (Institute for Austrian and International Tax Law)
  - › Disaggregation of national products based on the HFC  
Project head: Wilfried Altzinger (Research Institute for Economics of Inequality)
  - › Endogenous credit cycles, heterogeneous expectations, and sustainable economic development  
Project head: Ingrid Kubin (Institute for International Economics and Development)
  - › Debts, inequality, booms, and crises: Determinants of an instable economy  
Project head: Klara Zwickl (Institute for Ecological Economics)
  - › The mediating role of mass media and the economy on the topic of inequality. The reception of Thomas Piketty.  
Project head: Andrea Grisold (Institute for Institutional and Heterodox Economics)
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# New Faculty

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WU welcomed six new professors to its faculty in 2015 to strengthen its research and teaching in the Departments of Foreign Language Business Communication, Socioeconomics, Economics, and Finance, Accounting and Statistics.

Every year, WU recruits excellent new researchers and teachers to join its senior faculty. Hiring criteria include an excellent international reputation, publications in high-impact journals, good intercultural skills, teaching experience in English, and a willingness to contribute to the administrative management of the university.

Active recruitment marketing, close cooperation between the search committees and the Rector's Council, and excellent candidate support were contributing factors leading to the successful conclusion of six recruitment procedures in 2015.

## INGOLFUR BLÜHDORN

After completing his studies at the Friedrich-Alexander-Universität Erlangen-Nürnberg, Ingolfur Blühdorn switched to the University of Bath in the mid-90s. There he achieved international recognition for his work on political sociology. Blühdorn, born in 1964, is considered an expert not only in the fields of social theory and sustainability, but also in social movement and democracy research. At WU, Blühdorn is head of the Institute for Social Change and Sustainability at the Department of Socioeconomics. Recently founded, the institute will be focusing on changes in social norms and values with regard to environmental conservation, climate change,

and sustainability. Together with his team, Blühdorn wants to increase awareness for the fact that social, economic, and ecological sustainability are based on cultural norms constantly subject to change. "That is the only way we will ever understand why our sustainability efforts up to now have been only partially successful and how we can develop better strategies," says Blühdorn.

## KLAUS HIRSCHLER

Klaus Hirschler took over the chair in Accounting and Auditing at the Department of Finance, Accounting and Statistics in December. He earned his doctorate in social and economic sciences at WU in 1995 with a doctoral thesis on the separation of limited liability corporations under trade and tax law. After attaining his *venia docendi* in 2000, he worked at WU as an associate professor at the Institute for Accounting and Auditing until 2013. Hirschler has also taught at the University of Vienna, the University of Graz, and the University of Innsbruck. Throughout his career, Hirschler has focused on national accounting, legal structures, and financial statement analysis. He is particularly interested in corporate restructuring as it relates to his areas of legal expertise financial statement law, tax law, and corporate law.



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Ingolfur Blühdorn  
Klaus Hirschler  
Markus Lampe  
(from left)

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Hirschler says, "In the coming years, my research will focus mainly on the reform of the 2013 EU Accounting Directive and its implementation in Austria through the 2014 Act on Changes in Accounting Practices, but also on its implementation in other countries. As one of the leading business and economics universities in Europe, WU offers ideal conditions for this work."

#### **MARKUS LAMPE**

A historian with a doctorate in economics, Markus Lampe completed his education in Münster and a post-doc in Copenhagen before going to the Carlos III University of Madrid in 2010 to teach as an assistant professor and later as an associate professor. There he was involved in national and European research and PhD programs, gaining valuable experience that he plans to use to help strengthen the international orientation of economic and social history at WU. "Economic history is indispensable at a business and economics university," says Lampe, "because in research and teaching, only history demonstrates the long-term developments that help us realize that many of the current conditions we take as given and permanent are actually short-lived trends." Lampe's research focuses particularly on the history of world trade, trade policy, and international communication networks. A central question is

how past societies managed to re-orient their economies towards international markets and discover new strengths in productive specializations. "I couldn't imagine a better place for my research than WU, with its concentrated competence in trade, economics, and socioeconomics and with one of the world's best specialist libraries. In addition, Vienna, located as it is in the heart of Europe, combines the best aspects of all of my stations to date in Germany, Scandinavia, and Southern Europe. I'm sure my wife and I will really enjoy living here."

#### **HARALD OBERHOFER**

"As a native of western Austria, Vienna, as Austria's only metropolis, has always fascinated me," says Harald Oberhofer, professor of Empirical Economics at the Department of Economics since March 2015. After completing his studies and working as an assistant professor at the University of Innsbruck, he left Tirol to teach economics as an assistant professor and later as an associate professor at the University of Salzburg. In Vienna, Oberhofer will be conducting his research as an affiliated professor both at WU and the Austrian Institute of Economic Research (WIFO). "One of my main goals is to further strengthen the links between basic economic research and economic policy consult-



Harald Oberhofer  
Thomas Plümper  
Nadine Thielemann  
(from left)

ing. In today's climate of ever tighter public budgets, evidence-based economic policy is more important than ever," says Oberhofer. He sees well-founded theoretical and methodological skills as important prerequisites for obtaining reliable economic policy findings and the resulting recommendations for policy makers. In addition to his professional activities, Oberhofer is also looking forward to expanding his cultural education in Vienna: "First, I plan to get to know more about Vienna's traditional wine bar and sausage stand culture."

#### **THOMAS PLÜMPER**

Thomas Plümper, born in 1964, studied political sciences and economics at the Freie Universität Berlin. He spent time at the Max Planck Institute for the Study of Societies in Cologne and the University of Constance, as well as research stays in the US, Ireland, Germany, and Italy, before accepting a position as director of the Essex Summer School in Social Science Data Analysis at the University of Essex. His methodological work on model specifications and his applied research in comparative and international political economics have made him one of Europe's best known and most cited political scientists. Plümper is also a founding member of the European Political Science Association and is currently executive director of the association. At WU, Plümper

plans to strengthen methodological teaching at the Department of Socioeconomics. He is currently correcting the final proofs of a book on robustness testing. "After I have finished this project, I plan to get back to my applied work on inequality in longevity and the political conditions of natural catastrophes," says Plümper.

#### **NADINE THIELEMANN**

Linguist Nadine Thielemann, born in 1977, studied Slavic studies and political sciences in Fribourg, Kazan, and Krakow. She started her career in teaching and research at the Ivan Franko National University of Lviv, Ukraine, then at the Institute for Slavic Studies at the University of Potsdam, and as a postdoc at the Institute for Slavic Studies at the University of Hamburg. In her new position at WU's Institute for Slavic Languages, Thielemann plans to focus on Russian and Polish, as well as on intercultural communication. She is particularly interested in language use and works with spoken language and conversation data: This includes face-to-face communication and conversations held through different media. Discourse analysis, specifically political discourse, is a further research field. Other fields of academic interest include written and spoken argumentation, models of linguistic politeness, the analysis of political discourse in Eastern Europe, and last but not least, humor.

# Students



# Best Academic Conditions

One of our most important responsibilities as a university is providing our students with a solid academic education and the best possible support for their studies. A further priority is informing high school students and potential students of what to expect at WU and helping them get off to a good start.

## IMPROVED QUALITY IN BACHELOR'S PROGRAMS

WU's academic programs are subject to constant evaluation as part of our quality management process. In 2015, this process resulted in a number of improvements to the bachelor's programs. The syllabi of selected courses were overhauled, and some of the courses were changed from a lecture format to a more interactive lab format, with the goal of increasing student participation and interaction. The student-teacher ratio was improved and measures for encouraging learning progress were introduced. New areas of specialization, including Supply Networks and Services and International Accounting

and Controlling, were added. Some of these specializations are held in English, increasing the number of English-taught classes available in the bachelor's programs. Comprehensive reforms of the bachelor's and master's Business Law programs, have been prepared and will be implemented in 2016.

## RISING ADMISSIONS

The number of students at WU is showing a positive upwards trend. Over 23,000 students were enrolled at WU in 2015, and 750 more new students were admitted than in the previous year.

ADMISSIONS	WS 2013	WS 2014	WS 2015	Percent women
<b>Total no. of students</b>	22,781	22,809	23,313	47%
incl. degree program students	21,197	21,382	21,831	47%
incl. international students	6,241	6,183	6,386	48%
<b>Admissions first-year WU students<sup>1</sup></b>	4,303	4,666	5,416	51%
incl. first-time admissions <sup>2</sup>	3,356	3,543	4,079	50%

(Valid as of: December, 2015)

<sup>1</sup> First-year students are those students admitted to any WU program for the first time in the respective semester.

<sup>2</sup> First-time admissions are those students admitted to a WU program who have not previously been admitted to an Austrian university (includes secondary school graduates, incoming exchange students, etc.).

