



# 2019 RESPONSIBLE MANAGEMENT REPORT

# EXECUTIVE SUMMARY

The Copenhagen Business School Office of Responsible Management Education (CBS PRME) is proud to announce this year's Responsible Management Report. This report functions as our fifth Sharing Information on Progress (SIP) Report for the United Nations-supported initiative, Principles for Responsible Management Education (PRME). This report is also CBS' first Communication on Engagement (COE) Report, demonstrating our continued engagement with the United Nations Global Compact (UNGC).

## What is PRME?

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 as a platform to raise the profile of sustainability in universities and business schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

As a voluntary initiative with over 650 signatories worldwide, PRME (pronounced "prime") has become the largest organised relationship between the United Nations and management-related higher education institutions. Working through six principles, PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.

The CBS Office of Responsible Management Education works to promote these Principles at CBS. As a PRME Champion School we are actively engaged with the United Nations Global Compact (UNGC) and other PRME schools, which have led to collaborative projects, such as CBS PRME's curriculum development project (see pages 17-19). Furthermore, we are engaged with the UNGC network, in particular the Danish network, to help strengthen cooperation between our business school and industry.

For more information on the CBS PRME office and the six PRME principles, see pages 8-9. For information on CBS, see pages 12-13. Information on the Sustainable Development Goals can be found on page 11.

## What is the United Nations Global Compact?

The United Nations Global Compact is the world's leading voluntary corporate citizenship initiative, which includes thousands of businesses from every continent, in addition to hundreds of other stakeholders.

As an Academic Participant, CBS helps the UN Global Compact shape the most effective ideas, develop tools and research, and further their partnership projects, as well as helping to hold businesses accountable to their commitments to the UN Global Compact and its ten principles.

For more information on the principles of the UN Global Compact, see page 10.

## Further Information

This report was edited, designed and the layout created by Rebecca Waterton. The report was co-edited by Martiina Srkoc. Find CBS PRME at [prme@cbs.dk](mailto:prme@cbs.dk), tlf +45 31 85 26 51, or on our website, [cbs.dk/prme](http://cbs.dk/prme). The report was printed by Grafisk Rådgivning. Many thanks to the CBS PRME team for their help in creating this report. Published March 2019.

# CONTENTS

Welcome Letter from Per Holten-Andersen, President of CBS 2012-19 .....	4
Letter from Gregor Halff, Dean of Education at CBS.....	5
Reflections on PRME at CBS from Outgoing Academic Director Kai Hockerts.....	6
Welcoming our New Academic Director, Caroline Aggestam Pontoppidan .....	7
Introduction to the CBS PRME Office.....	8
The 6 PRME Principles, the 10 UN Global Compact Principles and the 17 Sustainable Development Goals.....	9
Section 1: CBS Facts and Figures .....	12
Section 2: Education .....	16
Section 3: PRME Community.....	30
Section 4: Student Involvement .....	34
Section 5: External Engagement.....	42
Section 6: Research.....	50
Section 7: Objectives and KPIs .....	66
Index.....	72

Photos: Malene Mølgaard Christensen (Front cover, p. 34, p. 44 (Influencers)). Bjarke MacCarthy, (Back cover, p. 2-3, 8-9, 13, 14-15, 23, 24, 30, 32-3, 39, 48, 50-1, 66-7, 70-1.), Jakob Boserup (p. 16, 68-9.), Carolina Moreira Mariotto (p. 29), Annie Sprat (p. 31), CBS PRME (p. 37), Liza Dava (p. 40), Grace Livingstone (p. 42), Tina Erfani (p. 49), Steen Brogaard (p. 44 (Brøsbøl portrait)), Jeppe Carlsen (p. 4), Mark Garten (p. 9, Guterres portrait).

# LETTER FROM PER HOLTEN-ANDERSEN

PRESIDENT OF CBS, 2012-2019



Copenhagen Business School (CBS) became a PRME signatory back in 2008. As an early pioneer, we have already come far in incorporating the six PRME principles as core elements within our institution. In 2015, we received the Award for Excellence in Reporting for our biennial Sharing Information on Progress (SIP) report, and I am extremely proud that we received this award once again for our 2017 SIP report. A lot has happened since our last report, and as a PRME Champion school, I take great pride in bringing PRME forward throughout our institution.

In the last year, CBS has undergone major changes. Not only in senior management, but also at the CBS PRME office. In 2018 CBS welcomed both a new Dean of Research, Søren Hvidkjær, and a new Dean of Education, Gregor Halff. Søren Hvidkjær is the former head of department at the Department of Finance, and a dedicated research leader. CBS has a notable track record within responsible management education-related research and I look forward to seeing how Søren will help our research within this field excel even further. Gregor Halff, Dean of Education, will work intensively on how we can equip students with more complex capabilities. I fully support his work, since equipping students with such capabilities is vital in order to address complex global challenges.

In 2019, CBS appointed Caroline Aggestam Pontoppidan as our new Academic Director for CBS PRME. I am confident that Caroline has the CBS PRME team's full support and together, they will drive forward a PRME agenda at CBS.

In line with Principle 3: Method, CBS recognizes the importance of creating quality teaching materials, readily available to faculty. This will include an expansion of CBS PRME's highly respected case initiative. I see Principle 6: Dialogue as an absolute necessity in order to drive student engagement for the PRME agenda. As such, I congratulate initiatives like CBS Case Competition for, this year, making the UN Sustainable Development Goals (SDGs) the backbone of the competition, alongside organising events such as their highly praised annual panel debate, which this year focussed on "SDGs – An Inventory of Business Opportunities". It makes me so very proud to see a full auditorium with students and companies debating and engaging with each other on how companies can address the SDGs, by turning global challenges into business opportunities. To me, this engagement level is a clear testimony to CBS students' willpower to solve some of the world's most urgent challenges whilst using knowledge obtained through their business education. There is no doubt that our students know that business is part of the solution in

achieving the 2030 agenda. This is a change of the business-as-usual mindset.

As we have seen with the CBS Case Competition and their shift, changes are also happening in CBS management. After seven incredible years as President of CBS, I am stepping down. As of March 1st 2019, Nikolaj Malschow-Møller will be the new President of CBS. He is a professor of economics and comes from an academic career at the University of Southern Denmark. Nikolaj is well acquainted with CBS as he has previously served as Director of Research at the Centre for Economic and Business Research (CEBR) at CBS. I welcome Nikolaj and wish him the best of luck in his time as CBS' President. I am confident that Nikolaj will continue our work with responsible management education.

As President of CBS, I am dedicated to the UN Global Compact's PRME initiative and I am proud to help promote the six PRME principles, alongside the SDGs, within our institution and the wider business community. I fully support the efforts to make students work for a more sustainable society and global economy. On that note, I would like to strongly confirm CBS' continued commitment to PRME.

# LETTER FROM GREGOR HALFF

DEAN OF EDUCATION AT CBS



Since being appointed Dean of Education early last year, I have set out to formulate a strategy for the future of education at Copenhagen Business School. How do we prepare our students for the expectations and challenges they will face in the coming decade and in the more distant future? These were questions I raised prior to proposing a model for how we will be working with education in the coming years. We are in the process of formulating a strategy for education that incorporates Principle 1: Purpose, Principle 2: Values, Principle 3: Method, and Principle 6: Dialogue of the UN Principals for Responsible Management Education. I view the incorporation of these principles into our educational strategy as integral in order to ensure responsible, high quality education, that equips our students with the complex capabilities and knowledge needed to navigate in a rapidly changing world.

Business schools need to evaluate what kind of capabilities we are equipping students with in order to give them the best foundation for a meaningful professional life. This is where Copenhagen Business School can take a world-leading position as we set out to define complex capabilities; a combination of skills needed for specific challenges as opposed to a narrower focus on individual skills. We then need to ask ourselves - What are the great challenges for the coming

decades, and what are the complex capabilities that a graduate will need to address these challenges? The formulation of a new strategy to future-proof students' capabilities is an ambitious one that involves focus groups, surveys, and a structured exchange with our key stakeholders including the government, unions, and industry associations. I would like to use this opportunity to thank all staff and students for taking part in this new journey, as it is their hard work and dedication that will shape the way we educate. Furthermore, I would like to give a special thanks to our outgoing Academic Director for CBS PRME, Professor Kai Hockerts, whose passion for PRME was of key importance in helping to shape the way we educate by taking responsible management education to the next level here at CBS.

During Kai's eight years serving as the Academic Director for PRME, Copenhagen Business School was invited to Champion status for 3 consecutive 2-year cycles as well as receiving the "Award for Excellence in Reporting" for our Sharing Information on Progress (SIP) report for two executive periods. On that note, I would also like to warmly welcome our new Academic Director for CBS PRME, Associate Professor, Caroline Aggestam Pontoppidan. Caroline joins us from the Accounting and Auditing Department here at CBS and has also worked for several bodies of the United Nations. Her current focus of research is

on the interlinkages between the Sustainable Development Goals and integrated reporting in the public and private sector. Caroline will also be joined by Martiina Srkoc, Head of CBS PRME Secretariat, Lavinia Iosif-Lazar, Project Lead of CBS PRME, Louise Thomsen, Project Manager of CBS PRME, and a dynamic team of student assistants whose dedication and energy serve as the backbone of PRME here at CBS. Martiina and the team have worked passionately to support the endeavors of PRME and I have no doubt that Caroline and the CBS PRME team will succeed in bringing PRME to the next level.

My hope is that by the end of 2019, Copenhagen Business School will be recognized as not only a stellar business school offering excellent quality business education but also one that defines the new kinds of capabilities for a new, more complex world.

The world needs innovative, future-thinking students that are capable of addressing complex grand challenges and turning these into real business opportunities. As Dean of Education, I would like to reiterate Copenhagen Business School's commitment to Principles for Responsible Management Education and work towards incorporating PRME even further into our educational strategy, to ensure that our students become tomorrow's responsible leaders.

# KAI HOCKERTS

## OUTGOING ACADEMIC DIRECTOR, CBS PRME



In 2018, CBS celebrated 10 years of PRME membership. This 5th Responsible Management report is thus a good occasion to both look back in appreciation and to consider what still lies ahead of us. In doing so, I would like to take a broader view, taking stock of the past three decades.

I first heard about CBS in 1994 working for Simon Zadek at the New Economics Foundation on the emerging practice of corporate accountability. When I was looking at European business schools engaged in research and teaching in this new field, the research of Prof. Peter Pruzan on values-based management stood out. He was one of the first academics to systematically analyse the emerging domain of social accounting and auditing both in theory and practice. It is from Peter's enthusiastic presence in the classroom that much of our current PRME practice has sprung.

Peter's initiative finally paid off in 2002, through the first institutionalization of responsible management education at CBS - the foundation of the Center for Corporate Social Responsibility (cbsCSR). Under Mette Morsing's leadership, cbsCSR has grown into a lighthouse at CBS, attracting faculty from across disciplines and departments. Mette has anchored responsible management squarely on the agenda of all deans and presidents at CBS since cbsCSR's foundation. This eventually culminated in the launch of the CBS Sustainability Platform and importantly in the decision to sign up to the PRME principles in 2008. Creating strong

support among top management and heads of departments has been crucial in creating widespread acceptance of the PRME agenda at CBS.

While there have been many involved in the PRME implementation process, none can claim such a pivotal role as Jonas Eder-Hansen, the first PRME project manager. Crucially, Jonas succeeded in committing CBS top management to ambitious goals and KPIs right from CBS' very first PRME report. It was this report that has compelled CBS to engage in a staggering number of cutting-edge PRME projects, positioning CBS at the forefront of PRME practice, whilst also creating external expectations that have proven to be an important accelerant in keeping PRME practitioners at CBS on our toes.

It is these practitioners who have engaged in the often tedious but crucial work of engaging individually and repeatedly with faculty - junior and senior, Danish and international, as well as across a broad range of disciplines and departments. This work would not have been possible without the devoted leadership of the heads of the PRME office Lene Mette Sørensen and Martiina Srkoc. They have been supported by an enthusiastic, highly motivated and loyal team of administrative and research support staff namely Lavinia Iosif-Lazar, Louise Thomsen, and Marie Kustrup Frandsen, as well as a long list of student assistants who through their innovative ideas, passion, and hard work have made PRME a reality at CBS.

This reality is visible in the numerous CBS faculty supporting Responsibility Day, teaching in PRME cornerstone and flagship courses, and participating in our Assistant Professor Development programme. What all these activities have in common is that, rather than prescribing a single top down view of what PRME means for CBS, they have encouraged faculty colleagues to reflect on what they feel responsible management means for themselves. In this way, we have promoted diversity, allowing PRME to take on a different meaning depending on the disciplinary and departmental context. Unsurprisingly, this diversity is subject to a controversial and lively debate. For me, engaging in this debate lies at the heart of what it means to be a responsible management educator.

Handing over the leadership of the PRME office after eight exciting years, I am amazed about how much we have actually achieved. At the same time, I am aware that much work still lies ahead. Importantly, the debate about what it means to be a responsible management educator will no doubt continue. I am delighted that with Caroline Aggestam Pontoppidan, the PRME office has a new Academic Director who can take the debate about what PRME means for CBS into the more classical business school departments such as accounting, finance and economics.

I am very much looking forward to the next decade of PRME implementation at CBS.



# CAROLINE AGGESTAM PONTOPPIDAN

INCOMING ACADEMIC DIRECTOR, CBS PRME

**I am thrilled to be taking over the role as Academic Director for PRME at CBS. Since 2008, the PRME office at CBS has been working to equip students with the skills needed to balance economic and sustainability goals.**

Entering 2019 means that it is now more than three decades since the publication of the seminal report 'Our Common Future' in 1987. The report was targeted at placing sustainable development firmly on the global political agenda. It defines sustainable development as: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Following the issuance of this report, numerous meritorious initiatives have been established in pursuit of sustainable development. The United Nations Global Compact, formed in 2000, is one example of such initiatives. The United Nations Global Compact encourages businesses globally to adopt sustainable and socially responsible policies, and to report on their implementation. Under the coordination of the UN Global Compact and leading academic institutions, Principles for Responsible Management Education was born in 2007.

Sustainability and responsibility have over time thus become highly ingrained into the agendas of governments, alongside business and academic society across the globe. Agenda 2030 and the United Nations Sustainable Development Goals (SDGs) have made a further push for an urgent need to transform our societies, industry,

professional bodies and individuals in a sustainable direction.

We in the PRME community therefore see a strong need to address the knowledge needs that this development requires and to develop the future competencies in our students that will support the realization of this critical agenda.

I am thrilled to be taking over the role as Academic Director for PRME at CBS. Since 2008, the PRME office at CBS has been working to equip students with the skills needed to balance economic and sustainability goals. This has, for example, included the Curriculum Development Project, which asked the study boards of all CBS bachelor programs to formulate student competencies reflecting the principles of responsible management education within each program. We have aimed to embed considerations on what is right and wrong in a business context into our curricula, as well as the responsibility of an organization with regard to its impact on its social, natural and economic environment, thus fostering important reflections among our outgoing students.

In the future, we will further our research work on responsible management education, to address what kind of new competencies

are required in a new, more complex world. We need to further our understanding of how such competencies are fostered at CBS. There is also a mounting demand to address the UN Sustainable Development Goals (SDGs) for undergraduate and graduate students, so that we create competencies that are capable of addressing the issues formulated in the 17 SDGs and understand their interlinkages with business opportunities. Realizing the SDGs through responsible management education is therefore an important task for us.

PRME at CBS is committed to having an impact on responsible management education locally as well as globally. As Academic Director of PRME, I will emphasise strong collaboration with our broader stakeholder community to support and strengthen this purpose. I consider the liaison with fellow UN PRME representatives and fellow signatories at a global and local level as a critical component to foster and support the global movement for responsible management education, where we would like to see CBS acting as a global leader and supporter.

