

## Mission of the Lucerne School of Business

Version 2.0 after spring/summer 2023 revision

**CONTRIBUTION** – The Lucerne School of Business contributes to the development of people and organisations – in particular in Central Switzerland, but also nationally and internationally. Its services are aligned with the current and future needs of its partners from the business and scientific communities and civil society.

**ACTIVITY** – The Lucerne School of Business's mandated activities include degree programmes, continuing and executive education, research and services. Its degree and continuing and executive education programmes provide professional qualifications and are science-based; its research is practical, competitive and embraces experimentation; its services are fit for the market, implementation-oriented and scientifically founded.

**PEOPLE** – The Lucerne School of Business's students and staff value studying and working at the School. Ambitious goals are met thanks to pragmatic cooperation in and between manageably sized units. Students and staff act responsibly as a team; they are inquisitive and precise and exhibit good reflective skills.

## **Explanatory comments on the Mission of the Lucerne School of Business**

people:	People, in the form of service recipients or staff, are at the heart of the School's operations. People with diverse backgrounds have space at the School for their professional development and individual growth.
organisations:	The staff provide services for students and organisations from the business, administration and political communities, and civil society. As individuals, the staff demonstrate a wide variety of skills and interests, apply them to their fields of work and interest groups, and together form the School's organisation.
Central Switzerland:	Central Switzerland is the School's domicile and primary theatre of activity. The Central Swiss cantons make a substantial financial contribution to the School. Many students and members of staff live in Central Switzerland. Commercial enterprises in Central Switzerland are beneficiaries – and thus co-funders – of the School's degree and continuing and executive education programmes, research and services.
nationally:	Numerous students in the degree and continuing and executive education programmes are not from Central Switzerland. Swiss companies are beneficiaries of and/or partners in research projects; they also commission services. The School cooperates with universities across Switzerland.
internationally:	A portion of the School's students and employees come from all over the world. Students attending the School's degree and continuing and executive education programmes gain intercultural skills and compete effectively in international contexts. The School participates in international research and also offers international services. It cooperates with international universities.
services:	All of the School's activities are geared towards benefiting its stakeholders. The School provides services for, and in partnership with, industry partners. Such services include the provision of degree and continuing and executive education programmes for students and professionals that are geared towards professional practices as well as research, development and services. These services are performance oriented; they are required to compete effectively in regional, national and international markets where they are in demand. The School's activities are documented transparently for stakeholders and subject to political scrutiny.
needs of today and tomorrow:	The business and scientific communities and civil society formulate specific requirements, designate standards and deliver legal frameworks, which in their entirety determine the School's current public mandate. The School is capable of reconciling competing needs. Together with representatives of its stakeholders, the School anticipates potential business, societal and technological developments and their impact for its degree programmes, continuing and executive education, research and services.
partners:	Members of staff of the Lucerne School of Business cultivate relationships with stakeholders in the business and scientific communities and civil society as well as with its network of alumni from its degree programmes and continuing and executive education. They consider the needs of these stakeholders in the School's

	degree and continuing and executive education programmes as well as in its research and development. The School's services are determined by the commissioning clients' needs.
partners from the business community:	As a school of business, the School assists the private and public sectors as well as non-profit and political/administrative companies and institutions in achieving economic success and promoting social well-being.
partners from the scientific community:	As an institution of higher education, the School makes a contribution to current scientific discourse in areas relevant to it.
partners from civil society:	The School provides degree and continuing and executive education programmes that enable people to perform competently, responsibly and in a manner that promotes the common good, sustainable development and a view to overall economic context. At the same time, it strives to provide equal opportunity in access to its services within the scope of what is legally possible.
professionally-oriented teaching:	The School's bachelor's and master's degree programmes are aligned with the needs of national and international labour markets as well as with ethical principles. It attaches great importance to the provision of solid expertise and interdisciplinary skills as well as the ability to work in an interdisciplinary environment. The School's lecturers possess the requisite experience and relevant qualifications.
continuing education-oriented teaching:	Students in the School's various continuing and executive education programmes expand their knowledge and skills to be able to compete effectively in the ever-changing professional environment and take on higher qualified tasks. The programmes are aligned with the ever-changing requirements of the working world.
science-based teaching:	The content and form of the School's degree and continuing and executive education programmes are aligned with prevailing scientific knowledge of relevance to education. In continuing and executive education, scientific knowledge and procedures are communicated in a manner that is of practical relevance. The teaching is also rooted in science and practical application. The lecturers are highly qualified in terms of their teaching and methodology and adopt up-to-the-minute teaching and training methods.
practice-oriented research:	The School's practice-oriented research generates direct benefits for business and society. The research is based on established scientific standards. The School demonstrates its practice-orientation on a continuing basis through research partnerships with industry partners. Contract research is financially dependent on clients and sponsors in the initial phase, but not in the results phase.
competitive research:	The School's research programmes are aligned with practical relevance and are driven by scientific curiosity. The projects are successful in scientific competition and the results prove themselves in concrete application.
research that embraces experimentation:	The School also seeks involvement in innovative research projects whose fitness for market is not immediately evident. This

	finds the School assuming a pioneering role in future developments.
services that are fit for the market:	The School's services are aligned with the prevailing and future needs of the market. The costs of the services are transparent and in line with the market.
implementation-oriented services:	Services provided by the School deliver solutions to problems and options for action of practical relevance.
scientifically-founded services:	The services benefit from the solid scientific work of the employees at the School, as demonstrated time and again in publications and at national and international conferences.
value studying and working:	The students and staff help shape the School's character with their backgrounds. They identify with their roles as students, administrators, lecturers, researchers and service providers.
pragmatic cooperation:	Direct contact between the School's members is straightforward, professional and characterised by mutual appreciation. Communication channels within the School are short.
manageably sized units:	The School is not an anonymous mass-production facility. Its units are of a manageable size across all areas of mandated activity. A good teacher-student ratio facilitates individualisation. The research teams are quick and agile. The School is populated with service providers benefiting from multiple disciplines.
ambitious goals:	Being affiliated to a university of applied sciences, the School fulfils a challenging and complex mandate and sets ambitious goals. These goals require both students and staff to perform at a high level. The School's commitment to drive this performance is in itself an ambitious goal.
act responsibly:	The School's students and staff structure their work autonomously and in accordance with ethical principles. The achieving of transparently documented learning objectives is relevant for the assessment of student outcomes. Within the scope of their contractual obligations, the School's staff leverage their high level of autonomy and freedom to meet the agreed objectives.
act as a team:	The School consists of teams benefiting from a high level of autonomy within the scope of the agreed objectives. Working as a team implies respect for and tolerance of differences; the success of the working and study day depends on it.
curious:	The School promotes a thirst for knowledge in all areas of its mandated activity: in teaching, didactic innovation is enhanced by projects and the introduction of new teaching and training methods. The curiosity of students is also rewarded through the recognition of unconventional approaches to solutions and through good efforts at failed assignments being seen in a positive light. Research is both inconceivable and impossible without curiosity or the courage to break new ground. When it comes to services, the School constantly breaks new ground with its clients.
precise:	The School's degree and continuing and executive education programmes foster scientific precision and a methodical approach throughout their curricula. Precision is essential to research and services.

reflective skills:

The students and employees regularly reflect on their actions. However, this reflection is not an end in itself, but rather the condition for efficient work: Students attending the School's degree and continuing and executive education programmes are required to observe, describe, reflect on and, if applicable, realign their own actions. Providing information and reconsidering work steps are also a necessary part of the School's research and services activities.