**WU'S DEGREE PROGRAMS**

<p><b>BACHELOR'S PROGRAMS</b></p>	<p>› <b>Business, Economics and Social Sciences</b> (BSc WU) four majors: › Business Administration › International Business Administration › Economics and Socioeconomics › Information Systems</p>	<p>› <b>Business Law</b> (LLB WU)</p>
<p><b>MASTER'S/LLM PROGRAMS</b></p>	<p>› <b>Business Education</b> (MSc WU) › <b>Economics</b> (MSc WU) › <b>Export and Internationalization Management</b> (MSc WU) › <b>Finance and Accounting</b> (MSc WU) › <b>Management</b> (MSc WU) › <b>Socioeconomics</b> (MSc WU) › <b>Taxation and Accounting</b> (MSc WU)</p> <hr/> <p>› <b>Information Systems</b> (MSc WU), English › <b>International Management/CEMS</b> (MSc WU &amp; CEMS MIM), English › <b>Marketing</b> (MSc WU), English › <b>Quantitative Finance</b> (MSc WU), English › <b>Socio-Ecological Economics and Policy</b> (MSc WU), English › <b>Strategy, Innovation, and Management Control</b> (MSc WU), English › <b>Supply Chain Management</b> (MSc WU), English</p>	<p>› <b>Business Law</b> (LLM WU)</p>
<p><b>DOCTORAL/PHD PROGRAMS</b></p>	<p>› <b>Social and Economic Sciences</b> (Dr. rer. soc. oec.) › <b>PhD Program in Economics and Social Sciences</b> (PhD), German with English tracks (intended mainly for WU's academic staff)</p> <hr/> <p>› <b>PhD in Finance</b> (PhD), English › <b>PhD in International Business Taxation</b> (PhD), English</p>	<p>› <b>Business Law</b> (Dr. iur.)</p>

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## STUDENT SERVICES

### Mentoring@WU

This bachelor's-level program, aimed at first-year students, pairs experienced students with beginners to provide support and mentoring services for new students. Working in small groups, both new students and their mentors benefit from counselling, study groups, and social activities included in the program. For new students, it facilitates social integration at WU, while mentors have the opportunity to learn and practice important social skills, like working with and leading groups. To help mentors prepare for their responsibilities, they are offered a workshop before the start of the semester, covering topics like leadership, conflict management, and individual consulting. Some 340 new students applied for the mentoring program in the 2015/16 winter semester, and those accepted were placed in 15 groups to work with their mentors.

### Thesis Writing Made Easy

Writing a thesis is often a major hurdle for students nearing the end of their studies: How to get started, how to stay motivated, how to finish writing ... These questions and more were the subject of three events organized by the Study Information office in cooperation with the WU Library.

On February 4 and June 19, students were invited to come to the library for an all-night Write@Night session. Highlights of the program included counselling on writing strategies and literature research, free writing, and dealing with writer's block, as well as individual coaching, yoga, and entertainment for the necessary creative breaks. For students whose first language is not German, workshops on academic writing in German as a foreign language were available. Students were also free to use the time to work independently on their thesis papers.

In December, a daytime writing workshop featuring professional writing coaches was offered. Prize-winning thesis authors (winners of the Talenta Award, see page 106) were on hand to talk about their experiences and about successfully completing a thesis paper.

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### **Acceleration Programs**

To give students the opportunity to speed up their studies or better plan their exams, WU offers additional courses in the semester and summer breaks, sometimes also during Easter break. Block-style courses for working students make it easier to balance working and studying.

Acceleration courses are organized on a short-term demand basis, depending on which courses were regularly overbooked during the semester, and focus mainly on business administration, law, and economics. 26 additional courses were offered in February 2015, and 36 were available in September.

### **INFORMATION FOR POTENTIAL STUDENTS**

Choosing a university and a degree program are challenging decisions faced by high school seniors, and WU does its best to help students make the right choice.

The **WU@School** program is aimed at students in their last year of high school. School classes are invited to visit the university, where they are given a brief introduction to WU and a campus tour, including a visit to the library and an auditorium. Some groups also opt to sit in on a class. In 2015, 57 high school classes visited WU as part of this program.

Classes that are unable to come to the campus in person are visited at school by senior WU students known as WU Ambassadors. Ambassadors went to 23 schools in 2015 to talk about what it's like to study at WU and to answer students' questions.

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Left: WU's stand at the BeSt fair attracted many interested visitors.

Right: Some 1,000 high school students attended the Student for a Day event on Campus WU

Two larger events are also held, giving potential students and the public the opportunity to explore the campus for a day: the **WU Open House**, which has been held regularly for years, and **Student for a Day** ("Schnupperuni"), a new event introduced in 2015. Info sessions, workshops, and lectures address questions like what it means to study at WU, what is taught at the university, which topics WU's research focuses on, and what career options are available after graduation. Participants can also sit in on sample lectures.

Both events were very well attended in 2015: Over 1,500 people came to the Open House in March, and around 1,000 visited the Student for a Day event in November.

WU completely redesigned its stand for the 2015 **BeSt – Job, Training, and Education Fair**, held annually in Vienna. Over 2,000 visitors stopped by the stand over the course of the three days to talk with WU student counsellors about WU and its programs. Visitors were most interested in finding out more about WU's program portfolio, the registration and admissions process, and how programs are structured. BeSt events in Graz and Salzburg were also well attended, with the WU stand hosting around 300 consultations at each event.

2,000 visitors attended the **Master Day** on March 25 to learn about WU's eight German-taught and seven English-taught master's programs. Academic directors talked about individual programs, admission requirements, and career opportunities for graduates and answered visitors' questions. The second Master Day in November was also very well attended; at this event, CEMS partner universities were represented in addition to WU's programs.

# High Quality Teaching

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WU is constantly working to further develop the quality of its already excellent teaching. Improving our programs and providing the best possible support services to our students are our top priorities.

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## QUALITY CONTROL

Teaching quality is defined based on five inter-related dimensions: effectiveness of learning, effectiveness of teaching, adequacy and efficient use of resources, employability, and responsiveness to external requirements. All of these criteria are evaluated on a regular basis and further developments are implemented based on the results.

## Quality Analysis

Studying conditions and program effectiveness are analyzed regularly. Well-established methods of continuous quality analysis include course evaluations, WU student panel monitoring, and graduate monitoring in cooperation with the Institute for Advanced Studies (IHS).

In 2015, two master's programs and a bachelor's module were up for evaluation as part of the continuous evaluation cycle of all of WU's academic programs. After completion, program developers and academic directors were given comprehensive and structured feedback from various stakeholder groups at an evaluation workshop.

Assurance of learning criteria were also evaluated based on an analysis of the programs' learning objectives and student work. This allows the quality management team to develop and evaluate empirically based improvements to the programs.

## Quality Dialog

Quality dialog allows internal and external perspectives to be integrated into the quality management program. Activities include annual meetings with individual academic directors and an annual summit with the academic directors of all programs. Frequent meetings are held to stay in touch with all the relevant communities at WU, for example with the eLearning community, program coordinators, and senior lecturers.

An external perspective is particularly important with regard to the criteria of employability and responsiveness to external requirements. Regular dialog with relevant stakeholders like the Federal Ministry of Science, Research and Economy, employers, accreditation agencies, and alumni helps ensure that this external point of view is given sufficient consideration. WU's quality assurance experts are also active participants in national and international discourse: In 2015, WU was one of only eight universities selected to take part in an international UNESCO International Institute for Educational Planning (IIEP) project to collect best practice case studies on innovative and effective quality management systems.



© Stanislav Jenis

All courses taught at WU are subject to continuous evaluation

### Quality Development

The findings of the previous evaluation steps (analysis and dialog) come together in the quality development stage, resulting in practical suggestions for improvement.

The following program development measures were implemented in 2015:

- › The WU Examination Regulations were updated. Based on years of experience, the lab-type course category “prüfungsimmanent” (courses with continuous assessment of student performance rather than one final exam) was defined more clearly for teachers and students, especially with regard to absences and grading.
- › The thesis writing process was converted to a paperless workflow, making each individual step from acceptance of the topic to grading viewable at any time and facilitating improved coordination for thesis advisors.

### IMPROVED eLEARNING

WU’s eLearning platform Learn@WU was comprehensively updated in 2015 to better support the individual needs of teachers and to better reflect current

developments in the field of teaching and learning. The changes make it possible, for example, to better structure complex learning activities and offer both teachers and students increased opportunities to analyze learning activities with improved feedback and statistics.

### TEACHING AWARDS

WU made comprehensive changes to its teaching awards in 2015. The two new teaching awards are intended to highlight two different aspects of excellence in teaching. Students nominate teachers for the Excellent Teaching Award, and a jury then selects the winners. The motto for the 2015 Excellent Teaching Awards was “Feedback Culture,” and the awards went to courses which were particularly notable for developing a strong feedback culture between students and teachers, improving feedback between teaching colleagues, or encouraging peer feedback among students.