In the end, we all have a responsibility for our common future.

# THE CBS PRME OFFICE

It is a great pleasure for the CBS Office of Responsible Management Education to introduce its fifth Responsible Management report, which covers activities related to responsible management education at CBS in 2017-2019.



Caroline Aggestam Pontoppidan,  
Academic Director,  
CBS PRME  
cap.acc@cbs.dk



Kai Hockerts  
Former Academic Director,  
CBS PRME, 2011-19  
kho.msc@cbs.dk



Martina Miira Matharu Srkoc  
Head of Secretariat,  
CBS PRME  
mmsm.edu@cbs.dk



Lavinia Iosif-Lazar  
Project Lead,  
CBS PRME  
li.edu@cbs.dk



Louise Thomsen  
Project Manager,  
CBS PRME and Velux Endowed  
Chair in Corporate Sustainability  
lth.msc@cbs.dk



Rebecca Waterton  
Project Manager,  
Responsible Management Report  
rwa.msc@cbs.dk



Emilie Jallov-Haag  
Project Manager,  
Responsibility Day 2019  
ej.msc@cbs.dk



Carolina Moreira Mariotto  
Research Assistant & Project  
Coordinator, Responsibility Day 2019  
cmm.msc@cbs.dk



Amelie Tobben  
Project Manager, Responsible  
Tech Hackathon  
ato.msc@cbs.dk



Isabel Kannegiesser  
Project Manager, Curriculum  
Development  
idk.msc@cbs.dk



Malene Malgaard Christensen  
Project Manager, Students for  
the Global Goals 2019  
mmc.msc@cbs.dk



Malou Sophie Celander  
Website and Project Coordinator  
msoc.msc@cbs.dk



Maria Paola Galasso  
Statistics Coordinator  
mpc.msc@cbs.dk



Liza Dava  
Marketing Coordinator  
lda.msc@cbs.dk



Tina Erfani  
Projects and Communications  
Coordinator  
te.msc@cbs.dk



Felix Wittke  
Project Manager, Student  
Research  
fwi.msc@cbs.dk



Mia Lotte Hauff  
RME Communications  
mlha.msc@cbs.dk

## CBS PRME ALUMNI



Sidsel Bjørnseth  
Project Manager,  
Communications



Jacob Schjødt  
Project Manager,  
Students for the Global Goals  
2018



Franz Buchmann  
Student Assistant



Aafke Diepeveen  
Student Assistant



Grace Livingstone  
Project Researcher,  
Case Writer, Responsibility Day  
2018



Elizabeth Petit González  
Project Manager,  
Responsibility Day 2018



# SIX PRME PRINCIPLES

The six PRME principles constitute the foundation for the work we do on responsible management education. They provide a solid structure to help us excel in important areas that will contribute to improving our curricula and research.

1

## PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



2

## VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



3

## METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



4

## RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



5

## PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



6

## DIALOGUE

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



## ORGANISATIONAL PRACTICES (NOT AN OFFICIAL PRINCIPLE)

We understand that our own organisational practices should exemplify the values and attitudes we convey to our students.



The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals.

**António Guterres, United Nations Secretary-General**

# UNITED NATIONS GLOBAL COMPACT PRINCIPLES



The United Nations Global Compact (UNGC) is an initiative for companies to engage in corporate sustainability by aligning with universal principles on human rights, labour, environment, and anti-corruption, as well as taking strategic action to advance the Sustainable Development Goals (SDGs).

In May 2018, CBS became a member of the Global Compact. We decided to join the Global Compact to build bridges between research and business, as well as to strengthen ties between CBS and the other Danish universities, including the Technical University of Denmark (DTU) and University of Copenhagen (KU). Joining the Global Compact also further strengthens CBS' partnerships with business schools and universities across the Nordic region in the PRME Nordic Chapter and Global Compact Networks in the other Nordic countries, by assisting them in the advancement of the SDGs.

## HUMAN RIGHTS

*Principle 1:* Businesses should support and respect the protection of internationally proclaimed human rights;  
and

*Principle 2:* make sure that they are not complicit in human rights abuses.

## LABOUR

*Principle 3:* Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

*Principle 4:* the elimination of all forms of forced and compulsory labour;

*Principle 5:* the effective abolition of child labour; and

*Principle 6:* the elimination of discrimination in respect of employment and occupation.

## ENVIRONMENT

*Principle 7:* Businesses should support a precautionary approach to environmental challenges;

*Principle 8:* undertake initiatives to promote greater environmental responsibility; and

*Principle 9:* encourage the development and diffusion of environmentally friendly technologies.

## ANTI-CORRUPTION

*Principle 10:* Businesses should work against corruption in all its forms, including extortion and bribery.



# UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



On the 1st of January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, adopted by world leaders in September 2015 at a historic UN Summit, officially came into force.

By 2030, with these new goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change.

However, this responsibility cannot only be relegated to governments and businesses. It is now up to all of us, guided by the goals, to work together to build a better future for everyone.

As well as encouraging businesses to adhere to the 10 UN Global Compact Principles, the multi-year strategy of the UN Global Compact is to drive business awareness and action in support of achieving the Sustainable Development Goals by 2030.

This is one of the reasons we have decided to highlight the SDGs addressed in our activities this year.

As a member of the UN Global Compact, we are also required to report our engagement with the 10 UN Global Compact Principles, derived from the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

For this reason, each article in this report is accompanied by a visual reminder of the PRME principles, Global Compact principles, and SDGs it addresses. Articles addressing all SDGs are accompanied by the SDG wheel, featured at the top of this page.

# COPENHAGEN BUSINESS SCHOOL

Founded in 1917, CBS is one of the largest business schools in Europe with roughly 20,500 students and 2,200 staff.

Offering a wide range of business-oriented university programmes, CBS provides an innovative research environment with 12 different departments.

At CBS, we have a strong mission, vision and identity which we refer to as “Business in Society”.

Four new Business in Society platforms were launched in 2018: **Maritime, Diversity and Difference, Inequality and Transformations.**

## IDENTITY

CBS is an international business university. With the distinctiveness of its diversity, CBS combines elements from conventional business schools and the “full university” model – always maintaining a focus on our impact on the society and a commitment to research and research-based education. We play a major role in the discussion of innovative and entrepreneurial business models, sustainable organisational forms and economic practices within the perspective of responsible management and leadership. We nurture an entrepreneurial spirit within CBS, encouraging new ideas, open to individual initiative and flexible in the face of new opportunities.

## MISSION

CBS has a particular responsibility to bring knowledge and new thinking to companies and organisations, to the next generation of business leaders, and to society as a whole. Our major contribution takes the form of research and research-based education. We have an obligation to educate both young and experienced people for the business world and for society by providing them with a sound basis of knowledge and insights from the latest international research for the purpose of value creation and sustainable development.

## VISION

CBS aims to become a world-leading business university that recognises the vital role of business and the public sector in shaping society – and the equally important manner in which business practices and processes are shaped by society. At the core of our future development will be the training of students capable of contributing with innovation and entrepreneurship to high level employment, and the creation of research which is both academically excellent and contributes significantly to finding new answers to societal challenges. The precondition is an attractive, responsible and engaging workplace that involves employees and students and high international standard in everything we do – and an organisation that has the capacity to integrate and co-create with the surrounding society.

As a campus in the heart of Frederiksberg Kommune, CBS has a responsibility to integrate sustainability into the overarching university vision, mission, teaching and learning, research, and operations. Matching this need, in 2018, Campus Services launched a campus sustainability strategy, which was adopted as an official CBS sub-strategy in the autumn of that same year. Assistant Professor, Kristjan Jespersen, together with project manager Tore Klitgaard, are tasked to author a Campus Sustainability Plan. These efforts built upon **“a strong experience of a campus that not only weaves together with the existing city, but creates new spatial experiences ... and integrates the city into the campus through a significant urbanization of the campus area”** (CBS Master Plan, 2014). Through these actions, CBS sets in motion a commitment to increase its focus on sustainability in the built environment with concrete initiatives to be implemented around CBS.

# FACTS AND FIGURES

**In addition to contributing to a more sustainable development, the strategy not only offers the potential for using CBS as a laboratory for sustainability, but in fact requires it. Within such a campus environment, students can learn about sustainability and see the value of sustainable actions, and researchers can analyze and help show the world how solutions to future challenges can be solved. Only in this way can CBS deliver a serious sustainable impact on the outside world.**

Kristjan Jespersen, [kj.msc@cbs.dk](mailto:kj.msc@cbs.dk)

Tore Klitgaard, [tokl.cs@cbs.dk](mailto:tokl.cs@cbs.dk)

	2012	2013	2014	2015	2016	2017	2018
Student population	19,264	19,999	20,819	22,564	22,829	21,703	20,422
Non-Danish students	2,942	3,106	3,474	4,046	4,287	3,955	3,928
PhD students	210	258	239	239	224	192	192
Full-time academic staff	614	690	748	736	673	639	633
Part-time academic staff	792	730	712	844	874	882	884
Administrative staff	617	549	586	610	649	684	700
Funding (million EUR)	169.3	164.9	164.9	165.6	174.4	181.6	179.2



# PRME AT CBS HIGHLIGHTS 2017/18

Summer 2017

CBS is awarded an award for Excellence in Reporting once again for our 2017 SIP Report.

October 2017

CBS MBA achieves fourth place on the 2017 Corporate Knights Top 40 Better World MBA ranking.

December 2017

CBS is invited to become a PRME Champion for the third time.

May 2018

CBS becomes a member of the United Nations Global Compact.

August 2018

CBS PRME celebrates 10 years of PRME at Copenhagen Business School.

December 2018

The CBS Office of Responsible Management Education appoints a new Academic Director - Caroline Aggestam Pontoppidan.



# PROMOTING PRME ON SOCIAL MEDIA



Promoting the UN  
Global Compact

## SOCIAL MEDIA HIGHLIGHTS 2017/18

We gained 1,125 Facebook followers between 2017 and 2019. We post about PRME related projects and events at CBS, and most of our followers are students interested in sustainability and responsible management. You can find us at [facebook.com/cbsprme](https://facebook.com/cbsprme).

As of March 2019 we had 534 followers on Twitter and 193 on LinkedIn. Our followers on Twitter and LinkedIn are mainly NGOs, companies, and academics. Connect with us @cbsprme.

We have nearly 450 followers on Instagram, join us here for snapshots of our events and life in the CBS PRME office!

Liza Dava  
[lda.msc@cbs.dk](mailto:lda.msc@cbs.dk)

In the past 2 years we have built up our social media platforms on Facebook, Twitter, Instagram and LinkedIn.

The purpose of our social media presence is to engage students and academics in topics related to responsible business practices, the UN Global Compact, the SDGs, and raise awareness about our office at CBS.

By making our work visible we can provide resources, guidance and exposure for student organisations and colleagues managing sustainable events. In the future we plan to continue building up our platforms and providing valuable content relating to the PRME principles.



# EDUCATION







# DEVELOPING CURRICULUM ON RESPONSIBLE MANAGEMENT



Curriculum development is a long-term project encouraging bachelor and master programmes to reflect on their individual perspective on responsible management education by framing expected competencies that alumni attain from the programme. The responsible management competencies as well as the relevant course content are then highlighted in a report first published in April 2017 (more details can be found in the 2017 CBS PRME report). The initial report and its content have been updated in 2018 to show the changes that occurred in course content and programme structure.

However, due to the dynamic nature of the programmes, the updating process proved to be challenging when we considered a once per year update of the entire suite of CBS bachelor programmes and the results were available only after the school year had ended. In order to make sure the reports on responsible management content capture the content of the ongoing academic year, updates of the reports are now handled on a semester basis and not annually

and they can be published more frequently.

Data shows that, throughout the duration of the project, faculty have integrated more and more responsible management education into their courses. Many teachers revise their course outlines in order to integrate the responsible management competencies of their programme and ask for relevant teaching material. The project therefore succeeds in raising awareness about responsible management education, while it allows the programmes to have diverse interpretations of the term.

Having run the project at Bachelor level, the focus is now placed at engaging the Master programmes in the data collection and analysis process. As for now, data from students has been collected for two programs: Master of Science in Business Administration and Philosophy - Cand. merc. (fil), and Business Administration and Psychology - Cand. merc. (psyk). The aim for 2019 is to have data collected for 50 per cent of the CBS Master programmes and all Master programmes represented by 2020.

In order to achieve this goal, we are in the process of establishing a task force with members from programme study boards (both academic and students) who will provide input on best approaches as well as feedback on the already established processes.

The main audience of the reports are teaching faculty, study boards and students. Although the reports are available online and can be accessed by the targeted audience, they can prove to be quite difficult to find and access. In order to make the reports more visible, also to students or faculty members who are interested in the results but were not directly involved in the data collection process, we are currently working on establishing a digital platform where the information contained in the reports is available and easier to navigate. This will also allow for a more flexible use of the report contents as well as facilitate updates and access to social media channels.

Lavinia Iosif-Lazar  
li.edu@cbs.dk



Applied  
research to  
advance best  
practices



# CURRICULUM DEVELOPMENT CHALLENGES AND TAKEAWAYS

During the project, we encountered some challenging situations which provided valuable insights for the future approach of the project.

Lavinia Iosif-Lazar  
li.edu@cbs.dk

## STUDY BOARD TASKFORCE

The process of establishing the project on the master level is different to the one applied for the bachelor programs. We are currently working on a project task force with study boards and their programme directors. As part of the task force, programme directors and study boards can bring up own ideas, assess the progress and discuss methods and approaches. This is to ensure that the results of the project meet each programme's individual goals and potential needs.

## TEACHING MATERIAL

Throughout the updating process, an increasing number of teachers expressed interest in teaching material connected to responsible management. We are therefore working in collaboration with the CBS Office of Teaching and Learning on establishing a platform with access to relevant cases and class material in order to ease the educators' access to the different types of teaching material relevant to their class topic. We hope that this platform will also help teachers in blending their classes with new and innovative teaching materials, thus increasing the blended learning of their students and giving them a more diverse learning experience of responsible management.

## MORE EFFICIENT REPORT UPDATES

In the past years the report was updated towards the end of the year. All teachers were contacted during the second semester to ask whether the descriptions of their courses still reflect the course content. However, this process resulted in the reports being updated towards the end of the academic year. To publish the report before the end of the school year, the autumn semester teachers are now contacted in autumn and the spring semester teachers in winter and early spring. The finished reports are then published and available in May. We are also looking into creating a digital format of the reports in order to increase user accessibility and usability.

## DIRECT CONTACT WITH STUDENTS

It proved difficult to get in contact with students through e-mails or surveys. As we are currently working on getting data for the master programs, we ask teachers for five minutes of one of their lectures to present the project to students. We then directly ask the students to fill out a very short and concise survey in class. It turned out to be a successful approach for the Master programs contacted so far, with high response rates from students that gave us valuable insights. Students could also work together to answer the survey during class. This approach yielded faster results and better communication with students.



# RESPONSIBLE MANAGEMENT IN BSC PROGRAMMES

## INTERNATIONAL SHIPPING AND TRADE

Transporting more than 80 per cent of international trade in terms of weight, the global shipping industry is a critical component in the global economy. At the same time, it faces significant management challenges related to its social and environmental footprint. For instance piracy and corruption pose serious threats to seafarers and the business of shipping. Another example of responsible management issues pertains to the greenhouse gas emissions from ships, which are a source of serious concern both within the industry and for society more broadly. The BSc programme in International Shipping and Trade focuses on these challenges in several of our courses, including Maritime Economics, Maritime Law and Maritime Policy. It prepares students to address these challenges and to reflect critically about the social and environmental effects of their work and their decisions.