The Innovative Teaching Award goes out to courses with a particularly new and innovative course design, and the special eTeaching Award is given to teachers whose courses demonstrate a fresh approach to the use of Learn@WU or other learning technologies available on campus.

# Kick-Starting Careers

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The WU ZBP Career Center, established in 1983, is students' and graduates' first point of contact for all career-related questions. Its main responsibility is helping students find internships and entry-level positions.

## FINDING JOBS

The ZBP Career Center's main function is to act as a central job exchange platform. Open positions advertised by national and international companies are published online on [zbp.at](http://zbp.at) and in print in the JobNews newsletter, and range from student internships to qualified entry-level positions for graduates.

In 2015, 2,200 job advertisements were published, including 950 qualified internships and part-time student jobs, up 19% and 11%, respectively, as compared to the previous year. 130 corporate partners and over 500 employers are in close contact with the ZBP Career Center, hoping to recruit WU students and graduates as future employees.

## 2015 IN NUMBERS

### Internship Day

- › 600 attendees
- › 41 companies and service providers
- › 80 internships advertised on the day of the event

### Meet Your Job

- › 16 companies
- › 700 applications
- › 240 interviews

### Career Insights

- › 41 companies
- › 600 attendees
- › 21 workshops and panel discussions

### Job advertisements

2,200 (including 950 qualified internships and part-time student jobs)

## CREATING OPPORTUNITIES

Numerous career events throughout the year give employers the opportunity to meet and network with potential recruits. 2015 events included the re-designed Career Insights, at which corporate partners give participants a look at working life in skill seminars and panel discussions, and well-established event formats like Internship Day or Meet your Job. The ZBP also organized the 2015 Career Calling, Austria's largest career fair, and acted as a co-organizer for the CEMS Career Forum.

## FINDING CALLINGS

Comprehensive consulting services like career coaching, application seminars, and résumé analyses get job applicants ready to start their professional career. The center's own career magazine and blog discuss current topics related to careers for WU degree holders.



WU, the Vienna University of Technology, and the University of Natural Resources and Life Sciences, Vienna, have been organizing the Career Calling fair for 29 years

**CAREER CALLING**

Every fall, the WU ZBP Career Center organizes Austria’s largest job fair. Career Calling, the job fair of WU, the Vienna University of Technology, and the University of Natural Resources and Life Sciences, Vienna, is held in the Messe Wien exhibition hall, right next door to the WU campus. Approximately 5,000 visitors from all over Austria and the neighboring countries attend the fair each year.

**CAREER CALLING 2015**

- › October 22, 2015, Messe Wien
- › 143 employers represented
- › 5,000 attendees
- › 4,632 pre-registered applicants
- › 800 advertised positions

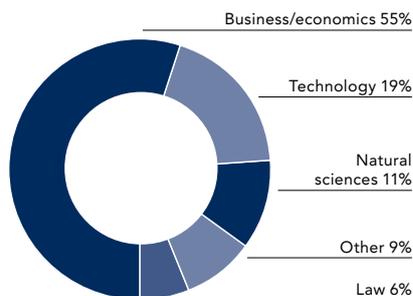
**Meeting Employers**

The idea behind Career Calling is to bring together employers and job hunters. At the fair, students, graduates, and young professionals are presented with numerous career opportunities, ranging from

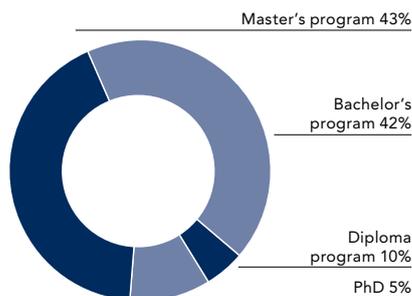
entry-level to more senior positions. In 2015, 143 employers, from international corporations to NGOs, were represented at the fair, offering a total of 800 open positions. No other career fair in Austria offers this many job opportunities.

**VISITOR PROFILE**

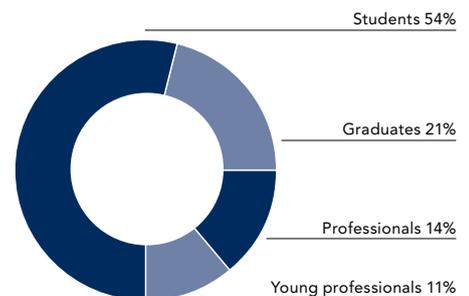
**Academic fields**



**Degree programs**



**Academic progress levels**



# Keeping in Touch

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WU wants to stay in contact with its graduates. The international WU Alumni Club supports a strong network among its alumni and keeps them up to date on current developments at their alma mater.

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## AN INTERNATIONAL NETWORK

Many WU graduates pursue an international career, with one out of every five working outside of Austria. The WU Alumni Club hopes to reach as many WU alumni as possible, which is why it is working hard to build up its international network. The WU Alumni Club regularly organizes events for its members in over 40 cities around the world. Many of the club's international hubs are well established and very active – the hub in Brussels, for example, was the first WU Alumni hub ever founded and celebrated its 15th anniversary in 2015. But WU alumni don't just get together abroad; there is also an Alumni Club contact person in each Austrian province.

Events at the individual hubs are organized by volunteer hub representatives on location. When planning events, these representatives take both local customs and the needs of their alumni members into consideration.

## COMMUNICATION

The WU Alumni Club newsletter WU.Alumni.News is its most important means of communication. In cooperation with the Austrian daily newspaper Die Presse, the newsletter is published three times a year and sent out to 40,000 WU graduates around the globe. The newsletter keeps alumni informed of current economic topics, research projects, and the most recent developments in teaching. Of course, the WU.Alumni.News also reports on club activities and events.

In 2015, the WU Alumni Club took steps to extend and strengthen its reach in social media, especially Facebook and XING.

## CLUB LIFE

WU Alumni Club members have (and take!) the opportunity to attend a wide variety of business-related and cultural events. The popular WU Alumni Tuesday,



© Susanne Einzenberger

The WU Alumni Club celebrated its 20th anniversary at the 2015 Alumni Club Party

for example, allows members to get together with their fellow graduates for casual networking, while interesting lectures on topics like ethics, the retirement age debate, or healthy management gave alumni the chance to hear and participate in stimulating, lively discussions.

The popular discussion series WU Career Talks was also continued in 2015, and numerous other events, including lectures, short seminars, exclusive guided art tours, and field trips were very well attended as well.

#### ALUMNI CLUB PARTY

The WU Alumni Club party is the social highlight of the Alumni Club year. Over 800 guests attended the 2015 gala, held in the elegant Auersperg Palace, enjoying the opportunity to meet up with former fellow students and professors, make new contacts, and just have a good time. There was a particularly special reason to celebrate in 2015: the WU Alumni Club's 20th anniversary.

#### WU ALUMNI ENTREPRENEUR 2015

The seventh annual WU Alumni Entrepreneur award was held in 2015. All WU alumni who have started their own business within the last five years are eligible for nomination. In cooperation with the Institute for Strategy, Technology and Organization, the highly qualified jury made up of members of the business and academic communities selected this year's winner. Competition was stiff, but the prize went to Alexander Szlezak and his company Unwired Networks, which develops and sells custom-made Wi-Fi solutions for tourism regions.

#### WU ALUMNI CLUB AT A GLANCE

- › 4,700 members
- › Approx. 40,000 subscribers worldwide to the print newsletter WU.Alumni.News
- › Club Card: Attractive discounts offered by around 20 partners (e.g. EF educational programs, CarSharing.at, Asia Resort Linsberg)

# Executive Education



# Ten Years WU Executive Academy

The Global Executive MBA has been available at WU for 15 years. The success of this program led to the establishment of the Executive Academy ten years ago. Since then, this institution for academic continuing education for managers has earned an excellent reputation as an innovative and practically oriented educational center.

The WU Executive Academy celebrated a very special anniversary in 2015: WU's continuing education center turned ten this year, while the Global Executive MBA celebrated its 15th birthday at WU. When the MBA was launched on March 27, 2000, it was one of Austria's first Executive MBA programs, and the MBA degree itself was not overly well known, even outside of Austria. Thanks to its triple accreditation, the Global Executive MBA is now among the best 50 MBA programs worldwide. With its MBA and Master of Laws programs, the BBA part-time bachelor's program, university certificate programs, and open and corporate programs, WU Executive Academy is now one of the leading providers of continuing education services in Central and Eastern Europe: In 2015, over 2,000 managers from over 50 countries were enrolled in one of the WU Executive Academy's programs.