René Taudal Poulsen, Associate Professor

## INTERNATIONAL BUSINESS AND POLITICS

International Business and Politics (IBP) has sought, at both BSc and MSc level, to introduce 'responsibility' into its courses and the dialogues amongst both staff and the students associated with the programme. The Study Board began the process by amending the IBP BSc competency profile so as to highlight our collective commitment to the project. That commitment had two defining features in practice. First, we defined 'responsibility' in a broad sense so as to encompass issues such as inequality, diversity and the ethics of corporate behavior alongside questions of sustainability. Second, we attempt to avoid pre-set assumptions about the character of particular issues or the policy solutions that might be adopted. Thus, while many look towards government direction and provision we also hope to explore the efficacy of market-based processes.



We are still at a relatively early stage. Nonetheless, these questions are increasingly addressed across a number of our courses. Furthermore, our restructured MSc programme (from September 2019 onwards) includes an optional course considering corruption (Corruption: Causes, Consequences and Policies) and the BSc mandatory Political Science course will be expanding to consider the interactions between politics, gender, race, and ethnicity as well as the politics of sustainability.

Edward Ashbee, Professor with Special Responsibilities



# CBS LAUNCHES AN SDG TASKFORCE



All Principles

In 2015, the United Nations launched the UN Sustainable Development Goals, also referred to as the SDGs. The SDGs comprise of 17 development goals creating a common language for reacting to the global challenges and setting the targets for global development until 2030. (For more information on the SDGs, see page 11.)

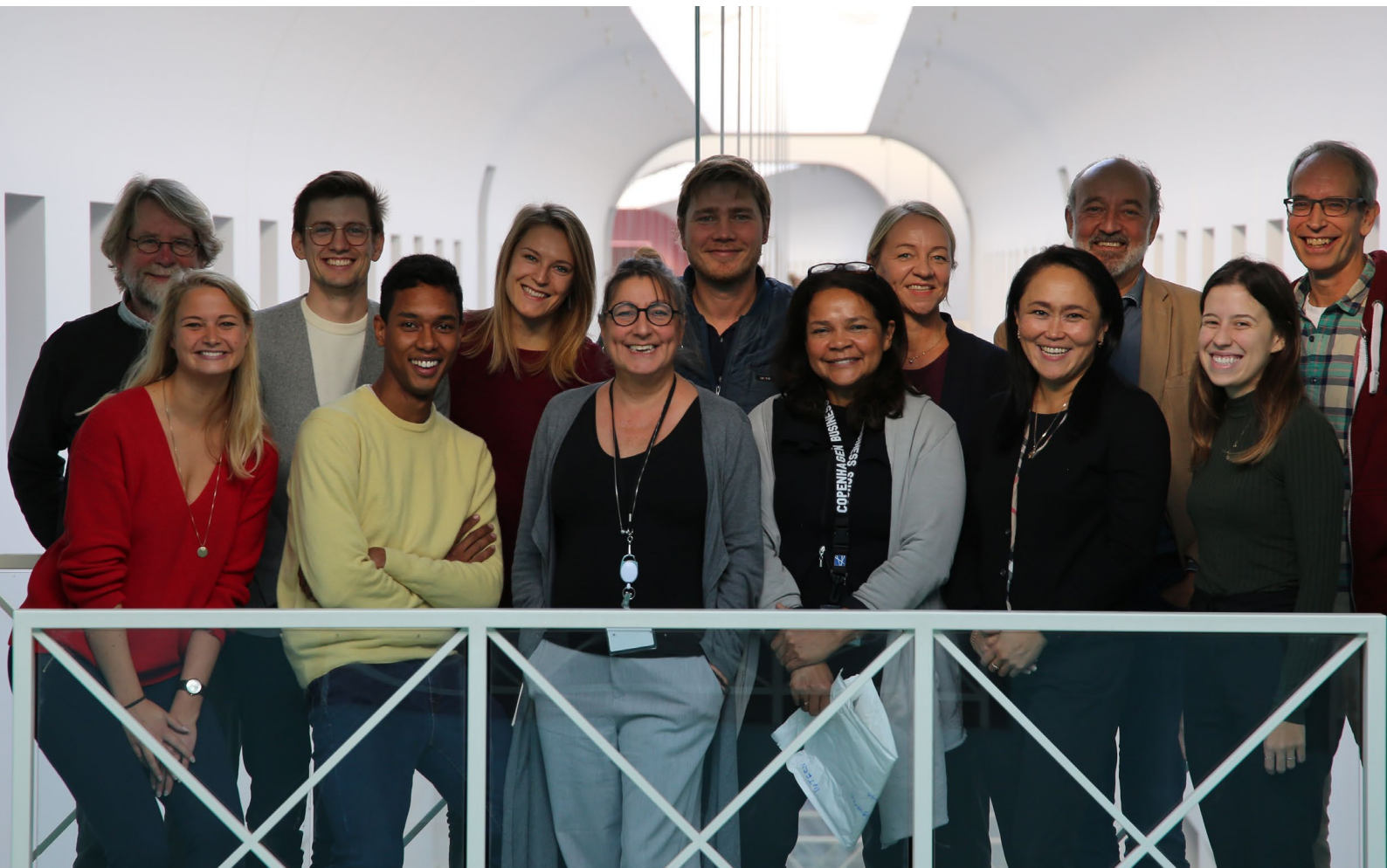
The Danish Ministry of Foreign Affairs has played a significant role in incorporating the UN's SDGs into teaching and curriculum in Danish high schools. Besides implementing the SDGs as a highlighted

learning outcome, the Ministry of Education has developed a platform with SDG materials for teachers (see: verdensmaalene.dk). Danish universities are not required to implement the SDGs by the Ministry of Education, so it is up to individual universities whether to do so. However, interest in universities' position on sustainability is high among students and staff, and external partners and Danish universities are increasing their engagement with the SDGs.

The initiators of the CBS SDG Taskforce felt the need to coordinate and scale up existing and new initiatives

aiming to implement the SDGs and sustainability on a broader scale at CBS. The Taskforce aims to address sustainability related issues and implement concrete solutions to make CBS a more sustainable campus and educational institution. As of 2019, the Taskforce represents 7 departments: Accounting; Strategy and Innovation; Management, Society and Communication; Organization, Management Politics and Philosophy, Campus Estate, CBS Business as well as Student & Innovation House and oikos.

Louise Thomsen  
lth.msc@cbs.dk



# WHAT'S IN A RANKING?

Copenhagen Business School has been consistently ranked among the top 15 business schools worldwide in the Corporate Knights Better World MBA ranking, placing 4th place in 2017 and 14th in 2018.

According to Toby Heaps, CEO of Corporate Knights, “the ranking shows which business schools are stepping up to the plate to unleash the power of business as a force for good in our world”. Responsible management and sustainability are at the heart of the CBS MBA. During their time in the programme, students go through a 50-hour core course taught by the programme’s Associate Dean, Andreas Rasche. “We introduce students to the latest business practices and research in the field, invite guest speakers and practitioners to the classroom and inspire lively debate based on cases, company visits and future scenarios”, says Andreas Rasche.

The schools are graded on four indicators in the Better World MBA ranking: number of institutes and centres dedicated to sustainable development; the percentage of core courses that integrate sustainable

development; faculty research publications and citations on sustainable development themes; and faculty gender and racial diversity.

Recently, more traditional rankings, such as the Times Higher Education ranking (THE), have also considered the responsibility and sustainable development indicators and have started looking at the overall impact of business schools’ education, including the undergraduate and the graduate programmes. The THE University Impact rankings aim at capturing the universities’ impact on society and plan to measure the success universities have in delivering on the Sustainable Development Goals. At the recent Davos World Economic Forum in January 2019, the strong focus on the type of indicators business school rankings are measuring and the criteria used has resulted

in rankings such as Financial Times Global MBA Ranking to review their methodology. The aim is to ensure that the ranking’s measurements of value and worth in business education are aligned with the needs of schools, students and wider society, according to a recent article by Isabel Berwick. At the same time, Nitin Nohria, Harvard Business School dean, stressed the importance of educating trustworthy leaders and that “the more meaningful metric, the more compelling question, is whether business schools are moulding leaders who deserve the world’s trust.”

According to Gregor Halff, CBS’ Dean of Education, participation in different rankings brings value as long as there is a clear reasoning behind it.

Lavinia Iosif-Lazar  
li.edu@cbs.dk



CBS’ rankings overall show that there is certainly room for improvement, as long as we never forget our full range of duties to society as a whole. We will never be able to compete with narrowly focused, strongly ranking oriented business schools – and we should not. At the same time, we should also never give up the ambition to do well overall.

**Gregor Halff, CBS’ Dean of Education**



# ONLINE COURSES



As in past years, CBS has continued to offer a number of responsible management-related online courses. This includes the Coursera MOOC Specialization on Social Entrepreneurship with courses on “*Identifying Social Entrepreneurship Opportunities*”, “*Social Business Modeling*” and “*Growing your Social Enterprise*”. Moreover, CBS and Coursera have together launched a new course taught by Robert Strand, entitled “*Sustainable Vikings: Sustainability & Corporate Social Responsibility in Scandinavia*” which showcases Scandinavian practices of Corporate

Sustainability.



In addition, CBS has joined the Societal Impact & Global Management Alliance (SIGMA) a network of international universities in management and

business. In 2018, the SIGMA alliance has for the first a compact blended online course consisting of an individual virtual course phase (Online Modules) and a virtual group work (Case Cast) phase. The course has brought together students from CBS, ESAGE, the University of St. Gallen, Paris Dauphine, WU Wien, and Singapore Management University.

Kai Hockerts  
kho.msc@cbs.dk

## EXAMPLES OF COURSES

Identifying Social Entrepreneurship Opportunities

Social Business Modelling

Growing your Social Enterprise

Sustainable Vikings: Sustainability & CSR in Scandinavia



# ELECTIVES



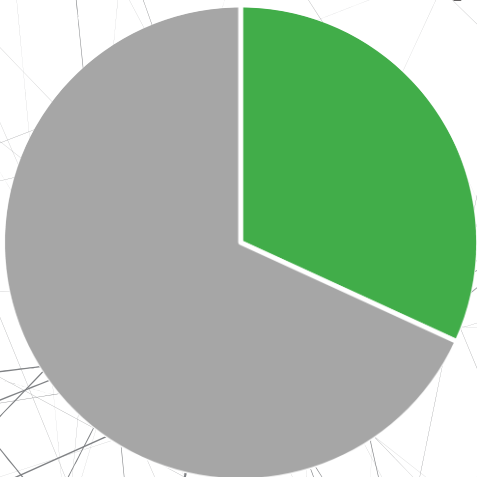
Promoting UNCG Principles and educating about sustainability



In 2018 CBS offered 391 electives at the bachelor and master levels. 48 of these had responsible management content as the core component, and a further 58 had responsible management content as a partial component. 2,168 students were enrolled

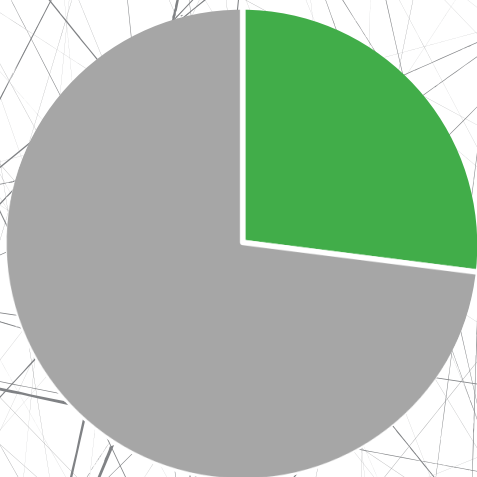
in the 48 core responsible management electives in 2018. This is an increase compared with 2016 and 2017 where 1,943 and 1,693 students were enrolled respectively. An additional 4,319 students were enrolled in the 58 partial responsible management

electives, bringing the total number of students enrolled in responsible management electives to 6,487, which represents just under a third of CBS' student population.



**32%**

of the 2018 CBS student population were enrolled in responsible management electives



**27%**

of all electives in 2018 contained responsible management content as a core or partial component

# BACHELOR ELECTIVES

## BACHELOR 2017

Business and Global Governance, Morten Ougaard, mo.ioa@cbs.dk  
 Introduction to Sustainable Business, Karin Buhmann, kbu.msc@cbs.dk  
 The Corporation in Society: Managing Beyond Markets, Andreas Rasche, ar.msc@cbs.dk  
 Global People Management: Human Resource Management & Leadership, Sara Louise Muhr, slm.ioa@cbs.dk  
 Management Accounting and Control Systems, Jytte Grambo Larsen, jgl.acc@cbs.dk  
 Principles of Banking and Financial Intermediation, Bjarne Florentsen, bf.fi@cbs.dk  
 SME Marketing & Global Market Communication, Jørgen Leif Stilling, jls.msc@cbs.dk  
 Scandinavian Sustainability & Corporate Social Responsibility, Jeremy Moon, jm.msc@cbs.dk  
 Introduction to Sustainable Business, Karin Buhmann, kbu.msc@cbs.dk  
 Corporate Governance, Björn Preuss, bpr.egb@cbs.dk  
 Fashion Entrepreneurship and Business Development, Fabian Csaba, fc.msc@cbs.dk  
 Supply Chain Management - the route to competitive advantage, Victor Lund, vl.om@cbs.dk  
 Management Accounting and Control Systems, Melanie Lucia Feldhues, mls.acc@cbs.dk  
 Global People Management: Human Resource Management & Leadership, Sara Louise Muhr, slm.ioa@cbs.dk  
 Markets, Regulation and Security in the Maritime Sector, Thomas Roslyng Olesen, tro.si@cbs.dk  
 Social Media Management, Ravi Vatrapu, rv.digi@cbs.dk  
 Big Data Analytics for Managers, Ravi Vatrapu, rv.digi@cbs.dk  
 Who Owns the Future? The Promise and Perils of the Coming Big Data Revolution, Daniel Hardt, dha.msc@cbs.dk  
 Strategic Communication in a Society of Mass Media, Kresten Jørgensen, kjo.msc@cbs.dk  
 Economic Growth and Decline of Firms, Industries and Nations, Battista Severgnini, bs.eco@cbs.dk  
 Danish Public Procurement Law, Sarah Maria Denta, smd.law@cbs.dk