## NEW DEAN

On October 1, 2015, Barbara Stöttinger took over from Bodo B. Schlegelmilch as the new dean of the WU Executive Academy. Stöttinger, a marketing expert who has been an academic director at the academy for years, plans to continue on the successful path

WU has been following in executive education, and strengthen its position as one of the leading MBA providers in the international market and as Austrian managers' first choice for continuing education programs.

## NUMEROUS INTERNATIONAL ACCREDITATIONS

As part of WU, the WU Executive Academy has been EQUIS accredited since 2007 and AACSB accredited since 2015. For more information about WU's accreditations, please turn to page 8.

After its first Association of MBAs (AMBA) accreditation in 2010, making it the first and only MBA provider in Austria with this distinction, the WU Executive Academy was reaccredited by this prestigious international accreditation agency for a further five years in 2014. The WU Executive Academy is one of only seven institutions in the German-speaking region with AMBA accreditation, and remains the only accredited school in Austria. The accreditation is the result of a demanding and comprehensive quality review process which evaluates the institution as a whole, the quality and practical value of its programs, and the qualification profile of its teachers and students, among other criteria.

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**“There are several areas I wish to strengthen in the future, for example the international profile of our programs. Our internationally renowned faculty with teachers from the WU faculty and the extensive WU network, the international field and study trips included in many of our curricula, and the international character of our student body are some of our most important selling points, the ones that place us above the competition. Sustainable quality control plays a very important role here. Achieving triple accreditation was certainly a major milestone, but now we have to make sure we keep it. I also want to further strengthen those areas in our portfolio where WU and the WU Executive Academy are already among the best, especially finance, energy, entrepreneurship & innovation, and our master of laws programs.”**

(Barbara Stöttinger, Dean of WU Executive Academy)

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Several of the WU Executive Academy’s programs are also FIBAA accredited. FIBAA (Foundation for International Business Administration Accreditation) has become especially well established in the German-speaking countries, and places particular emphasis on the international orientation of the accredited institutions’ programs.

The following WU Executive Academy MBA and university certificate programs are FIBAA accredited:

- Executive MBA PGM
- Professional MBA Entrepreneurship & Innovation
- Professional MBA Health Care Management
- Professional MBA Public Auditing
- University Certificate Program PGM

#### **RECOGNIZED QUALITY**

The WU Executive Academy is well known for the high quality of its programs that are carefully attuned to the needs of the labor market, as confirmed by its performance in international rankings.



Barbara Stöttinger took over as new dean of the WU Executive Academy on October 1, 2015

#### **Financial Times Executive MBA Ranking 2015**

- › 44th place worldwide: 7th place in the category Work Experience, 17th in the category International Students, and 17th in International Course Experience
- › 14th place in EU-wide ranking
- › 4th place in German-speaking countries

#### **QS World University Ranking Business & Management 2015**

- › Place 36 worldwide

The Executive MBA Bucharest has been named the best MBA program in Romania by the leading Romanian daily newspaper Ziarul Financiar for several years in a row, and received this distinction again in 2015.

#### **FUTURE TRENDS WORKSHOP**

After Philosophy & Management and Dirty Innovation, the WU Executive Academy introduced yet another innovative special workshop format to its executive training program in 2015: Future Trends. In a world that seems to be turning faster and faster, it's easy for managers to lose track of vital information in the flood of data they are confronted with every day. What's important, what's not?

Which changes do managers need to react to immediately, which should they just keep under observation? Understanding trends, assessing them correctly, and knowing when and how to respond are often deciding factors in the success or failure of a company. The Future Trends Workshop gives managers the knowledge and tools they need to keep abreast of current trends, as well as ideas on turning external trends into valuable innovation for their own businesses.

#### **BUSINESS AND CORPORATE DEVELOPMENT STRATEGIES**

The certificate program Business and Corporate Development Strategies is the result of a close cooperation between Switzerland's University of St. Gallen and the WU Executive Academy. The compact program, which includes modules in St. Gallen, Vienna, and the world's most renowned strategy management conference in Berlin, provides executives with a wide palette of tools and knowledge for effective and efficient strategy work in companies or as independent consultants. Comprehensive, interactive eLearning and eTutoring units teach participants how to improve their work as strategic decision makers in an international environment.

#### ENGLISH-TAUGHT MASTER OF LEGAL STUDIES

Today's managers are often confronted with legal issues that frequently require knowledge of two or more national legal systems – an increasingly difficult challenge for executives with no educational background in law. Since the fall of 2015, managers now have the opportunity to gain comprehensive legal skills in the part-time Master of Legal Studies (European Business Law) program, under the academic direction of Georg E. Kodek. The program's objective is to prepare participants for the legal challenges they face in their day-to-day work and to help them understand the differences between individual legal systems.

#### SUCCESSFUL ON THE INTERNATIONAL MARKET

The WU Executive Academy presented its innovative programs in ten countries in 2015 (Austria, Germany, Romania, Serbia, Slovakia, Bulgaria, Russia, Azerbaijan, Kazakhstan, and Poland), and successfully recruited some 540 new participants from over 50 countries for its programs.

Renowned Austrian companies have trusted the experts at the WU Executive Academy with the training and continuing education of their management staff. In 2015, custom-tailored corporate programs were developed for the following companies: Erste Group Bank, the Federal Ministry of Science, Research and Economy, Boehringer Ingelheim, Wiener Städtische, Österreichische Sparkassen, FMA, OeNB, and the Federal Ministry of Justice. The WU Executive Academy also organized training programs and field trips to around 15 different countries in cooperation with recognized partner universities.

#### MBA ALUMNI SERVICES

The MBA Alumni Services were expanded and made more international in 2015, with the objective of providing the best possible support to graduates in their professional and personal development. The alumni network's 2,300 members, all highly qualified, well-educated managers, executives, and experts, meet regularly at seminars and networking events to exchange experiences and ideas.

	Participants	International (in %)	Women (in %)
MBA/Master of Laws programs	850	55	35
Certificate programs and BBA Diplom BetriebswirtIn <sup>WU</sup>	540	20	55
Corporate and short programs	650	20	40



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The WU Executive Academy is one of the leading providers of continuing education services in Central and Eastern Europe

WU EXECUTIVE ACADEMY PROGRAM PORTFOLIO		
<b>MBA/MASTER OF LAWS PROGRAMS</b>	<ul style="list-style-type: none"> <li>› Global Executive MBA</li> <li>› Executive MBA Bucharest</li> <li>› Executive MBA PGM</li> <li>› Professional MBA with industry or functional specialization options</li> <li>› Energy Management</li> <li>› Entrepreneurship &amp; Innovation</li> <li>› Finance</li> <li>› Health Care Management</li> <li>› Marketing &amp; Sales</li> <li>› Performance Management</li> <li>› Project Management</li> <li>› Public Auditing</li> </ul>	<ul style="list-style-type: none"> <li>› Master of Laws (International Tax Law)</li> <li>› Master of Business Law (Corporate Law)</li> <li>› Master of Legal Studies</li> <li>› NEW: Master of Legal Studies (European Business Law)</li> </ul>
<b>CERTIFICATE PROGRAMS</b>	<ul style="list-style-type: none"> <li>› Health Care Management</li> <li>› Logistics &amp; Supply Chain Management</li> <li>› Marketing &amp; Sales</li> <li>› Post Graduate Management (PGM)</li> <li>› Risk &amp; Insurance Management</li> <li>› Social Management</li> <li>› Tourism &amp; Event Management</li> </ul>	
<b>BBA DIPLOM BETRIEBSWIRTIN<sup>WU</sup></b>	<ul style="list-style-type: none"> <li>› Logistics &amp; Supply Chain Management</li> <li>› Marketing &amp; Sales</li> <li>› Risk &amp; Insurance Management</li> <li>› Tourism &amp; Event Management</li> </ul>	
<b>CORPORATE PROGRAMS AND OPEN PROGRAMS</b>	<p><b>Corporate Programs</b></p> <ul style="list-style-type: none"> <li>› In-house MBA<sup>WU</sup></li> <li>› Leadership Academy<sup>WU</sup></li> <li>› Management Development Program<sup>WU</sup></li> <li>› Compact Course<sup>WU</sup></li> <li>› Executive/Expert Lounge<sup>WU</sup></li> <li>› Special Workshops<sup>WU</sup></li> <li>› Field Trips<sup>WU</sup></li> <li>› HR Consulting<sup>WU</sup></li> </ul>	<p><b>Open Programs</b></p> <ul style="list-style-type: none"> <li>› Business &amp; Corporate Development Strategies</li> <li>› Governance Excellence – Program for members of supervisory boards</li> <li>› Employer Brand Manager</li> </ul>

# Marketing & Communications



# Getting the Word Out

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As a university, WU is in touch with many different target groups. To connect with our various stakeholders, we use a range of different channels and are constantly optimizing our communications.

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Potential students, current students, alumni, researchers, experts, journalists – these are just some of the target groups we are reaching out to day by day. All of these groups have their own communicative needs and expectations and prefer different channels of communication. For this reason, we are using a highly diversified approach in our communications to make sure that each message reaches the right target group in the right format.

## **WU ONLINE**

Over the last few years, we have been busy strengthening and expanding WU's online communication channels. Our youngest target groups (secondary school and university students) are digital natives who prefer online channels. The work has paid off: In 2015, more people accessed and subscribed to WU's social media channels than ever before. The new WU Blog also proved to be very popular with the WU community.

## **WU Blog Relaunch**

The WU Blog was relaunched in December 2014. Over the course of 2015, it has evolved into a very lively platform that shows WU in all of its many facets and puts the spotlight on the people of WU. The blog is a medium by the WU community, for the WU community: Everybody can contribute his or her experiences as a WU student, faculty member, researcher, or graduate, and many have already taken this opportunity. The blog posts provide colorful and very personal insights into many different aspects of life at WU, for instance first-year students sharing their enthusiasm for studying at WU, researchers discussing their latest projects, and alumni presenting their start-ups. Blog posts can take various formats, from plain text to videos or photo albums. The WU Blog also includes a voting tool, a subscription feature that can be set for specific blog categories, and an Instagram slider. Two to three new blog posts go online every week. The 78,000 users who visited the blog in 2015 were most interested in posts by students or articles that were relevant to their degree programs.

## FIND OUT MORE ONLINE



**WU Blog**  
[blog.wu.ac.at](http://blog.wu.ac.at)



**Facebook**  
[facebook.com/wu.wirtschaftsuniversitaet.wien](https://facebook.com/wu.wirtschaftsuniversitaet.wien)



**Twitter**  
[twitter.com/wu\\_vienna](https://twitter.com/wu_vienna)



**Instagram**  
[instagram.com/wuvienna](https://instagram.com/wuvienna)



**LinkedIn**  
[short.wu.ac.at/76xm](https://short.wu.ac.at/76xm)

### Building Social Media Momentum

Social media platforms have very quickly become leading media channels. They are easily accessible from any location and provide a fast and informal means of reaching specific target groups. Social media are highly interactive: Responding to messages is not only possible, it is a primary form of interaction on these channels. Social media platforms can also be used as service channels where questions posted by users can be answered very quickly. At WU, we have chosen a mix of social media channels, allowing us to reach all of our target groups with content that is tailored to the requirements of each specific audience.

Due to the large number of users that can be reached, Facebook is the cornerstone of WU's social media activities. It is aimed primarily at prospective and current students and offers a wide variety of interesting content, mainly study-related information, news, and research topics. The WU Facebook page also serves as an easily accessible service channel, where a team of experts is available to provide quick and helpful answers to questions posted by users.

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The tone on WU's **Facebook** page is friendly and easy-going. There are roughly 5 to 10 new posts per week. The most popular topics are ones that are immediately relevant to many users, for instance students sharing their experiences while studying abroad or posts about WU's ranking results and awards. By the end of 2015, the number of users following WU's Facebook page had risen to over 33,000. In the course of the year, 107,048 users interacted with the page, leaving 91,975 likes and 3,436 comments. WU posts were shared a total of 904 times.

**Twitter** is a social media channel that is especially popular with journalists. Our main target groups on Twitter are opinion leaders and students. On Twitter, we publish press releases and news concerning WU as an organization, and we announce events on-campus and important dates and deadlines for students. Each week, we send out 5 to 15 tweets to over 3,600 followers and the interested public.

**LinkedIn**, a mainly business-oriented social network, allows us to stay in touch with our alumni and keep

students informed about WU's activities. Our posts on LinkedIn focus on continuing education, WU-related news, and awards and rankings. LinkedIn is a very international medium, and for this reason, all the content WU posts on LinkedIn – two posts per week, on average – is in English. By the end of 2015, only one and a half years after joining LinkedIn, WU had as many as 36,000 followers on this network.

**Instagram** is today's most popular photo sharing network. WU's Instagram channel is targeted primarily at students and the interested public. We share new photos on Instagram two to three times a week, showing glimpses of campus life, WU's award-winning architecture and on-campus events. Instagram is a very internationally oriented platform, so we post in English on WU's Instagram channel as well.

#### **The New WU Website**

The last version of the WU website was introduced in 2008. Since then, web design, technology, and user-friendly navigation have come a long way. By the start of 2015, it had become clear that the WU website

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was no longer up to par and a decision was made to relaunch WU's online presence – a project that required over a year of hard work and preparations. Based on a detailed analysis of WU's existing website, target group surveys, and research on international best-practice examples, the relaunch team drafted a concept for a state-of-the-art website with intuitive usability. Different use cases were formulated for each target group and a website structure was developed that would guide users to the desired content as quickly as possible. Current and prospective students are the main target groups, but the website is also designed to provide convenient access to relevant information for other groups of users, such as faculty and staff members and

cooperation partners. The look of the new website is inspired by Campus WU and its architecture. The new website is scheduled to go online in early 2016.

#### HANDY AND TO THE POINT

WU produces a broad range of print materials to provide information and to promote its image. Brochures and flyers are great for presenting information on a specific topic in a compact format. One major advantage over digital media is that you can take brochures and flyers with you and write notes on them.

WU offers a range of brochures aimed at prospective students that present WU's bachelor's, master's, and doctoral programs in depth. These brochures are distributed at fairs, during the Master Day and Open House events, and at events held at schools. New first-year students receive a handy folding map to help them find their way around Campus WU. WU also offers a booklet with tips, hints, and recommendations for new students.

The "Life on Campus WU" brochure is targeted at students, WU faculty and staff, and readers interested in architecture. It is available both in German and in English and gives an overview of the architecture on Campus WU and the functions of the various buildings. The Annual Report, the image brochure, and the Facts

#### FIND OUT MORE ONLINE

Selected WU brochures and print publications are also available for download:



Life on Campus WU  
[short.wu.ac.at/fng2](http://short.wu.ac.at/fng2)



Facts & Figures  
[short.wu.ac.at/xytk](http://short.wu.ac.at/xytk)



© Stephan Huger

Over the last few years, WU has significantly stepped up its online communication activities

& Figures folder are intended for our partner universities and anyone interested in WU and present information on important events, key figures, and many other topics of interest.

#### **PRESS RELEASES AND EXPERT COMMENTS**

The WU PR office issues press releases to inform journalists about important news from WU: recent studies and research results, awards, publications, and conference announcements. Our press releases complement the information provided on the WU website. The PR team also assists WU's academic units in the process of organizing press conferences.

Upon request, WU researchers are available to the media for expert comments on economic, socio-economic, ecological, and legal issues. The WU PR team assists journalists in selecting the right WU experts for each topic.

#### **WU MAGAZIN**

The WU Magazin is published as a supplement to the Austrian daily Newspaper Die Presse. It focuses on knowledge transfer and research communication. Three issues were published in 2015, focusing mainly WU's new Rector's Council, WU's triple accreditation, the new Research Institute for Economics of Inequality,

and the opening of the WU Entrepreneurship Center. Each issue features a special alumnus or alumna, a calendar of events, and WU Executive Academy and WU Alumni Club news.

#### **RESEARCH COMMUNICATION**

Communicating the results of its research is very important to WU. Reporting in the Austrian media on recent findings gives increased visibility to WU's research activities. In 2015, WU also published a Research Report that provides in-depth insights into WU's major research areas, presents WU's departments, research institutes, and competence centers, and gives an overview of the most prominent research projects carried out at WU. As part of the 2015 website relaunch project, WU redesigned the research section of its web pages to give the general public easier access to information on research in the fields of business and economics.

#### **FIND OUT MORE ONLINE**



The WU Research Report is available for download at:  
[short.wu.ac.at/aaje](http://short.wu.ac.at/aaje)

# WU Presents ...

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WU organizes a variety of events to present its activities to the public and share its expertise. Lectures and panel discussions allow WU researchers to participate in and contribute to the major public debates of the day.

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## DISTINGUISHED SPEAKERS

WU hosts regular talks featuring distinguished scholars, scientists, and politicians. In 2015, personalities such as Joseph E. Stiglitz, John R. Searle, Jyrki Katainen, and Yanis Varoufakis gave talks at WU.

**John R. Searle**, one of the most famous philosophers of our time, came to Campus WU in May to participate in the "Perception and the Unity of the Proposition" conference, organized by WU's Institute for Economic and Social History. Speaking to an international audience of philosophers and psychologists, John Searle presented the theories on perception developed in his recent book entitled "Seeing Things as They Are: A Theory of Perception." In the panel discussion that followed, John Searle and other distinguished scholars from around the world addressed key questions related to perception and knowledge.