## BACHELOR 2018

Risk Management of Multinational Enterprise: Creating Global Strategic Responsiveness, Torben Juul Andersen, tja.egb@cbs.dk  
 EU, the Internal Market and Business Strategy - A Case Based Approach, Janine Leschke, jl.egb@cbs.dk;  
 Manuele Citi, mc.egb@cbs.dk  
 Global People Management: Human Resource Management & Leadership, Sara Louise Muhr, slm.ioa@cbs.dk  
 Between Theory and Practice: Self-Reflection towards Responsible Decision Making, Tali Padan, tp.msc@cbs.dk  
 Negotiation Skills and Conflict Management - Drivers of Success and Complexity, Robert Ibsen, ri.msc@cbs.dk  
 Who Owns the Future? The Promise and Perils of the Coming Big Data Revolution, Daniel Hardt, dha.msc@cbs.dk  
 Introduction to Sustainable Business, Karin Buhmann, kbu.msc@cbs.dk  
 The Corporation in Society: Managing Beyond Markets, Andreas Rasche, ar.msc@cbs.dk  
 Political Economy of Development, Mogens Kamp Justesen, mkj.egb@cbs.dk  
 Business and Global Governance, Susana Borrás, sbo.ioa@cbs.dk  
 Service Innovation and Sustainability, Adriana Budeanu, abu.mpp@cbs.dk  
 Tourism Social Entrepreneurship and Sustainability, Florence Villeseche, fv.mpp@cbs.dk  
 Emerging Markets - Societies in Transition, Niels Mygind, nm.egb@cbs.dk  
 Management Accounting and Control Systems, Melanie Lucia Feldhues, mls.acc@cbs.dk  
 Company Law, Søren Friis Hansen, sfh.law@cbs.dk  
 Cultural Entrepreneurship: Arts and Culture, Max Schellmann, msc.mpp@cbs.dk  
 Scandinavian Sustainability & Corporate Social Responsibility, Jeremy Moon, jm.msc@cbs.dk  
 Corporate Governance, Björn Preuss, bpr.egb@cbs.dk  
 Marketing - The Essentials and the Trend Drivers, Robert Ibsen, ri.msc@cbs.dk  
 Fashion Entrepreneurship and Business Development, Fabian Csaba, fc.msc@cbs.dk  
 Supply Chain Management - the route to competitive advantage, Victor Lund, vl.om@cbs.dk  
 Economic Growth and Decline of Firms, Industries and Nations, Battista Severgnini, bs.eco@cbs.dk  
 Social Media Management, Ravi Vatrapu, rv.digi@cbs.dk  
 Big Data Analytics for Managers, Ravi Vatrapu, rv.digi@cbs.dk  
 Markets, Regulation and Security in the Maritime Sector, Thomas Roslyng Olesen, tro.si@cbs.dk  
 Economic Regulation of Utilities, Henrik Andersen, ha.law@cbs.dk  
 Strategic Communication in a Society of Mass Media, Kresten Jørgensen, kjo.msc@cbs.dk  
 Qualitative Methods, Antje Vetterlein, av.ioa@cbs.dk  
 Danish Public Procurement Law, Cecilie Fanøe Petersen, cfp.law@cbs.dk





# MASTER ELECTIVES

## MASTER 2017

Edinburgh-Copenhagen Urban Challenge, Kristjan Jespersen, kj.msc@cbs.dk  
 Poverty, Sustainability and the Private Sector, Andrew Crabtree, ac.msc@cbs.dk  
 Catchy & Fair: Consumer Communication through Packaging Design across Knowledge, Cultures, and Legal Requirements, Viktor Smith, vs.msc@cbs.dk  
 Interdisciplinary Corporate Law and Governance, Georg Ringe, gr.ccg@cbs.dk; Steen Thomsen, st.ccg@cbs.dk  
 Entrepreneurship for Development, Thilde Langevang, tla.msc@cbs.dk  
 Corporate Responsibility and Organization, Dennis Schoeneborn, ds.msc@cbs.dk  
 Corporate Responsibility and Society, Anne Granly Vestergaard, av.msc@cbs.dk  
 Business Responsibilities for Human Rights, Karin Buhmann, kb.msc@cbs.dk  
 Data Science: Data Driven Decision Making, Dolores Romero Morales, drm.eco@cbs.dk  
 Marketing Communication Planning and Research, Marcus Schmidt, contact.reception.marktg@cbs.dk  
 Incentives in Organizations, Mirjam Van Praag,.mvp.si@cbs.dk; Orsola Garofalo, og.si@cbs.dk  
 The Economics of Sports, Battista Severgnini, bs.eco@cbs.dk  
 Family Firms Challenges, Asma Fattoum, af.si@cbs.dk  
 Advanced Labour Law and Personnel Economics, H.C. Kongsted, hck.si@cbs.dk; Patrik Lindskoug, pli.law@cbs.dk  
 Globalisation, European Integration, Business and Public Affairs/Lobbying, Kathrine Ravn Jørgensen, krj.msc@cbs.dk  
 Innovation in Flux: An Asian Perspective on Innovation, Sudhanshu Rai, sr.msc@cbs.dk  
 Globalization and Organizations, Christina Garsten, cg.msc@cbs.dk  
 Managing Development Intervention in Sub-Saharan Africa, Andrew Crabtree, ac.msc@cbs.dk; Lotte Thomsen, lt.msc@cbs.dk  
 Riga-Copenhagen Urban Challenge, Kristjan Jespersen, kj.msc@cbs.dk  
 Advanced EU Competition Law and Industrial Economics, Christina D. Tvarnø, cdt.law@cbs.dk; Marcus Asplund, mas.eco@cbs.dk  
 Hamburg-Copenhagen Urban Challenge, Luise Noring, lno.msc@cbs.dk  
 Diversity and Corporate Social Responsibility Beyond Borders, Lotte Holck, lho.ioa@cbs.dk; Minna Paunova, mp.msc@cbs.dk  
 Consulting for Sustainability – Harnessing Business Models and Innovation, Kristjan Jespersen, kj.msc@cbs.dk  
 Business & Human Rights: Governance, Leadership and Management, Karin Buhmann, kb.msc@cbs.dk  
 Corporate Governance, Claus Parum, cp.fi@cbs.dk  
 Sustainability Challenges 1: Multi-disciplinary Approaches, Maria Figueroa, mfi.msc@cbs.dk  
 Sustainability Challenges 2: Specific Systems and Capstone Project, Maria Figueroa, mfi.msc@cbs.dk  
 Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship, Kai Hockerts, kho.msc@cbs.dk  
 Sustainable Management Accounting and Finance, Cristiana Parisi, cp.om@cbs.dk  
 Corporate Social Responsibility in Global Supply Chains, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk  
 Creating Markets for Sustainable Products, Trine Pallesen, tp.ioa@cbs.dk  
 Advanced Perspectives in Brand Co-creation: Innovation Opportunities and Ethical Challenges, Richard Jones, rj.marktg@cbs.dk; Stefan Markovic, sm.marktg@cbs.dk  
 Corporate Citizenship: Political Responsibility in Theory and Practice, Jeremy Moon, jm.msc@cbs.dk  
 Data Protection Law & Corporate Compliance, Jan Trzaskowski, jt.law@cbs.dk  
 Fraud Examination, Kim Klarskov Jeppesen, kkj.acc@cbs.dk  
 Re-imagining Capitalism, Ester Barinaga, eb.mpp@cbs.dk  
 CSR - A Path to Sustainable Development?, Lauren McCarthy, lmc.msc@cbs.dk; Peter Lund-Thomsen, pl.msc@cbs.dk  
 Governance, Control and Contracts in BioBusiness, Sof Thrane, sth.om@cbs.dk  
 Rome-Copenhagen Urban Challenge, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk  
 Developments in International Shipping, René Taudal Poulsen, rtp.si@cbs.dk  
 Global Transportation and Maritime Logistics, Britta Gammelgaard, bg.om@cbs.dk  
 Costing and Design Business, Tamas Vamosi, tv.om@cbs.dk  
 Big Data Analytics, Ravi Vatrappu, rv.digi@cbs.dk  
 Children as Consumers, Jeanette Rasmussen, jra.marktg@cbs.dk  
 Consumer Culture Theory, Hanne Pico Larsen, hpl.marktg@cbs.dk  
 Power, Culture and Politics in Contemporary Organizations, Sara Louise Muhr, slm.ioa@cbs.dk  
 Datafication – Foundations, Transformations and Challenges, Mikkel Flyverbom, mf.msc@cbs.dk  
 The World's Best Pension System – How, Why and What Challenges Is It Facing?, Henrik Ramlau-Hansen, hram.fi@cbs.dk  
 Law and Management, Andrej Savin, as.law@cbs.dk  
 Risk and Crisis Management, Lasse Peter Laursen, lpl.mpp@cbs.dk  
 Transfer Pricing in Multinational Enterprises, Christian Plesner Rossing, jrossing@ut.edu  
 IT Control and Audit, Leif Christensen, lc.acc@cbs.dk  
 Financial Risk Management, Johannes Mouritsen, jmo.acc@cbs.dk  
 Public Sector Accounting and Auditing, Peter Skærbæk, ps.acc@cbs.dk

# MASTER ELECTIVES

## MASTER 2017 CONTINUED

Big Social Data Analytics, Ravi Vatrappu, rv.digi@cbs.dk  
 Negotiation and Conflict Management in Organisations, Jens Gregersen, jg.msc@cbs.dk  
 Political Communication between Power and Legitimation, Øjvind Larsen, ol.mpp@cbs.dk  
 Re-visiting the Commons, Re-imagining Collectives, Ida Lunde Jørgensen, ilj.mpp@cbs.dk  
 International Business and Economic Development, Michael Wendelboe Hansen, mwh.msc@cbs.dk; Peter Ørberg Jensen, poe.si@cbs.dk  
 Governance and Development, Hans Krause Hansen, hkh.msc@cbs.dk  
 Leading and Managing Intercultural Projects, Charles Tackney, cta.msc@cbs.dk  
 Organisational Communication I: Structures and Dynamics, Steffen Blaschke, sbl.msc@cbs.dk  
 Biopolitics and Social Innovation, Alexander Carnera, ac.mpp@cbs.dk

## MASTER 2018

Consulting for Sustainability – Harnessing Business Models and Innovation, Kristjan Jespersen, kj.msc@cbs.dk  
 Fraud Examination, Kim Klarskov Jeppesen, kkj.acc@cbs.dk  
 Diversity and Corporate Social Responsibility Beyond Borders, Lotte Holck, lho.ioa@cbs.dk; Minna Paunova, mp.msc@cbs.dk  
 Corporate Responsibility and Organization, Dennis Schoeneborn, ds.msc@cbs.dk  
 Corporate Responsibility and Society, Anne Vestergaard, av.msc@cbs.dk  
 Business Responsibilities for Human Rights, Karin Buhmann, kb.msc@cbs.dk  
 Edinburgh-Copenhagen Urban Challenge, Kristjan Jespersen, kj.msc@cbs.dk  
 Advanced Labour Law and Personnel Economics, H.C. Kongsted, hck.si@cbs.dk; Ruth Nielsen, rn.law@cbs.dk  
 Advanced Corporate Finance, Carsten Sørensen, cs.fi@cbs.dk  
 Innovation in Flux: An Asian Perspective on Innovation, Sudhanshu Rai, sr.msc@cbs.dk  
 Managing Development Intervention in Sub-Saharan Africa, Lotte Thomsen, lt.msc@cbs.dk  
 International Business Negotiation, Anne Marie Bülow, amb.msc@cbs.dk  
 Public Relations and Issues Management, Friederike Schultz, fs.msc@cbs.dk  
 Managing People in Multinational Corporations, Morten Skov-Carlson, msc.si@cbs.dk  
 Law and Economics of Torts and Insurance, Henrik Lando, hl.law@cbs.dk; Marie-Louise Holle, mh.law@cbs.dk  
 Theories of International Law and Politics, Georg Ringe, gr.ccg@cbs.dk  
 Rome-Copenhagen Urban Challenge, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk  
 Hamburg-Copenhagen Urban Challenge, Luise Noring, lno.msc@cbs.dk  
 Helsinki-Copenhagen Urban Challenge, Maria Figueroa, mfi.msc@cbs.dk  
 Poverty, Sustainability and the Private Sector, Andrew Crabtree, ac.msc@cbs.dk  
 Brand Aid: Cause-Related Marketing, Celebrity Humanitarianism and Ethical Consumption, Stefano Ponte, spo.msc@cbs.dk  
 Business & Human Rights: Governance, Leadership and Management, Karin Buhmann, kb.msc@cbs.dk  
 What is Behind the Label: Sustainability in Developing Countries, Peter Lund-Thomsen, pl.msc@cbs.dk  
 Data Protection Law & Corporate Compliance, Jan Trzaskowski, jt.law@cbs.dk  
 Sustainability Challenges 1: Multi-disciplinary Approaches, Maria Figueroa, mfi.msc@cbs.dk  
 Sustainability Challenges 2: Specific Systems and Capstone Project, Maria Figueroa, mfi.msc@cbs.dk  
 Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship, Kai Hockerts, kho.msc@cbs.dk  
 Sustainable Management Accounting and Finance, Cristiana Parisi, cp.om@cbs.dk  
 Circular Economic Thinking in Competitive Businesses, Jesper Clement, jc.marktg@cbs.dk  
 The Energy Industry in Transition: Markets, Innovation and Strategies, Christian Erik Kampmann, cek.si@cbs.dk  
 Impact Investing - The Effectiveness of Institutional Investors in Purpose-driven Finance, Kai Hockerts, kho.msc@cbs.dk  
 Achieving the SDGs: Feeding the Future of Agricultural Sustainability, Kristjan Jespersen, kj.msc@cbs.dk; Paige Olmsted, po.msc@cbs.dk  
 Blockchain and Sustainable Digital Infrastructures for Business, Kristjan Jespersen, kj.msc@cbs.dk  
 Consulting for Sustainability – Harnessing Business Models and Innovation, Kristjan Jespersen, kj.msc@cbs.dk  
 Corporate Social Responsibility in Global Supply Chains, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk  
 Creating markets for Sustainable Products, Trine Pallesen, tp.ioa@cbs.dk  
 Advanced Perspectives in Brand Co-creation: Innovation Opportunities and Ethical Challenges, Richard Jones, rj.marktg@cbs.dk; Stefan Markovic, sm.marktg@cbs.dk  
 Corporate Citizenship: Political Responsibility in Theory and Practice, Jeremy Moon, jm.msc@cbs.dk  
 Blockchain Business Development, Michel Avital, ma.digi@cbs.dk  
 Compliance in the Financial Sector, Kalle Johannes Rose, kr.law@cbs.dk  
 Inequality: Concepts and Measurement, Herdis Steingrimsdottir, hs.eco@cbs.dk; Jan Michael Bauer, jmb.msc@cbs.dk  
 Labour Markets and Inequalities, Daniel Borowczyk-Martins, dbm.eco@cbs.dk; Janine Leschke, jl.egb@cbs.dk

Inequality and the Global World, Lasse Folke Henriksen, lfh.ioa@cbs.dk  
 Re-imagining Capitalism, Ester Barinaga, eb.mpp@cbs.dk  
 Biopolitics and Social Innovation, Alexander Carnera, ac.mpp@cbs.dk  
 Governance and Development, Hans Krause Hansen, hkh.msc@cbs.dk  
 CSR - A Path to Sustainable Development?, Peter Lund-Thomsen, pl.msc@cbs.dk  
 Audit Data Analytics and Other New Technologies in Auditing, Kim Klarskov Jeppesen, kkj.acc@cbs.dk, Thomas Riise Johansen, trj.acc@cbs.dk  
 Digital Work in the 21st Century, Mari-Klara Stein, ms.digi@cbs.dk  
 Power, Influence, and Organizational Politics, Eric Guthey, eg.msc@cbs.dk  
 Transfer Pricing in Multinational Enterprises, Kim Klarskov Jeppesen, kkj.acc@cbs.dk  
 Fraud Examination, Kim Klarskov Jeppesen, kkj.acc@cbs.dk  
 IT Control and Audit, Leif Christensen, lc.acc@cbs.dk  
 Internal Auditing, Kim Klarskov Jeppesen, kkj.acc@cbs.dk  
 Developments in International Shipping, Thomas Roslyng Olesen, tro.si@cbs.dk  
 Management of Maritime Operations within Supply Chains, Günter Prockl, gp.om@cbs.dk  
 Global Transportation and Maritime Logistics, Britta Gammelgaard, bg.om@cbs.dk  
 Big Data Analytics, Ravi Vatrappu, rv.digi@cbs.dk  
 Children as Consumers, Jeanette Rasmussen, jra.marktg@cbs.dk  
 Consumer Culture Theory, Hanne Pico Larsen, hpl.marktg@cbs.dk  
 Power, Culture and Politics in Contemporary Organizations, Sara Louise Muhr, slm.ioa@cbs.dk  
 Datafication - Foundations, Transformations and Challenges, Mikkel Flyverbom, mf.msc@cbs.dk  
 Procurement Strategy and Organizational Development, Britta Gammelgaard, bg.om@cbs.dk  
 Negotiation: Theory and Practice, Orsola Garofalo, og.si@cbs.dk  
 Modern Finance and Corporate Finance, Thomas Poulsen, tpo.ccg@cbs.dk  
 Risk and Crisis Management, Lasse Peter Laursen, lpl.mpp@cbs.dk  
 Political Communication between Power and Legitimization, Øjvind Larsen, ol.mpp@cbs.dk  
 International Business and Economic Development, Michael Wendelboe Hansen, mwh.msc@cbs.dk; Peter Ørberg Jensen, poe.si@cbs.dk  
 Cross-Cultural Management, Simon Ulrik Kragh, suk.msc@cbs.dk  
 The Economics of Health Care Innovation, Valentina Tartari, vt.si@cbs.dk  
 Social Media and Organizations, Peter Holdt Christensen, phc.mpp@cbs.dk

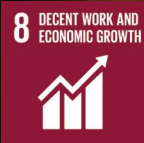


# RESPONSIBILITY DAY 2018



Encouraging all Principles

Responsibility Day has been the largest recurring event at CBS since its initial launch in 2009. It marks the first official day for all new bachelor students enrolled at CBS. Over the last decade, the event has grown in scale, and it is now an inspirational day aimed at fostering critical reflection when conducting business.





In 2018, almost 3,000 new bachelor students started in one of 18 different study programmes at CBS. Responsibility Day was their first day at CBS, in which topics of responsible management and sustainability were addressed.

The goal of the day was to provide an opportunity for the new students to find ethical and social solutions to global challenges when conducting business, both in their new role as business school students and also in their future careers.

This day also demonstrates CBS' commitment to putting responsible management education and sustainability on the agenda over the students' next years of education at CBS – and to show the importance of questioning the status quo when learning about how to conduct global business.

In past years, the new bachelor students have had to deliver strategic solutions to a case based

on a social enterprise in order to both acquaint them with case-solving skills frequently used throughout their coming studies at CBS, and to spark reflections on how business can be conducted with a greater focus on social and environmental impacts.

In 2017, the case was based on Yab Yum Clothing Company, as the fashion industry is highly polluting and a large contributor to climate change. Here, the students had to find solutions to how the company could become more environmentally friendly in terms of cotton use and find strategic solutions on how Yab Yum could engage in partnerships and collaborate with social enterprises.

In 2018, the case revolved around the social enterprise Carcel, founded by a former CBS student, Veronica D'Souza. Carcel uses sustainable and organic wool and silk from Peru and Thailand, respectively, while providing jobs for women in

prisons in these two regions.

In their deliverable, the new bachelor students provided solutions to how Carcel could innovate in terms of sustainable material use, and how CO<sub>2</sub> emissions could be reduced during shipping.

Responsibility Day aims to foster critical reflection processes among students, alongside engaging CBS faculty and top management, and putting responsible management and sustainability on the agenda, as these are values highly prioritised in CBS' mission and vision.

We are happy to report that planning for Responsibility Day 2019 is well under way, and are looking forward to introducing a new generation of bachelor students to responsible business.

Emilie Jallov-Haag  
ej.msc@cbs.dk  
rd@cbs.dk

**RESPONSIBILITY DAY HIGHLIGHTS 2018:  
PARTICIPANTS: OVER 2,300.  
KEYNOTE SPEAKERS:  
HRH CROWN PRINCESS MARY.  
EUROPEAN COMMISSIONER FOR COMPETITION,  
MARGRETHE VESTAGER.  
CBS STUDENTS CHAIRWOMAN NIMA TISDALL  
AND VICE PRESIDENT DJANOUR ISSILAM.**

# PRIME COMMUNITY





Environment

# SUSTAINABILITY IN THE ARCTIC

## THE THEMATIC NETWORK ON ARCTIC SUSTAINABLE RESOURCES AND SOCIAL RESPONSIBILITY (TN ASRSR)

In 2018, CBS continued to be active in academic networks on sustainability in the Arctic. CBS is a member of the circumpolar university collaboration University of the Arctic (UARctic), associated with the Arctic Council. Much of the work of UARctic is on a series of thematic networks (TN) on a variety of issues, many of which are related to sustainability in the Arctic.

One of these, the thematic network on Arctic Sustainable

Resources and Social Responsibility (TN ASRSR), is institutionally hosted at CBS, where it is led by Professor Karin Buhmann, who is also the deputy CBS representative to UARctic.

With support from the Danish Agency for Science and Higher Education, the network has organized a series of field-work oriented meetings, bringing together a number of the circumpolar group of members of the TN.

The 2018 meeting took place in Northern British Columbia in western Canada and offered participants an opportunity to engage with local experts, practitioners and other stakeholders involved in various types of natural resource exploration and usage.

Karin Buhmann  
kbu.msc@cbs.dk

## INTERNATIONAL SEMINAR: "TOWARDS A RESEARCH AGENDA FOR SOCIALLY RESPONSIBLE GREEN TRANSITIONS"

Over four days in December 2018, an international seminar gathered an interdisciplinary group of around 25 scholars from most regions in the world, alongside practitioners, to identify a research agenda for integrating social responsible conduct in actions to address the urgent challenge of mitigating climate change.

To focus the debate, the seminar addressed a series of issues relating to agri-industry for biofuel, and the exploration

and mining of minerals needed for technical solutions for a non-carbon economy (such as solar power panels, turbines for windmills, batteries for storing energy, etc).

With regard to social issues, the seminar took its point of departure in some human rights related procedures that figure in regard to impact assessments, in particular meaningful stakeholder engagement and public participation.

The seminar was designed to enable a comparison of Arctic and Global South experiences and identify synergies for future research.

The seminar received support from three grants held by Professor Karin Buhmann, who organized the event.

Karin Buhmann  
kbu.msc@cbs.dk





# RESPONSIBLE MANAGEMENT EDUCATION SURVEY

2017 OBJECTIVE

How does management education affect students' attitudes towards irresponsible management behaviour? How do these students intend to act when being confronted with irresponsible behavior in the future? These are the questions underlying a survey that CBS is administering to its students before, during and after their studies. The purpose of the project is to understand how education effects different antecedents of behavioral intentions.

This data collection project has been running since 2015. Bachelor students have received a questionnaire at the end of each semester with an average response rate of 15%. So far only preliminary econometric analysis has been performed. However, more detailed analysis is planned for the coming years.

Moreover, CBS has managed to engage other business schools in the research project. In particular, universities from the UK, Netherlands and Austria have joined our efforts in order to get benchmark data between different PRME schools. Universities interested in joining the project are welcome to approach us at the CBS PRME office at [prme@cbs.dk](mailto:prme@cbs.dk) to learn about participation requirements.

We expect to continue collecting and analyzing data in order to explain changes in students' attitudes, norms, self-efficacy and intentions towards responsible management across the three years of their Bachelor. In order to achieve statistically valid results, we aim to collect more data in the following years and to include more variables that would enable us to have a clear and complete analysis.

We also expect to reach out to more universities in the following years.



Applied Research to  
Advance Best Practices





# SUPPORTING SOCIAL VENTURES

Global Social Venture Competition (GSVC) is an annual, global competition for students and recent alumni who have their own social venture. GSVC planted its first seed at Berkeley Hass in 1999 and has since grown to become a global network in Europe, the US, Asia, Africa, Australia and Latin America with Business Schools and Universities as their partners.

GSVC empowers the next generation of social entrepreneurs by providing them with mentoring, exposure, and cash prizes to help students transform their ideas into sustainable ventures that address the world's most pressing challenges by using technology for good. The main purpose of GSVC is to sup-

port the students in becoming business-ready for a society undergoing rapid change and to help them develop and advance their social ventures.

CBS PRME joined the network in 2017 as an outreach partner to help GSVC perform outreach and marketing to encourage student participation at their respective universities and programs, and recruit participants. We are the only partner in the Scandinavian region and are supported by the European regional partner, Essec Business School in France.

For the first time in GSVC history, CBS PRME are very proud to announce that a Danish social venture, Blue Lobster,

an app that will allow consumers and restaurants to purchase fresh seafood directly from local fishermen, has been selected to participate in the first round finals in Paris. The team consists of current students and they will be competing to be selected for the Global finals, which will take place in April 2019.

Tina Erfani  
te.msc@cbs.dk

Partners:  
Essec Business School, Paris

Haas School of Business  
University of California, Berkeley

We were inspired to create Blue Lobster when we realized that fishermen are struggling to survive in the industry and that access to fresh and locally sourced seafood is limited, even in a place like Copenhagen that is surrounded by water. We are excited to be a part of the GSVC 2019 competition, where we will spend 3 days brainstorming and learning from the other competitors and mentors in Paris. Our goal is to ensure that Blue Lobster is socially responsible, environmentally sustainable and economically viable.

**Nima Tisdall and Christine Heber, founders of Blue Lobster**



# STUDENT INVOLVEMENT





Human Rights

# STUDENTS AND HUMAN RIGHTS



## PHD COURSE: NATURAL RESOURCES AND HUMAN RIGHTS: IMPACTS, CONFLICTS, BENEFITS, STAKEHOLDERS AND GOVERNANCE

With a truly global group of students and faculty (each representing at least one representative of each of the world's regions except for Oceania), this PhD course enabled an interdisciplinary group of students to deepen their knowledge of a series of human rights related aspects of natural resource

exploration, exploitation, and non-exploitation. Students represented a variety of social science disciplines as well as geology, biology and engineering. Offered by the CBS Doctoral School of Organisation, Management and Society and led by Professor Karin Buhmann, the course had received financial support

from the University of the Arctic and the Danish Agency for Science and Higher Education. This allowed the organisers to offer mobility support to some participants and to present a faculty with expertise in the course topics from the field in Greenland, Canada, Finland, China and several Latin-American countries.

## STUDENT 'PILGRIMAGE' ON SDGS, HUMAN RIGHTS AND TOURISM ON THE CAMINO DE SANTIAGO IN SPAIN

In March 2018, 5 students from CBS, accompanied by CBS Professor Karin Buhmann, joined around 100 students and 20 professors from 20 other universities from around the world in a 5 day walk on the Camino de Santiago. The topic of the event was human rights, the SDGs and tourism. Students were divided into 4 groups who each walked around 110 km on four different paths of the Camino. Students had been

assigned a written and video-based curriculum on human rights and the SDGs, compiled by all participating professors, representing a variety of disciplines. Students from each of the universities also prepared a presentation on an assigned topic before the Camino walk and refined it during the walk, benefitting from discussions with their peers from other universities. At the end of the five days of walking the Camino,

all groups finished in Santiago and the students presented their findings on various aspects of the topic of the 'pilgrimage', that is, human rights, the SDGs and tourism. The event was organized by the University of Santiago de Compostela together with the World Tourism Organisation (a member of the United Nations family) and local organisations.

Karin Buhmann  
kbu.msc@cbs.dk





# STUDENTS FOR THE GLOBAL GOALS 2018



Students for the Global Goals was an event organised by CBS PRME in an effort to unite students and work together to achieve the Sustainable Development Goals. We believe that an integral step of the journey towards a better future is to gain support from the leaders of tomorrow for this ambitious agenda.

On the 11th of April 2018 we held our first ever festival for the Global Goals here at CBS. The aim of the event was to help students discover the business potential in the 17 Sustainable Development Goals, alongside Danish business leaders, top sustainability companies, and 13 student organisations. By covering Solbjerg Plads in eye-catching banners, we put the Sustainable Development Goals firmly in the spotlight at CBS.

The event was opened with an debate titled 'The SDGs – a New Wave of Greenwashing?', which introduced attendees to the goals, and discussed their meaning and legitimacy in a business context. The panel featured representatives from the UN, such as Mogens Lykketoft, former President of the UN's General Assembly, alongside Camilla Brückner, Director of the UNDP's Nordic Representation Office. There were also representatives from Danish

business in attendance, such as Ingrid Reumert, Vice President of Stakeholder Communications and Sustainability at Velux, and Susanne Stormer, Vice President of Corporate Sustainability at Novo Nordisk. Lars Koch, Deputy Secretary General of Oxfam Ibis, was there as a representative of the charitable sector, and Gareth Garvey, CEO of the British Chamber of Commerce in Denmark moderated the debate.

Other events included a talk on the SDGs in an Asian context, a debate on critiquing the SDGs, arranged by CBS Debating Society, and an SDG case competition with Chr. Hansen and Quercus Group. There were also workshops on developing a sustainability currency at CBS with oikos, and using blockchain to achieve the SDGs, with Student & Innovation House and CBS Blockchain Society, where students could get hands-on experience working with

the SDGs. CBS' Solbjerg Plads campus was filled with stands from sustainable companies and volunteering organisations where students could meet representatives from sustainable businesses and student organisations.

The closing ceremony was a lecture on sustainability as a competitive edge arranged by Marketing Lab, with representatives from Ørsted, Mærsk and Unilever. This lecture was followed by a reception featuring all-vegetarian food. All the talks during the day were made available on the CBS PRME Facebook page.

Malene Mølgaard Christensen  
Project Manager,  
Students for the  
Global Goals  
2019



mmc.msc@cbs.dk

All Principles



Sustainability is an aspect of everything I work with, such as the goal of creating a healthy and sustainable economy with space for all, and a focus on the climate and environment, so that we are well prepared when we hand over society to future generations.

As a CBS graduate and a member of 2030-Netværket, I am pleased to see my alma mater encouraging current students to discuss the global challenges of tomorrow and the six PRME principles, and am confident that they will be better equipped to tackle these and other global societal issues in their future careers as a result.

It is encouraging to see CBS hosting events addressing these issues such as Students for the Global Goals, which I am glad to have been a part of.



**Mette Reissmann, Member of the Danish Parliament, Spokeswoman for Higher Education and Research, Member of 2030-Netværket, the Danish Parliament's Cross-Party Network for the Sustainable Development Goals.**



# RESPONSIBILITY DRIVEN BY STUDENTS



At CBS, we have a large variety of student-driven organizations that have responsible management and sustainability as a core element of their activities, allowing CBS students to partake in inclusive societies. All of these organisations help set the PRME agenda throughout CBS and are crucial for us as a PRME signatory.



CBS Diversity and Inclusion is a non-profit student organization that aims to raise awareness about topics and challenges within the different dimensions of diversity (ethnicity, sexual orientation, age, disabilities, religion, gender etc.). The organization strives to offer a platform for students interested in equality and inclusion by hosting events and providing members with a diverse network.



cbsdandi@gmail.com



CBS Feminist Society strives to create awareness around and address issues of gender discrimination, with a focus on the business world. The student organisation wishes to discuss solutions to these problems and inspire future leaders to take a stand on this issue. Anyone with an interest in the subject is welcome to join.



cbsfeministsociety@gmail.com



CBS Building Tomorrow is part of the international non-profit organisation Building Tomorrow, which promotes education for children in Sub-Saharan Africa, including creating awareness of education and development in the area through knowledge-enhancing guest lectures. The organisation raises money for the construction of schools in Uganda as well as organizing fundraising events.

cbs@buildingtomorrow.org



CBS Volunteering consists of a group of CBS students who actively promote local volunteering for good causes and want to make it as easy as possible for CBS students to find and join volunteer work opportunities in their local communities. The organization cooperates with NGOs and non-profits and organises public events with them to broaden the sense of community for CBS students.

cbsvolunteering@gmail.com



Danish Social Innovation Club (DANSIC) is the largest platform for social innovation in Denmark. DANSIC's aim is to inspire social innovation, meaning, and to find new ways to resolve society's social and environmental challenges. The organisation's largest event, an annual conference, is held in March and includes panel debates and workshops. This event brings together over 300 students and over 40 speakers.

info@dansic.org



Female Invest seeks to build a bridge between financial markets and the pool of young women who wish to take a leap into the world of investments. Their goal is to engage more women in trading as well as getting more women out into the financial industry.