In June, WU's Institute for European and International Law and the Austrian Society for European Politics organized a panel discussion on "The Future of Europe," featuring **Jyrki Katainen** and **Karl Aiginger**. Jyrki Katainen is former Finnish prime minister and

currently European Commission Vice-President for Jobs, Growth, Investment and Competitiveness. Karl Aiginger is director of the Austrian Institute of Economic Research (WIFO) and coordinator of the WWWforEurope project.

Nobel laureate in economics **Joseph E. Stiglitz**, recognized as one of the most distinguished economists in the world today, came to WU in November to present his book "The Great Divide: Unequal Societies and What We Can Do About Them." After his presentation, Professor Stiglitz participated in a panel discussion featuring Célestin Monga (UNIDO), Alyssa Schneebaum (WU Department of Economics), and Wilfried Altzinger (WU Research Institute for Economics of Inequality). The discussion was chaired by Ingrid Kubin, head of WU's Department of Economics.

Also in November, former Greek Finance Minister **Yanis Varoufakis** gave a talk at WU, following an invitation by WU's Center for Students of Economics and the Bruno Kreisky Forum. He discussed the relationship between "Money and Power."

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Panel discussion on the Borodajkewycz case: Peter Berger, Christoph Badelt, Heinz Fischer, Renata Schmidtkunz, Elizabeth T. Spira, and Ferdinand Lacina (from left)

## CONTEMPORARY WITNESSES DISCUSS WU'S HISTORY

Fifty years ago this year, the University of World Trade (Hochschule für Welthandel) – the institution that would later become today's WU – was the subject of a public scandal: the Borodajkewycz case. Taras Borodajkewycz was an ardent supporter of National Socialism in the thirties and forties and a professor of economic history at the University of World Trade from 1955 to 1965. During this time, he repeatedly expressed anti-Semitic and pro-fascist sentiments in his lectures. For a long time, there were no complaints about the anti-democratic, anti-Semitic, and racist statements he made during his lectures. His problematic attitude towards history and politics did not become a matter of public record until Heinz Fischer, a young lawyer (now President of Austria), wrote a newspaper article accusing him of encouraging a resurgence of National Socialism. His accusations were based on lecture notes taken by Ferdinand Lacina, then a student at the University of World Trade, who later became the Austrian Minister of Finance.

The Borodajkewycz case was not only a matter for the Austrian courts, it was also discussed in both the national and international media and was the subject of heated political debate at the municipal and national

levels. The debate focused mainly on the question of to what extent the democratic foundations of the Second Austrian Republic were endangered by unrepentant National Socialists and neo-Nazis. The protests resulted in a demonstration held in the center of Vienna on March 31, 1965. During the demonstration, Ernst Kirchweger, a former resistance member and concentration camp survivor, was attacked by a member of a radical right-wing student organization and later died of the injuries he sustained. Kirchweger was the Second Republic's first victim of a politically motivated crime.

At a public event on June 9, the contemporary witnesses Heinz Fischer, Ferdinand Lacina, and Elisabeth T. Spira shared their recollections of the occurrences in 1965. They analyzed the social and political climate that allowed a university professor who refused to distance himself in any way from national socialist ideology to thrive. Together with Peter Berger (WU Institute for Economic and Social History) and Rector Christoph Badelt, they discussed the significance of the Borodajkewycz case for Austria's post-war history and looked at the question of how the University of World Trade dealt with the continuity between the national socialist period and the Second Republic as embodied by Borodajkewycz.

### **Coming to Terms with WU's History**

This event was part of the larger context of WU confronting its own history. In 2012, WU launched a research project investigating the history of the then University of World Trade at the time of the Anschluss and the NS regime. A memorial was erected in a central location on the new Campus WU in commemoration of the students and faculty of the University of World Trade who were persecuted, displaced, or murdered. The biographies of the victims have been collected in a virtual, online memorial book. In addition, the university library is also conducting an investigation into whether its collection contains any works confiscated by the Nazis during the war. 696 works were identified that had originally belonged to the chemist Leopold Singer, who fled Austria in 1939. In 2015, the books were returned to Leopold Singer's heirs. This was the third time since the start of the project that WU returned books to their rightful owners.

### **AWARDS FOR EXCELLENCE**

Once a year, the WU Best Paper Award and the Talenta awards – presented jointly by the City of Vienna and WU – put the spotlight on WU's best researchers. The WU Best Paper Award honors the best journal articles produced at WU, and the Talenta awards are presented to the authors of the best bachelor's and master's theses of the year.

Before the award ceremony, WU Professor Klaus Gugler, head of the Institute for Quantitative Economics and the Research Institute for Regulatory Economics, delivered a Wiener Vorlesungen lecture on competition and regulation in the energy sector.

### **TOPICAL DISCUSSIONS**

WU organizes regular panel discussions on topical issues. In 2015, a series of events presented by Rainer Novak, editor in chief of the Austrian daily Die Presse, brought together top-level executives of leading businesses and WU professors to exchange ideas and perspectives.

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Sarah Spiekermann (WU), Rainer Nowak (Die Presse), and Tatjana Oppitz (IBM) discussed the process of digitalization in business

Siegfried Wolf (chairman of the supervisory board of ÖIAG and the board of directors of Russian Machines OJSC) and Martin Winner (chair of WU's Department of Business, Employment and Social Security Law) discussed the prospects for economic development in Europe in the next few years, the potential of the CEE region to become a new engine for economic growth, and the effects these developments will have on Austria.

Tatjana Oppitz (general manager of IBM Österreich) and Sarah Spiekermann (chair of the Institute for Management Information Systems) discussed the opportunities and pitfalls of digitalization in business. The event started with presentations by the experts, which were then followed by a discussion focusing on the beneficiaries of increasing digitalization, new business models and their impact on value chains, and changes in the job market.

Christian Kern (CEO of ÖBB-Holding AG) and Klaus Gugler (Department of Economics) looked at the topic of competition and regulation. They talked about the economic effects of regulation in Austria and Europe, political challenges in Austria, and the question of whether competition is preferable to government regulation. The discussion was chaired by Hanna Kordik, head of the Economist section of the daily Die Presse.

In March, WU hosted a panel discussion that addressed the responsibility of university researchers and teachers with regard to sustainable economics and business, featuring Michael Hüther (economist and director of the Cologne Institute for Economic Research), Heidi Leonhardt (WU student, co-founder of the Society for Pluralism in Economics Vienna), Fred Luks (head of WU's Competence Center for Sustainability), and Alexandra Strickner (economist, founding member and board member of Attac Austria). The event was presented by Wilfried Stadler (economist and economic journalist).

# Sponsoring at WU

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Sponsoring activities at WU give companies the opportunity to show their close ties to WU and reach out to students.

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## AUDITORIUM AND ROOM SPONSORING

Room and auditorium sponsoring activities give companies the opportunity to establish a visible presence on Campus WU. All types of rooms and facilities frequently used by students are available for sponsoring, from small project rooms and auditoriums to lounges and even libraries. Some sponsors organize interesting events in the rooms they sponsor. These activities allow WU students to get to know different companies and gain valuable insights into the business world.

“Rethink Banking” is a series of events organized together with Erste Bank that was launched in 2014 and was still going strong in 2015 with three well-attended panel discussions. With the Red Bull Wings Lounge, Red Bull provided a very popular meeting place for students during WU’s Write@Night, Open House Day, and Student for a Day events, allowing them to take a break, enjoy a drink, or chat with more advanced students.

Further events were organized by partners such as Ernst & Young, OeNB Oesterreichische Nationalbank, and Raiffeisen (Tandem Learning program at the Raiffeisen Language Resource Center).

## WU TOP LEAGUE

2015 saw the eleventh edition of the WU Top League, WU’s honors program for high potentials. About 200 students applied, and after a rigorous selection process, the best of them were invited to participate in the program.

The WU Top League offers special academic activities and support, complemented by practice-oriented learning opportunities provided in cooperation with selected corporate partners. WU Top League students participate in company presentations, guided tours, and workshops to gain first-hand insights into the day-to-day business of company management.

The program gives potential employers the opportunity to get to know highly motivated students, familiarize them with their business, carry out joint projects, and accompany the students’ development. The WU Top League’s corporate partners for the 2015/16 academic year are Hofer, ÖBB, UNIQA, and Wiesenthal.



The Red Bull Wings Lounge at the Student for a Day event

### WU STUDY ACCELERATION PROGRAM

WU established its study acceleration program in 2001, in response to students' demands for additional courses during university breaks, allowing them to complete their degree programs faster. Study acceleration programs are available in the form of Summer University and Winter University programs. WU also offers a Spring University program if the spring break is at least three weeks in duration.