Female Invest raises awareness through events and workshops in collaboration with professionals. The participants will get an introduction on how they can get involved in investing themselves, and insight into the investment industry. Female Invest offers a forum for knowledge sharing and the exchange of experiences.

femaleinvest@gmail.com





oikos Copenhagen is the Danish chapter of the international student organisation oikos, which brings together students and future leaders interested in sustainable economics and management. Internationally, oikos has 44 chapters worldwide in the US, Canada, India, Africa and most of Europe. The student organisation bridges the gap between sustainability and business and provides a platform for students to think holistically and become responsible leaders.

[hr@oikos-copenhagen.org](mailto:hr@oikos-copenhagen.org)



CBS Blockchain Society facilitate a student community through creating and sharing knowledge of blockchain technologies. They work to realise the full potential of blockchain-based solutions via collaboration with industry experts and enthusiasts, and engage in the greater blockchain ecosystem to create value for the community.

[blockchainsociety@cbsstudents.dk](mailto:blockchainsociety@cbsstudents.dk)



The goal of CBS Climate Club is to engage students in integrating environmental sustainability as a part of both their personal and professional lives, in order to address the challenges of climate change. Our focus is on three core areas: personal awareness, greener campus, and sustainable business.



Environment:  
Principles 7 and 8

[cbsclimateclub@gmail.com](mailto:cbsclimateclub@gmail.com)



CBS Model United Nations (MUN) is an association for students interested in international politics and the United Nations. They aim to increase awareness of international challenges with economic, social, cultural and humanitarian aspects amongst business students. CBS MUN strives to bridge the gap between the private sector and intergovernmental institutions dealing with global issues, by providing a forum for students to learn about and discuss contemporary themes of geopolitics, sustainability and development.

[administration@cbsmun.dk](mailto:administration@cbsmun.dk)



ONE | DANMARK

One CBS is an organisation that focuses on the importance of education, career and social responsibility for minority youth in Denmark. They host educational and social activities to contribute to the development of members' professional and personal skills. The organisation creates a common platform where minority youth and companies can network, exchange ideas and discuss how the diversity of society can be effectively used. One Denmark organises events, competency workshops and social events to give their members the opportunity to expand their network.

[info@onedanmark.dk](mailto:info@onedanmark.dk)



180Degrees  
CONSULTING

180 Degrees Consulting Copenhagen is the Copenhagen branch of the world's largest student-driven consultancy. They match talented students from all universities in Copenhagen with social enterprises and NGOs, in order to give students practical consulting experience while creating social impact. Students go through a 12-week program guided by our consultancy firms' partners, in which they develop innovative, practical and sustainable solutions to the different types of problems that social organisations face.

[copenhagen@180dc.org](mailto:copenhagen@180dc.org)



All principles



Labour:  
Principle 6

# COPENHAGEN PRIDE



5 GENDER  
EQUALITY



10 REDUCED  
INEQUALITIES



17 PARTNERSHIPS  
FOR THE GOALS





CBS participated in Copenhagen Pride for the first time in 2017. The level of participation from CBS staff and students was higher than expected, and CBS restated their commitment to diversity and inclusion again in 2018.

CBS was proud to participate in Copenhagen Pride for the first time on Sunday 19th August 2017. Around 350 people participated from all levels of CBS – from researchers and students, to alumni and administrators, alongside countless others cheering on from the side of the parade – as well as some members of CBS PRME. It was also not a coincidence that CBS' first time participating in Copenhagen Pride coincided with our centenary year – it was in fact the perfect opportunity to send a clear signal that we are committed to working to provide a more inclusive work and study environment for everyone at CBS.

This commitment to diversity and inclusion was restated in 2018, where CBS once again walked, danced and cycled along the parade handing out sweets, drinks and rainbow flags. The CBS float featured music, bubbles, glitter and supporters waving the Pride flag, alongside Mr. and Mrs. CBS – CBS' own Drag King and Queen, who are

both CBS students. Students and staff who turned up early to help decorate the float were also given rainbow ties, bow ties, and white T-shirts with the slogan 'Love Suits Everyone'.

Although Senior Management were not represented at the parade in 2017 – CBS' President Per Holten-Andersen had another event which clashed – the 2018 parade featured a member of CBS Senior Management for the first time. Gregor Halff, the new Dean of Education was excited and proud to attend and send a clear signal of CBS' commitment to creating a safe space for people of all different identities. As Holten-Andersen said regarding the parade in 2017: "Diversity is much more than man or woman, or sexuality or even gender identity, it is the whole spectrum of personal existential variations. As long as these are displayed whilst showing consideration to others, it is and should be a human right to be able to realise your full potential at the same time. There are far

too many who actually don't get the opportunity to do this... they are excluded, which must be avoided. It is important that CBS shows its position on these issues clearly and distinctly."

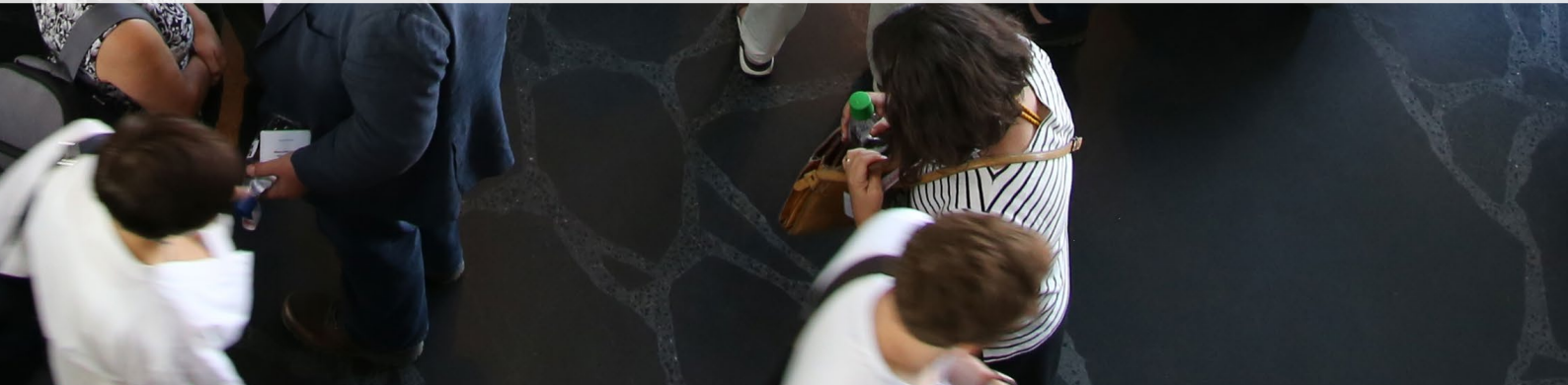
In 2018, the CBS Diversity and Difference Platform also contributed to the Copenhagen Pride Human Rights Programme with two free open events: "LGBTQIA Inclusive University Environments", and "LGBTQIA and Norm Critique in the Workplace, a Solution-oriented Panel Debate". Furthermore, CBS Teaching and Learning have created a film about CBS' participation in Copenhagen Pride, which the Council for Diversity and Inclusion plan to use to educate Intro Week tutors for semester start, to encourage a positive environment where students and staff feel safe to be who they are. In this way, CBS are ensuring that there is a focus on diversity and inclusion at CBS throughout the entire year, not just during Pride.

**Diversity is much more than man or woman, or sexuality or even gender identity, it is the whole spectrum of personal existential variations. As long as these are displayed whilst showing consideration to others, it is and should be a human right to be able to realise your full potential at the same time.**

Per Holten-Andersen, CBS President 2012-2019



# EXTERNAL ENGAGEMENT



# SCORAI 2018

The Third International Conference of the Sustainable Consumption Research and Action Initiative (SCORAI) 2018, was hosted by CBS from the 27th-29th June 2018. As a result of the conference a sustainable conference guide was developed to inspire all conference organisers at CBS.

The Third International SCORAI conference highlighted sustainability research through an international forum. Topics of the conference included talks on sustainability in urban planning and the financial sector, and panel debates on the future of consumption and the globalisation of sustainable Scandinavian business practices.

Along with the keynote discussions, seven research tracks brought in scholars from around the world. Not only did the conference focus on sustainability in research, it also brought sustain-

able conference practices into reality. A close examination of conference practices through a life cycle assessment from scholars at the Technical University of Denmark was the focus of the organisers, namely Louise Thomsen, Project Manager for VELUX Endowed Chair in Corporate Sustainability. Aspects such as the food choices, water distribution, green decorations, speaker gifts, reducing paper use and many more initiatives were organised in such a way to reduce the ecological impact of the event.

After the conclusion of the conference, the learnings, best practices and suggestions for further initiatives were collated into an inspirational guide for all conference organisers at CBS.

This guide has since been disseminated throughout CBS and is in the process of becoming the new standard for conferences hosted at the institution.

Louise Thomsen  
lth.msc@cbs.dk





# SUSTAINABILITY INFLUENCERS



In October 2018, 21 students with different educational backgrounds and nationalities became the first Sustainability Influencers, an initiative co-created by Student & Innovation House and CBS PRME. In line with Global Goal 17, Partnerships for the Goals, the ambition is for the Influencers to enter into partnerships with actors who can strengthen the initiative and interest more students in the SDGs, as well as inspiring them and preparing them for becoming change agents in sustainable transformation. The Sustainability Influencers have already entered into partnerships with Impactful Jobs, Global Compact Network Denmark, Sustainable Now, SustainBase, SIVIL, Nordic Sustainability, IloveGlobalGoals, Tuborg Foundation, oikos Copenhagen and SDG Ambassadors Copenhagen.

Andreas Aasted Gjede, co-founder and daily manager of Student & Innovation House, as well as co-founder of the Sustainability Influencers explains; “We are facing

a global climate crisis and there is a need for action in all levels of society. Our generation of young people amounts to around one fifth of the world’s population, and we play a key role in sustainable transformation. We want to engage young people in a framework created by students, for students. With this initiative, we’re creating a platform for the younger generation who want to make a difference.” Louise Thomsen, Centre Manager for CBS Sustainability and co-founder of the Sustainability Influencers, adds; “The young generation is often the most overlooked resource and that needs to change. We can contribute with innovative thinking, which is essential if we want to achieve the goals for 2030”.

The Influencers are all part of the millennial generation, born between 1983 and 2000. Deloitte’s annual global millennial survey shows that this generation is driven by purpose and by making a positive impact with their job, as well as expecting businesses to help solve global challenges, and

want to contribute to this urgent agenda themselves. In 2020, half of the global labour force will be millennials.

Sara Krüger Falk, Executive Director of Global Compact Network Denmark, explains; “If businesses want to recruit the best talent, they must provide interesting career opportunities. Businesses need to incorporate sustainability into their business models and constantly align themselves with the challenges of the future to help make sure that the SDGs are reached. It is fantastic to experience the passion for sustainable transformation amongst young people. These are the people who will drive future change in business, which is exactly why we need initiatives like the Sustainability Influencers”.

Andreas Aasted Gjede  
Andreas@studenthouse.dk

Louise Thomsen  
lth.msc@cbs.dk



“If we want to reach the Global Goals by 2030, it is crucial that we engage and mobilise the younger generation. The younger generation immediately understands the importance of the 2030-agenda, and they have the abilities to achieve the level of change required. This is why I welcome the Sustainability Influencers initiative.”

**Kirsten Brosbøl, Chair of the Danish Government's Cross-Party Network for the UN Sustainable Development Goals**



# NEW ADJUNCT PROFESSORS

## LAUGE STETTING

Lauge was Rector of CBS from 1978-79. He was dean of the Faculty of Economics when he was elected rector in 1978, but the year after, he caused a stir by stepping down from the position as a protest against government cutbacks. He was also in charge of Handelshøjskolen's Forlag from 1983-2000.

CBS Adjunct Professor



## BJARKE MØLLER

Bjarke Møller is director of Think Tank EUROPA. He has a long professional career as a journalist and editor with different media organisations, and has written several publications about Europe and globalisation.

CBS Adjunct Professor,  
Department of International  
Economics, Government &  
Business

## HENRIK ROTHE

Henrik Rothe is President of the Maritime and Commercial Court in Denmark, a court which deals exclusively with commercial cases, especially intellectual property rights, competition law, transport law, and international commercial contract and tort cases.

CBS Adjunct Professor,  
Department of Management,  
Politics and Philosophy



## LARS REBIEN SØRENSEN

Lars Rebien Sørensen is the former CEO of Novo Nordisk and was named the world's best CEO by Harvard Business Review in 2015 and 2016. He has also previously been engaged in innovation, marketing and HR and has considerable experience in managing foundation-owned companies.

CBS Adjunct Professor,  
Center for Corporate Governance

## ANNE-MARIE SKOV

Anne-Marie is Executive Director of the Tuborg Foundation and is a member of the board in WWF-Danmark, DIS and The Danish Foundations' Knowledge Center. She is also on the Steering Committee at CBS Center for Civil Society Studies.

CBS Adjunct Professor,  
Department of Organization



## MICHAEL BEVERLAND

Michael's main area of expertise is brand management; in particular brand authenticity and brand innovation. he also writes on consumer culture theory, the revival of analog technology, sustainability and dietary practices, design-driven innovation, and manufacturing.

CBS Adjunct Professor,  
Department of Marketing

## SØREN BJERRE NIELSEN

Søren has an impressive career and is best known for his long-standing chairmanship of the Danish Nationalbank. Today, he is chairman of the large construction company MT Højgaard, the skylight manufacturing company VELUX, and VKR Holding, one of Denmark's largest industrial companies.

CBS Adjunct Professor,  
Department of Accounting



## TORBEN MÖGER PEDERSEN

Torben is the CEO of PensionDanmark. He is a member of several boards and investment funds, including Danish Climate Investment Fund. He is a member of the Private Sector Advisory Group within the UN's Green Climate Fund; the Advisory Board in OECD's Centre on Green Finance and Investment and the UN Global Compact's Financial Innovation Action Platform, among others.

CBS Adjunct Professor,  
Department of Finance



# SELECTED RME-RELATED CONFERENCES AT CBS



## SWEG 2018 - The 15th Scandinavian Workshop on E-Government

SWEG is a forum for discussing current eGovernment research issues. The workshop is dedicated to open and creative discussions about the current status of eGovernment research and future directions. The focus is thus on informal discussion rather than on formal presentations.

Here are some papers held at SWEG 2018:

The Role of Child Protection Leaders in Implementing New ICT Tools. - Erlend Trengereid, Carl Erik Moe

Smart Cities & Sustainable Information Systems - Constance Marie Dominique Remy, Triin Pärnpuu, Jonas Hedman

Service Robots in Government - Kim Normann Andersen, Torkil Clemmensen, Helle Zinner Henriksen, Jeppe Agger Nielsen

One size fits all? - The shape and role of internal coordination of eservices in one-stop government solutions - Fredrik Söderström, Ulf Melin, Ida Lindgren

'It is unbelievable how many come to us': A study on librarians' perspectives on digital inclusion in Sweden - Mariana S. Gustafsson, Julia Larsson, Elin Wihlborg

Design principles for digital service innovation - Jeremy Rose, Jesper Holgersson, Eva Söderström, Hannes Göbel, Stefan Cronholm, Carina Hallqvist

Contact:  
Helle Zinner Henriksen  
hzh.digi@cbs.dk

Kim Normann Andersen  
kna.digi@cbs.dk



## Banking on the Future - Rethinking the Financial Sector

To celebrate CBS' 100th anniversary, a special event around Responsible Banking and Finance in the next 100 years took place in October 2017. The purpose of this event was to develop an engaged dialogue with stakeholders from the banking and finance industry and to challenge current attitudes towards banking and its future. The hope is that this dialogue will ignite new ideas and develop an agenda for future research and teaching in business schools towards 2117.

With CBS being regularly ranked as a global leader in terms of responsible management education, we believe this event compliments CBS' ambitions and allows the university to be at the forefront of setting the agenda for responsible

banking and how we approach teaching and research on RME in the future.

The planned outcome was to develop a close cooperation with practitioners and academics and shake up the image of banking and financial institutions for the next 100 years. There were three different tracks at the conference, with different speakers and topics.

- Track I: Banking and society
- Track II: Responsible Banking as a business model
- Track III: Responsible Banking at an individual level

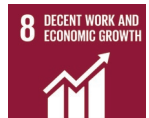
Speakers gave their take on responsible banking with individual perspectives. Among others, speakers from Finansforbundet, Copenhagen FinTech, Handelsbanken and Finans Danmark

attended the event. Views and opinions were shared within finance in the next 100 years with subtitles such as the following:

- The welfare implications of the growth of the financial sector
- Banking - a religious perspective
- Entrepreneurial focus within finance
- Diversity and Inclusion
- What is responsible banking seen from the regulators perspective?
- Sustainable banking seen from a market leader perspective

Thordis Bjartmarz  
tbj.int@cbs.dk

Kirstine Dinesen  
kdi.int@cbs.dk



## Tax Conference: Taxation of Multinational Enterprises - Recent Developments

On the 5th November 2018, CBS hosted the conference "Taxation of Multinational Enterprises - Recent Developments", followed by a reception.

The speakers were:

Michael Tell, Associate Partner, CORIT Advisory and External Lecturer, CBS - "Limitation of interest deductions - recent developments "

Cécile Brokelind, Professor, Lund University, Department of Business Law - "Mismatches, hybrids and asymmetric qualification of income: a critical analysis of EU Tax Law "

Daniel N. Shaviro, Wayne Perry Professor of Taxation, New York University, NYU Law - " The New Non-Territorial U.S. International Tax System "

Clive Baxter, Head of Tax Governance and Policy, A.P. Moller - Maersk - " BEPS, PPT, LOB, GAAR, ATAD, BEAT, GILTI - international business and the brave new world of acronyms "

Contact:  
Sara Høgh-Nielsen  
sara-jur@cbs.dk





# CBS DIVERSITY DAY 2017/18

Diversity Day has occurred twice since CBS' last SIP report was published in 2017. Diversity Day 2017 took place on the 27th April 2017, and the event was repeated on the 22nd March 2018. Both events were dedicated to the celebration of our diverse campus, students, and staff.

The aim of Diversity Day 2017 was to approach diversity and inclusion politically and practically in an organisational context, alongside celebrating CBS' centenary and how diverse the business school has become in the last 100 years. The overall theme of norm critical intervention methods for managerial practice set the scene for a combination of scheduled events and an open house format, where companies and other organisations were represented, with various stands and activities related to how they work with organising diversity and inclusion. Some of these activities included 'Borrow a Prejudice' at The Human Library, to learn more about stigmatised groups, a white

awareness workshop to assist in tackling everyday racism, and a norm critical workshop featuring an advisory panel of researchers, politicians and practitioners which discussed practical implications of creating a more inclusive and LGBTQ-friendly workplace. Attendees could also create badges with queer slogans, pin themselves on the world map, help catalogue everyday sexism and get a walk-in experience of feminist plays. The event was in collaboration with CBS' Public-Private Platform research cluster on Diversity and Difference, which led to an integration of culture and science, to investigate how Diversity Day can change the understanding of norms, how they affect people and how

they may be changed in order to foster environments that are more inclusive to a larger group of people. All presentations were interactive and gave opportunities for attendees to answer questions and receive answers in real time. After the success of Diversity Day 2017, the event was repeated in 2018. To include the many and different experiences of being at CBS, the focus of Diversity Day 2018 was on intersectionality. Like in 2017, the event in 2018 included talks, panel debates, stand activities and seminars in collaboration with students, faculty, partner organisations and companies.

Organiser: Sean Rehn,  
sar.ioa@cbs.dk



**There is more to diversity than genders. It cannot be reduced to sexual orientations, nor to age, (dis)ability, culture, language, ethnicity, or any other identity category. The manifold ways in which these identities can intersect create specific experiences of (in) equality and need to be addressed accordingly if we are to understand the complexities of diversity issues.**



# COPENHAGEN IMPACT INVESTING DAYS 12TH-14TH MARCH 2018

In 2018 CBS held the inaugural Copenhagen Impact Investing Days, an event at which Copenhagen Business School welcomed 180 participants ranging from impact investors, philanthropists and social entrepreneurs to policymakers.

These participants jointly discussed research needs and priorities for inquiry. The event aimed to formulate a research agenda that will help understand the effectiveness of impact investing. This in turn is intended to guide investors towards implementing impactful investment strategies.

Impact Investing describes a number of practices that aim for the most efficient capital allocation (the “investment” part) in relation to the achievement of certain social and environmental goals (the “impact” part). While the social impact goal is an essential part of impact investing, such practices can aim to achieve multiple objective functions including the generation of financial returns to investors. Multiple objective functions give rise to moral dilemmas and ethical

tensions between stakeholders of the impact investing process.

The discussions during the Copenhagen Impact Investing Days critically reflected upon current impact investing practices by inquiring into essential topics such as the actual impact of social impact measurement, the need for high quality longitudinal datasets on financial performance, and the role education has to play in sharing effective methods and approaches. The Impact Investing Days included side events on topics such as best case practices from municipalities providing a good environment for impact investing and social entrepreneurship; and what promise impact investing holds as a tool in developing countries.

In 2019 two follow-up events are planned:

- The Beijing Impact Investing Days on the 22-24th May 2019, to be held on the campus of the Sino-Danish Centre in China.
- 2nd Copenhagen Impact Investing Days on the 23-25th September 2019, hosted again by Copenhagen Business School.

Both events aim to attract papers that may eventually be submitted for publication in a Special Issue of the Journal of Business Ethics entitled: “Impact Investing – Critical Examinations of Motivations, Processes and Results” (submission deadline January 2020).

Kai Hockerts  
kho.msc@cbs.dk







In 2018 over 100,000 people attended Folkemødet on the island of Bornholm, also known as the Peoples' Festival. Folkemødet comprises roughly 3,000 different events, as well as a Royal visit. The aim of Folkemødet is to provide a platform for interest groups as well as individuals who all believe in democracy and want to create dialogue across political beliefs.

For the very first time, CBS PRME was amongst those attending and we marked our participation by co-creating and actively participating in the first ever Global Goals Tent (Verdensmålenes Telt) at Folkemødet. We took the role

of sharing information about the SDGs upon us and created dialogue with individuals of all ages about the Global Goals, CBS PRME and our vision and mission.

With various partners from different sectors of the educational and business worlds, we co-created the event *"Do you Believe in Generation Global Goals?"* with a panel consisting of students and educators. During the event, the participants presented cases from different educational levels, while the audience, as well as a number of experts and politicians would listen and reflect on the topic, and finally discuss concrete actions to support the

implementation of the Global Goals in the educational system by 2030.

By engaging students, educators, top managers, and stakeholders in debating the SDGs, we put responsible management and quality education on the agenda and gave food for thought for further debate, whilst reinforcing partnership for the goals through interdisciplinary cooperation.

CBS PRME are pleased to confirm that we will be attending Folkemødet again in 2019 with even more exciting initiatives.

Louise Thomsen  
lth.msc@cbs.dk

  
**VERDENSMÅLENES  
 TELT**  
**FOLKEMØDET 2018**



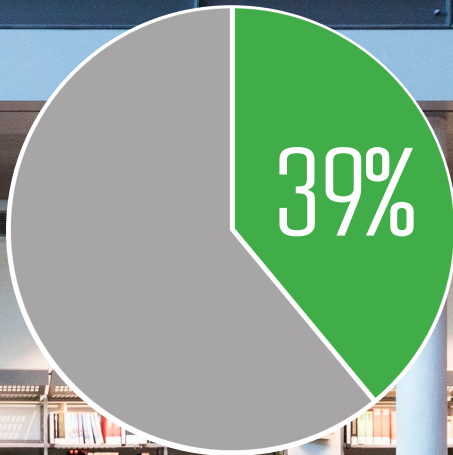


# RESEARCH



# PUBLICATIONS HIGHLIGHTS

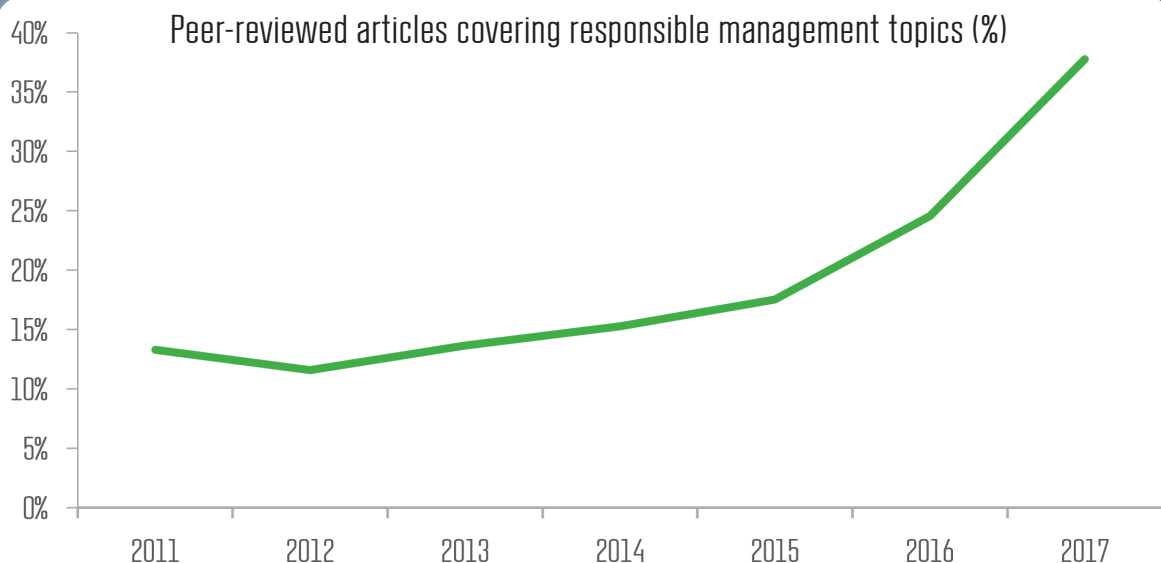
In 2017, CBS published 442 peer-reviewed journal articles. 167 of these were on topics related to responsible management. 38% of all peer-reviewed journal articles published at CBS in 2017 were related to responsible management, up from 25% in 2016.



CBS articles in FT50 journals published in 2017 covering responsible management topics.

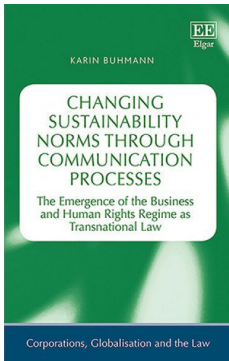
Additionally, CBS published 38 peer-reviewed journal articles in FT50 journals in 2017. 39% of these were related to responsible management, an increase of 6% since 2016.

	2011	2012	2013	2014	2015	2016	2017
Total number of peer-reviewed articles	467	449	521	563	559	452	442
Peer-reviewed articles covering responsible management topics	62	52	71	86	98	111	167





# SELECTED RME-RELATED BOOKS PUBLISHED BY CBS FACULTY



**Changing Sustainability Norms through Communication Processes: The Emergence of the Business and Human Rights Regime as Transnational Law**  
Karin Buhmann. Edward Elgar Publishing, 2017.

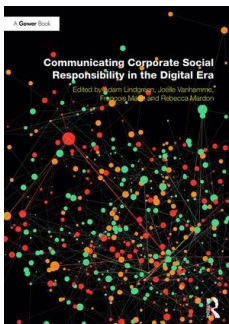
Applying the emergent Business and Human Rights (BHR) regime as a case, this book analyses regulatory strategies, communicative approaches and public-private processes to develop new sustainability-related norms, particularly for business, for maintaining and promoting public policy

objectives and societal needs.

Karin Buhmann sets out the concerns of public regulators and businesses that both inform debates and create power struggles in the construction of sustainability norms between public policy interests and the market. The author focuses on three trends in argumentative strategies applied in the BHR context and considers the use, impact and complementarity of these for sustainability regulation. Through analysis of selected transnational regulatory processes, the book identifies argumentative and negotiation strategies that led to agreement on BHR despite conflicting interests

across public, private and not-for-profit (NGO) stakeholders, and develops insights for future multi-stakeholder sustainability regulation, focusing both on the regulatory process and the outcome.

Changing Sustainability Norms through Communication Processes will be a valuable read for NGOs, regulators, managers and academics with a concern for sustainability regulation by helping to enhance their understanding of how to influence normative change in organisations, in support of sustainability and responsible business conduct.



**Communicating Corporate Social Responsibility in the Digital Era**  
Edited by Adam Lindgreen, Joëlle Vanhamme, Francois Maon and Rebecca Mardon. Routledge, 2017.

Although literature on corporate social responsibility is vast, research into the use and effectiveness of various communications through digital platforms about such corporate responsibility is scarce. This gap is surprising; communicating

about corporate social responsibility initiatives is vital to organizations that increasingly highlight their corporate social responsibility initiatives to position their corporate brands for both consumers and other stakeholders. Yet these organizations still sometimes rely on traditional methods to communicate, or even decide against communicating at all, because they fear triggering stakeholders' skepticism or cynicism. A systematic, interdisciplinary examination of corporate social responsibility

communication through digital platforms therefore is necessary, to establish an essential definition and up-to-date picture of the field.

This research anthology addresses the above objectives. Drawing on marketing, management, and communication disciplines, among others, this anthology examines how organizations construct, implement, and use digital platforms to communicate about their corporate social responsibility and thereby achieve their organizational goals.



**How Do We Improve Our Welfare Debate?**  
Nanna Mik-Meyer. Informationsforlag, 2017.

The welfare state, built up by the hard work of many generations, is under pressure, and "How Do We Improve Our Welfare debate?"

tries to start a constructive debate to help us understand the welfare state, its foundations, as well as how we can protect it.

Research professor Nanna Mik-Meyer is behind the book "How Do We Improve Our Welfare Debate?". It presents three

rationales which are crucial in understanding and discussing the welfare state.

This is an important book for everyone who works with the public sector and wants to know more about welfare and the welfare state.