High-demand courses that are usually fully booked during the semester are repeated during the acceleration program. The courses focus mainly on general business administration, law, and economics. On average, 25 to 30 additional courses are offered. The objectives of WU's study acceleration program are to:

- › Give students an opportunity to make the best use of university breaks
- › Avoid delays and allow students to complete their degree programs faster
- › Make use of WU's room capacities during breaks and holidays
- › Offer block courses for students with a full-time or part-time job

In 2015, WU had the privilege of working with Allianz Elementar Versicherungs-AG as exclusive sponsor of the Winter and Summer University programs. As part of the sponsorship agreement, the 2015 acceleration programs were renamed "Winter/Summer University sponsored by Allianz." This title was used in all communications with students (WU website, social media channels, online course catalog, campus info screens, and newsletters).

The sponsor is also welcome to offer an additional event for students as part of the Winter or Summer University program. Allianz held a practice-oriented workshop on employer branding, entitled "Allianz Work Study," which was attended by 38 interested students.

# Facts & Figures

## Students

### ENROLLMENT DISTRIBUTION MS



Business Law	15%
Business Education	14%
Finance and Accounting	12%
Management	10%
Economics	9%
Taxation and Accounting	7%
Socioeconomics	6%

### ON MSC PROGRAMS



Information Systems	2%
Export and Internationalization Management	2%
Marketing	3%
Supply Chain Management	3%
Socio-Ecological Economics and Policy	3%
Quantitative Finance	4%
International Management – CEMS	5%
Strategy, Innovation and Management Control	5%





# WU at a Glance

## FACTS & FIGURES 2015

### Students

Total students	23,313 (47% women)
Entering students	5,416 (51% women)

### Personnel (in full-time equivalents)

Total faculty*	491 (43% women)
Administrative staff	507 (69% women)
Total	1,152 (55% women)

### International relations

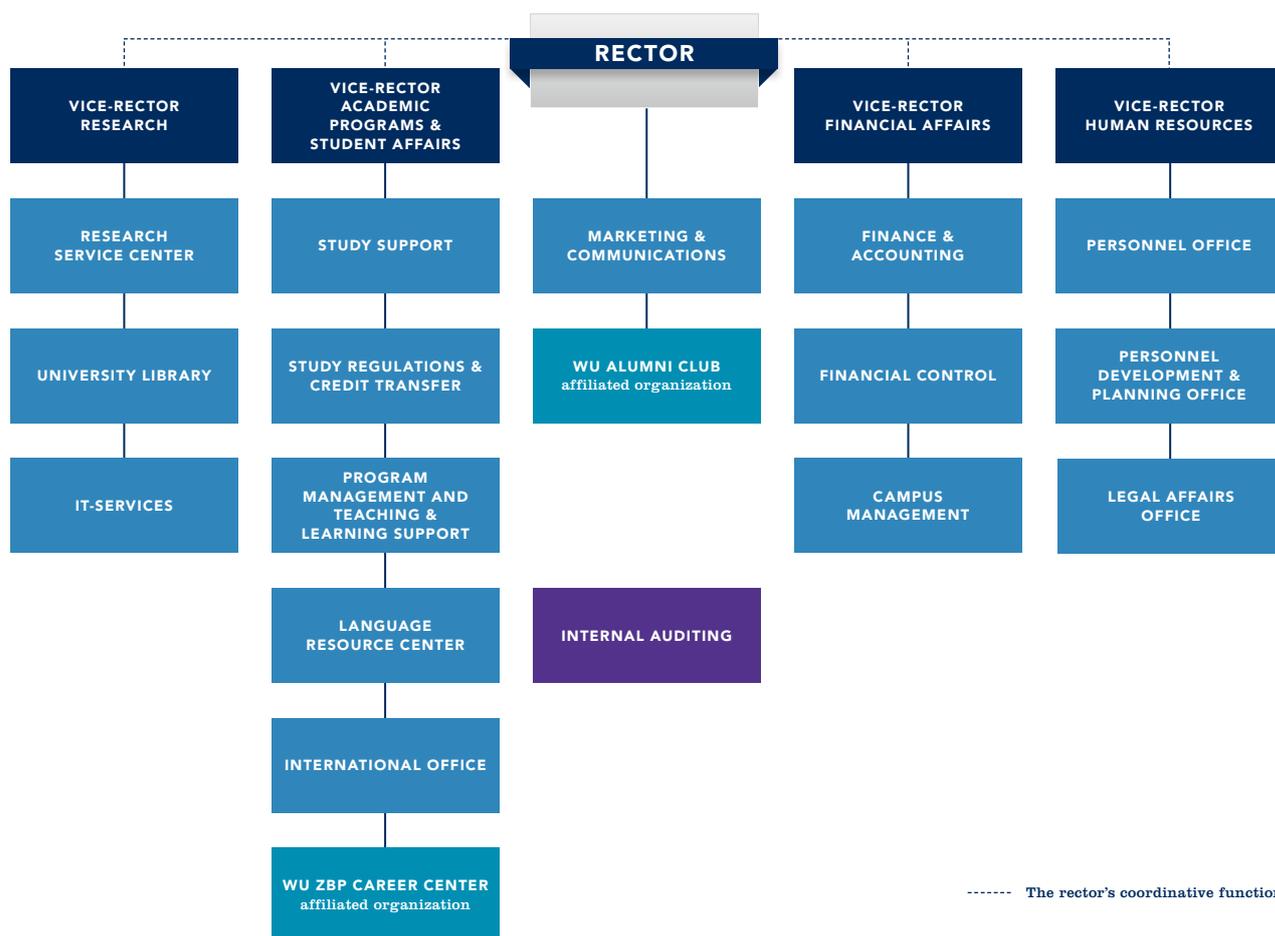
Partner universities with student and faculty mobility	~230
International students	6,386 (27% of total)
Incoming exchange students	~1,000
Outgoing exchange students	~1,000

### Program portfolio

Bachelor's programs	<ul style="list-style-type: none"> <li>› Business, Economics and Social Sciences</li> <li>› Business Law (LLB)</li> </ul>
Master's programs	<ul style="list-style-type: none"> <li>› Business Education</li> <li>› Business Law</li> <li>› Economics</li> <li>› Export and Internationalization Management</li> <li>› Finance and Accounting</li> <li>› Information Systems</li> <li>› International Management/CEMS</li> <li>› Management</li> <li>› Marketing</li> <li>› Quantitative Finance</li> <li>› Socio-Ecological Economics and Policy</li> <li>› Socioeconomics</li> <li>› Strategy, Innovation, and Management Control</li> <li>› Supply Chain Management</li> <li>› Taxation &amp; Accounting</li> </ul>
PhD programs Doctoral programs	<ul style="list-style-type: none"> <li>› PhD in Finance</li> <li>› PhD in International Business Taxation</li> <li>› Social and Economic Sciences (Dr. rer. soc. oec.)</li> <li>› Business Law (Dr. iur.)</li> </ul>

\* not including personnel funded by third parties

# Non-Academic Organization



# Academic Organization

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WU'S DEPARTMENTS	CHAIR
Department of Business, Employment and Social Security Law	Martin Winner
Department of Economics	Ingrid Kubin
Department of Finance, Accounting and Statistics	Stefan Bogner
Department of Foreign Language Business Communication	Wolfgang Obenaus
Department of Global Business and Trade	Jonas Puck
Department of Information Systems and Operations	Edward Bernroider
Department of Management	Wolfgang Mayrhofer
Department of Marketing	Peter Schnedlitz
Department of Public Law and Tax Law	Michael Holoubek
Department of Socioeconomics	Ulrike Schneider
Department of Strategy and Innovation	Gerhard Speckbacher

WU'S COMPETENCE CENTERS	HEAD
Center for Emerging Markets & CEE	Arnold Schuh
Center for Empirical Research Methods	Manfred Lueger, Regina Dittrich
Center for Non profit Organizations and Social Entrepreneurship	Christian Schober
Center for Sustainability	Fred Luks
Entrepreneurship Center	Nikolaus Franke

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<b>WU'S RESEARCH INSTITUTES</b>	<b>HEAD</b>
CEE Legal Studies	Martin Winner
Computational Methods	Kurt Hornik
Co-Operation and Co-Operatives	Dietmar Rößl
Economics of Aging	Ulrike Schneider
Economics of Inequality	Wilfried Altzinger, Karin Heitzmann, Sigrid Stagl
European Affairs	Gabriele Tondl
Family Business	Hermann Frank
Health Care Management and Health Economics	Johannes Steyrer, August Österle
Human Capital and Development	Wolfgang Lutz
Liberal Professions	Leo W. Chini
International Taxation	Eva Eberhartinger, Michael Lang, Martin Zagler
Regulatory Economics	Stefan Bogner, Klaus Gugler
Capital Markets	Engelbert Dockner, Neal Stoughton
Spatial and Real Estate Economics	Gunther Maier
Supply Chain Management	Tina Wakolbinger
Urban Management and Governance	Verena Madner, Renate Meyer

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# WU's Partners Around the World

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## AFRICA

### South Africa

- › Stellenbosch University
- › University of the Witwatersrand, Johannesburg

## ASIA

### China (incl. Taiwan)

- › Central University of Finance and Economics
- › City University of Hong Kong
- › Fudan University
- › National Chengchi University
- › Peking University
- › Shanghai Jiao Tong University
- › Sun Yat-sen University
- › The Chinese University of Hong Kong
- › The Hong Kong Polytechnic University, Faculty of Business
- › The Hong Kong University of Science and Technology
- › The University of Hong Kong
- › Tongji University
- › Tsinghua University

### India

- › Indian Institute of Management Ahmedabad
- › Indian Institute of Management Bangalore
- › Indian Institute of Management Calcutta
- › Indian Institute of Management Indore
- › Management Development Institute

### Indonesia

- › Universitas Gadjah Mada

### Israel

- › Tel Aviv University

### Japan

- › Hitotsubashi University
  - › Keio University
  - › Kobe University
  - › Nagoya University of Commerce and Business
  - › Otaru University of Commerce
  - › University of Tsukuba
  - › Waseda University
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**ASIA**

<b>Philippines</b>	› Asian Institute of Management, Manila
<b>Singapore</b>	› Nanyang Technological University › National University of Singapore › Singapore Management University
<b>South Korea</b>	› Korea University Business School › Seoul National University › Yonsei University
<b>Thailand</b>	› Chulalongkorn University › Thammasat University

**AUSTRALIA / NEW ZEALAND**

<b>Australia</b>	› Queensland University of Technology › The University of Melbourne › The University of New South Wales › The University of Sydney › The University of Western Australia › University of South Australia › University of Technology, Sydney
<b>New Zealand</b>	› University of Canterbury › University of Otago

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**EUROPE**

<b>Albania</b>	› University of Shkodra, "Luigj Gurakuqi" (CEEPUS only)
<b>Belgium</b>	› Katholieke Universiteit Leuven › Université catholique de Louvain › Université libre de Bruxelles › University of Antwerp
<b>Bosnia and Herzegovina</b>	› University of Banja Luka (CEEPUS only) › University of Sarajevo (CEEPUS only)
<b>Bulgaria</b>	› University of National and World Economy, Sofia
<b>Croatia</b>	› University of Rijeka › University of Zagreb
<b>Czech Republic</b>	› Masaryk University › University of Economics Prague
<b>Denmark</b>	› Aarhus University › Copenhagen Business School
<b>Estonia</b>	› Estonian Business School
<b>Finland</b>	› Aalto University › Hanken School of Economics › University of Turku
<b>France</b>	› Audencia Business School › EDHEC Business School › EMLYON Business School › ESSCA École de Management › ESSEC Business School › Grenoble Ecole de Management › HEC Paris › KEDGE Business School › Université de Strasbourg › Université Paris-Dauphine › Université Paris Est Créteil Val de Marne

**EUROPE****Germany**

- › Freie Universität Berlin
- › Goethe University Frankfurt am Main
- › Humboldt Universität zu Berlin
- › Kühne Logistics University
- › Technische Universität Berlin
- › TU Dresden
- › University of Bonn
- › University of Cologne
- › University of Freiburg
- › University of Kassel
- › University of Konstanz
- › University of Mannheim

**Great Britain**

- › Aston University
- › City University London
- › Cranfield University
- › Kingston University
- › Lancaster University
- › Nottingham Trent University
- › The London School of Economics and Political Science
- › The University of Edinburgh
- › The University of Manchester
- › The University of Sheffield
- › University of Aberdeen
- › University of Southampton
- › University of Strathclyde
- › University of Sussex
- › University of Warwick

**Greece**

- › Athens University of Economics and Business

**Hungary**

- › Corvinus University of Budapest

**Ireland**

- › University College Cork
- › University College Dublin
- › University of Limerick

EUROPE

Italy	<ul style="list-style-type: none"><li>› LUISS Università Guido Carli</li><li>› Sapienza University of Rome</li><li>› Università Commerciale Luigi Bocconi</li><li>› University of Cagliari</li><li>› University of Naples "Parthenope"</li><li>› University of Trieste</li></ul>
Lithuania	<ul style="list-style-type: none"><li>› ISM University of Management and Economics</li></ul>
Montenegro	<ul style="list-style-type: none"><li>› University of Montenegro</li></ul>
Netherlands	<ul style="list-style-type: none"><li>› Eindhoven University of Technology</li><li>› Erasmus University Rotterdam</li><li>› Maastricht University</li><li>› Tilburg University</li><li>› University of Groningen</li><li>› Utrecht University</li><li>› VU University Amsterdam</li></ul>
Norway	<ul style="list-style-type: none"><li>› BI Norwegian Business School</li><li>› NHH – Norwegian School of Economics</li></ul>
Poland	<ul style="list-style-type: none"><li>› Cracow University of Economics</li><li>› Kozminski University</li><li>› University of Economics in Katowice (CEEPUS only)</li><li>› Warsaw School of Economics</li></ul>
Portugal	<ul style="list-style-type: none"><li>› ISCTE Instituto Universitário de Lisboa</li><li>› Universidade Católica Portuguesa</li><li>› Universidade Nova de Lisboa</li></ul>
Romania	<ul style="list-style-type: none"><li>› The Bucharest University of Economic Studies</li></ul>
Russian Federation	<ul style="list-style-type: none"><li>› M. V. Lomonosov Moscow State University</li><li>› National Research University, Higher School of Economics (HSE)</li><li>› Plekhanov Russian University of Economics</li><li>› St. Petersburg University</li></ul>

EUROPE	
Serbia	› University of Belgrade
Slovakia	› Matej Bel University › University of Economics in Bratislava
Slovenia	› University of Ljubljana › University of Maribor (CEEPUS only)
Spain	› Carlos III University of Madrid › Comillas Pontifical University › Complutense University of Madrid › Pompeu Fabra University › Ramon Llull University – ESADE › Universidad Autónoma de Madrid › Universidad de Granada › University of Barcelona › University of Navarra › University of Salamanca › University of Valencia
Sweden	› Jönköping University › Lund University › Stockholm School of Economics › University of Gothenburg › Uppsala University
Switzerland	› University of Geneva › University of Lausanne › University of St. Gallen › University of Zurich
Turkey	› Bilkent University › Boğaziçi University › Koç University › Sabancı University
Ukraine	› Vadym Hetman Kyiv National Economic University (KNEU)

**NORTH AMERICA**

**Canada**

- › HEC Montréal
- › McGill University
- › Queen's University
- › Simon Fraser University
- › The University of British Columbia
- › University of Alberta
- › University of Calgary
- › University of Ottawa
- › University of Victoria
- › Western University
- › York University

**USA**

- › Arizona State University
- › Babson College
- › Baruch College
- › Bentley University
- › Boston College
- › Carnegie Mellon University
- › Case Western Reserve University
- › DePaul University
- › Duke University
- › Emory University
- › Fordham University
- › Indiana University
- › Miami University, Oxford, Ohio
- › Michigan State University
- › North Carolina State University
- › Oregon State University
- › Purdue University
- › San Diego State University
- › Texas A&M University
- › The College of William & Mary
- › The George Washington University
- › The Ohio State University
- › The University of Chicago
- › The University of Georgia
- › The University of Iowa
- › The University of North Carolina at Chapel Hill

## NORTH AMERICA

### USA

- › The University of Texas at Austin
- › The University of Texas at Dallas
- › The University of Tulsa
- › The University of Vermont
- › Tulane University
- › University of California, Irvine
- › University of Central Florida
- › University of Florida
- › University of Illinois at Chicago
- › University of Illinois at Urbana Champaign, College of Business
- › University of Kentucky
- › University of Maryland
- › University of Miami
- › University of Michigan
- › University of Minnesota
- › University of Missouri-St. Louis
- › University of Pittsburgh
- › University of Richmond
- › University of South Carolina
- › University of Southern California
- › University of Wisconsin – Madison
- › Vanderbilt University
- › Wake Forest University

## LATIN AMERICA

### Argentina

- › Universidad Torcuato di Tella

### Brazil

- › FGV/EBAPE Escola Brasileira de Administração Pública e de Empresas
- › FGV/EAESP Escola de Administração de Empresas de São Paulo

### Chile

- › Pontificia Universidad Católica de Chile
- › Universidad Adolfo Ibáñez
- › Universidad de los Andes

### Mexico

- › ITAM – Instituto Tecnológico Autónomo de Mexico

### Peru

- › Universidad del Pacífico
- › Universidad ESAN

### Venezuela

- › IESA, Instituto de Estudios Superiores de Administración

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