# SELECTED RME-RELATED PHD RESEARCH FROM 2017-18

Potential for the Circular Economy in the City of Copenhagen  
Sönnich Dahl Sönnichsen, sds.marktg@cbs.dk

Payments related to Blockchain and Other Digital Products and  
Services in International Tax Law  
Louise Fjord Kjærsgaard, lfk.jur@cbs.dk

Combatting Falsification and Counterfeiting of Medicinal  
Products in the European Union - A Legal Analysis  
Vishv Priya Kohli, vpk.jur@cbs.dk

Women, Men, and Their Technological Replacements in the  
Future Labour Market  
Mathias Fjællegaard Jensen, mfj.eco@cbs.dk

Sustainable work. A practical philosophical investigation  
Mette Nelund, mn.mpp@cbs.dk

Ensuring ethical standards within a multinational  
pharmaceutical corporation - An anthropological study  
of business ethics across global locations within Ferring  
Pharmaceuticals  
Anna Kirkebæk Gosovic, akgo.msc@cbs.dk

Socioeconomic Importance of Research-Based Education  
Tróndur Møller Sandoy, tms.eco@cbs.dk

Essays on the Strategic Use of Corporate Social Responsibility  
by Multinational Enterprises  
Vanya Rusinova, vr.egb@cbs.dk

How to be Socially Responsible? In Whose Terms? Perceptions  
of Corporate Social Responsibility (CSR) in Myanmar's Export  
Garment Industry 2011-2015  
Jinsun Bae, jiba.egb@cbs.dk

Eradicating Poverty through Profits  
Henrik Gundelach, hg.msc@cbs.dk

The Reciprocal Relationship between Renewable Energy MNCs,  
Value Creation and Anti-Globalization Tendencies  
Katrine Maria Lumbye, kml.ioa@cbs.dk

Corporate compliance and anti-corruption: A study on the role  
of multinational companies in the age of globalization  
Anestis Keremis, ake.msc@cbs.dk

Partnerships & Procurement: Smart City Solutions  
Lasse Bundgaard, lb.ioa@cbs.dk

Responsibility: Towards a unified understanding and a road  
more travelled - A transdisciplinary study of Corporate  
Responsibility and Access to Medicines in an era of volatility  
Joachim Delventhal, jde.ioa@cbs.dk

How do MNCs respond to complex systems of demands for  
responsible business conduct in an age of growing anti-  
globalisation?  
Alison Emma Holm, aho.int@cbs.dk

Exploring the potential of social banks  
Sara Elsa Maj Dahlman, sda.mpp@cbs.dk

The Private Governance of Social Sustainability: The interplay  
of institutions in the governance of the Bangladesh ready-made  
garment industry  
Erin Leitheiser, el.msc@cbs.dk

Samskabelse - en metode til effektivisering og kvalificering af  
den offentlige sektor? (Co-creation - a method for effectivising  
and qualifying the public sector?)  
Trine Holck Grundahl, thg.om@cbs.dk



# RESEARCH PROJECTS

## ECOVILLAGES AS LABORATORIES OF SUSTAINABILITY AND SOCIAL CHANGE (ECOLABSS)

In an historical moment where citizens of the world are called to take action to face multiple crises - the emergency of climatic change, high and rising socio-economic inequalities, and the upsurge of intolerance and racism within and between countries - the study of transformative grassroots initiatives becomes crucially important and timely. 'Ecovillages as Laboratories of Sustainability and Social Change' (EcoLabSS) is conceived as an international, inter-sectoral and interdisciplinary project aiming at producing a theoretically grounded and methodologically innovative study of one of these grassroots initiatives: the ecovillage movement.

EcoLabSS provides a multi-level and mixed-method study of the ecovillage movement that combines the comparative study of two local ecovillages, respectively in Denmark and Italy, with a systematic analysis of the actions and networks of the transnational organization Global Ecovillage Network (GEN). The review and the fieldwork is then used to develop a comprehensive theoretical and analytical framework centred on the path-breaking definition of 'community-based prefigurative social movements'.

The empirical analysis is structured along three mutually informing levels of analysis: micro-individual level, meso-community level, and macro-societal level. The first level is focused on the study of individual life trajectories and biographies of ecovillage inhabitants.

The meso-community level is analyzing the everyday practices and processes involving organization, decision-making and creation of future-oriented norms and codes of conduct inside the two case studies. Finally, the macro-societal level is centred on the study of how the ecovillage movement - represented by the transnational organization GEN - translates and diffuses its practices, narratives and visions of a just and sustainable society to policy-makers, institutions, other civil society actors and the wider public.

Liv Egholm  
le.mpp@cbs.dk



## OTTO MØNSTED VISITING PROFESSORSHIP - HAMID EKBIA

The purpose of the application was to fund a 3-month visit in 2018 by Professor Hamid Ekbia from Indiana University (IU), USA, at the cost of 70,000 DKK per month. A primary purpose of the visit was to further the fledgling but excellent collaboration between Professor Ekbia and faculty members at the Department of IT Management (ITM) at Copenhagen Business School (CBS). This, in turn, helped to build new relationships between other CBS departments and IU. For the duration of his visit, Professor Ekbia was associated with and situated at ITM.

The goal of the visit was to engage in the following collaborative activities:

(1) Develop a promising new research program on the "New Division of Labour

between Humans and Machines".

(2) Collaborate on scientific articles with colleagues at ITM with the objective of generating at least one co-authored article to be published in Management Information Systems Quarterly (MISQ), Academy of Management Review (AMR) or Organization Science (ORSC). All three journals are premium business journals listed on the Financial Times' List of 50 Business Journals (FT50), the UT Dallas List of 24 Business Journals (UTD List) and as 4\* journals on the Association of Business Schools' Ranking of Business Journals (ABS 4\*). The FT50, UTD List and ABS 4\* are of the highest international standards applied in ranking business schools.

(3) Engage with representatives of Danish society with regards to the social implications of computerized automation and the changing nature of labour and the

welfare state. ITM garnered interest from the Danish media, industry, labour unions and policy-makers to meet Professor Ekbia. (4) Play a vital role in the PhD programs of LIMAC, the doctoral school of CBS, by teaching in post-graduate courses and/or running a series of workshops on theory development and research methodologies. Professor Ekbia will also be a valuable source for strengthening the PhD education at ITM with the eventual aim of securing reputable placements for PhD graduates at the best universities in the world.' (5) Mentor junior faculty members at ITM to publish in premium business journals.

Attila Marton  
am.digi@cbs.dk



## DESIGNING THE NEXT-GENERATION CROWD PLATFORMS

Despite the growth of crowdsourcing as a de facto practice for organizations to leverage the collective strength of online communities in tackling business problems, it is often plagued by challenges in retaining contributors and fraudulent behaviors of

requesters. To this end, this research aims to conduct a cross-country comparison of contributors' behavior on existing crowd platforms in both Denmark and Hong Kong in order to uncover factors that incentivize or disincentivize contributors. In doing so, this study endeavors to develop a comprehensive and robust theory that is essential for: (1) ascertaining individuals' motivation for contributing to crowd plat-

forms; (2) determining the types of risks encountered on crowd platforms, and; (3) devise mechanisms for capturing the benefits from individuals' contribution to crowd platforms while mitigating the risks involved in contributing to these platforms.

Chee-Wee Tan  
ct.digi@cbs.dk



In 2017 and 2018 CBS faculty carried out a large number of PRME and SDG-related projects. Some of these are listed here, alongside the SDGs they address.

### THE SOCIOECONOMIC IMPORTANCE OF RESEARCH-BASED EDUCATION

In order to provide effect-based policy guidance, we seek to answer the following question: “What are the societal effects of university-based education in a complex R&D innovation ecosystem, and how might educational policy be improved so as to maximize these effects efficiently?”

Answering such a question is crucial in determining whether recent policy reforms of the Danish educational system have generated or will generate ripple effects on innovation, growth and societal well-being. In order to answer such an important question, we believe that it is necessary to (1) approach the complex system at several key nodes, (2) use a cross-disciplinary approach that draws on both economics and sociology, (3) employ both micro and macro modeling

techniques, and (4) collect and use unique data.

To this end, we define five sub-projects. Project 1 (P1) will use a macroeconomic model to estimate the effect of university funding levels on the quality of students. P2 will qualitatively investigate the impact of the private sector on academic research and teaching. P3 and P4 will seek to understand the value that research-based universities provide to individuals and to firms, respectively. P5 will extend the set of sociological-impact models that can be used to understand the R&D-innovation ecosystem.

The project will be led by Anders Sørensen, Professor of Empirical Economics, Copenhagen Business School Economics, Director of CBS’s Center for Innovation (2017). Sørensen is a senior researcher in the areas of R&D, innovation, firm performance and

the economics of education. He will lead an international research team of economists and sociologists who are top researchers in their fields. Active guidance will be provided by our advisory board: Edward Lazear-Stanford, Chief Economic Advisor to President George W. Bush; Kathryn Shaw-Stanford, STEP Board, National Academy of Science; and Andrew Webster, University of York, Director of the SATSU and of AsSIST-UK.

Anders Sørensen  
as.eco@cbs.dk

Fane Naja Groes  
fg.eco@cbs.dk

Jane Bjørn Vedel  
jbv.ioa@cbs.dk

Moira K. Daly  
moda.eco@cbs.dk



### THE ROLE OF THE PRIVATE SECTOR IN RESEARCH-BASED EDUCATION

Jane Bjørn Vedel is developing a report

to disseminate the results of a pilot study she has taken in connection with the projects “The Role of the Private Sector in research-based education”, and “The Socio-economic Importance of Research-based

education”. The report is presented in the Novo Nordic Fund.

Jane Bjørn Vedel  
jbv.ioa@cbs.dk



### GROWTH VIA INNOVATION IN DANISH COMPANIES

An increase in Danish productivity is crucial for securing an increase in Danish national income. In this context, innovation is crucial as a driving force in increasing companies’ productivity. The amount of Danish companies actively engaging in innovation is however very constant at around 50 percent. This can be interpreted as untapped potential for an increase in Danish national income, if this amount can be increased. The amount of companies innovating is lower in Denmark than in countries such

as Sweden, the Netherlands, Germany and France. On top of this, the intensity of research and development in business fell between 2013 and 2014, and is now at its lowest level since 2009.

This leads to three important questions:

1. Why do some companies innovate, whilst others do not?
2. Why do some companies invest a lot in innovation, but others only invest a small amount?

3. How can innovation be increased in Danish companies?

These questions are important particularly when taking into account that there is a sizeable difference in the intensity of innovation amongst companies, including amongst narrowly defined branches or business sizes.

Anders Sørensen  
as.eco@cbs.dk

Peter Bogetoft  
pb.eco@cbs.dk



### CENTER FOR FINANCIAL FRICTIONS (FRIC)

FRIC studies frictions in financial markets which either arise spontaneously in markets,

or which are imposed by regulation and institutional settings.

It is our goal to formulate and test asset pricing implications of such frictions, thus helping investors allocate funds efficiently

and helping regulators and lawmakers designing regulation.

David Lando  
dl.fi@cbs.dk





## DIGITAL TRANSFORMATION OF WORK

The objective of this research collaboration is to strengthen the research on digital transformation of work. Research on new technologies in the workplace is short of knowledge on how new digital technologies such as robots, artificial intelligence (AI), and Internet of Things (IoT) are transforming the nature of work and how management is responding to the opportunities and challenges raised by the new wave of technologies.

Specifically, we are exploring three areas of transformation:

1) Are the tasks and the nature of deci-

sion-making in administrative organizations being transformed with the use of modern technologies? If yes, what is the nature of the transformation? Focus area 1 will revisit the classical work by Herbert Simon, hence focusing on administrative behaviour.

2) Is the nature of how management responds to the opportunities and challenges raised by new technologies challenging the classical areas of strategy, changing the attention to technology as the key driver for change? Focus area 2 will revisit the classical strategy-work by Chandler exploring how management takes decisions: long-term (strategy), mid-term (tactical), and short term (operational) perspectives with respect

to transformation of work.

3) Are concerns on privacy and norms being balanced in new ways due to the advantages of technology? This focus area relies on the work by Westin (Privacy & Freedom) hence exploring whether workers perceive their privacy sphere being invaded by technologies and whether workers balance the possible control mechanism with overall job improvement.

Kim Normann Andersen  
kna.digi@cbs.dk

Helle Zinner Henriksen  
hzh.digi@cbs.dk



## COMPLIANCE AND RISK MANAGEMENT

The whole area of governance, strategic risk management, and digital disruption has significantly changed over the past decade and more draconian changes are coming in the future. Furthermore, many of the current business models are getting fundamentally changed and challenged which will require a different and profound understanding of strategic risks.

From a managerial perspective, entire industries are moving from being stable, conservative, and local to being disrupted with very different industry dynamics and risk profiles. These challenges are not only caused by digitalization and new technologies (like Blockchain, Robot advice, etc.) but also by the fact that the entire competitive landscape is changing with increasing global competition. Furthermore, Fintech, artificial intelligence, and digitalization are game changers, regardless if one is working at an incumbent player in a given sector or in a start-up financed by a private equity

fund. In this environment, staff members will need to have the right competencies in order to successfully manage the strategic shifts. Otherwise, their future employability will be rather limited. However, many have a knowledge and educational gap when it comes to these issues, and that gap needs to be addressed and filled.

Fundamentally, it requires a complete rethinking of governance, risk, and compliance (GRC) issues, which have often been handled in a reactive way, to be an integrated and proactive part of all business processes. Center for Corporate Governance (CCG) has been encouraged to come up with a program that will be a valuable contribution to industry.

The above mentioned issues, which are here to stay, and the challenges they present to companies should be the focus of the new program. The program will be based on the latest research in the field. On top of this, there will be strong involvement from leading industry partners.

The program will also be based on a clear set of Nordic corporate governance values and

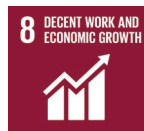
prepare course participants for a European career, if desired. In parallel, the program will have a strong focus on addressing IT security, fraud mitigation, and especially in the area of value based management, including the latest research in the area of behavioral economics.

There is also a need for understanding best practices, sharing of experiences, and new learning in the market. The idea behind this program is to cater to this need. We want this program to give future managers the skills and knowledge to create a strong, Nordic, value driven, and ethical foundation for their careers in their chosen sector by introducing strategic risk management and compliance to the core of the company, rather than using them as survival mechanisms when needed in a moment of crisis.

Lars Christian Ohnemus  
lco.ccg@cbs.dk

Jens Gammelgaard  
jg.egb@cbs.dk

Steen Thomsen  
st.ccg@cbs.dk



## THE DUALITY OF RISK

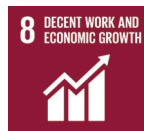
Businesses that go bankrupt have often taken large risks, for example by taking risks on untested products, new technology, and large investments with large debts as a result. However, the same can also be said of businesses who have delivered growth and value creation. The goal with this project is to

improve businesses' skills in predicting when risks should be taken. We attempt to use businesses' experience with earlier projects to standardize the management competencies as well as macro-, branch- and business specific relationships, which lead to either growth and growth creation or growth destruction and eventual restructuring or bankruptcy. The ultimate goal of the study is to help decision makers to optimize their risk taking and

thereby hopefully carry out more projects involving risk that lead to growth and growth creation, and reduce the amount of projects involving risk that fail.

Jeppe Christoffersen  
jc.acc@cbs.dk

Thomas Plenborg  
tp.acc@cbs.dk







## LEADERSHIP AND CORPORATE HONESTY

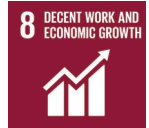
The main objective of our stay at the Laboratory for Research in Experimental and Behavioral Economics in Valencia (LINEEX), is to analyze whether and how (i.e., to what extent and through which channels) a leader's adoption of (non-) transparent

practices in the execution of a given task affects the (dis)honesty in the decision-making of employees that subsequently undertake similar tasks within an organization. In order to pursue this objective we want to test our presumptions via laboratory experiments. LINEEX is the strongest and most established institution to conduct behavioral economics experimental research in Europe and represents the most efficient solution for our

research purposes. This project will allow us to pursue new research collaborations and to draft at least one paper that will ultimately target top international journals.

Orsola Garofalo  
og.ino@cbs.dk

Alice Guerra  
agu.egb@cbs.dk



## CROSS-CULTURAL EXPERIMENTAL ANALYSES ON TAX MORALE (CHEATAX)

Tax evasion is a large and growing problem in almost all countries (Murphy's 2012 report "Closing the European Tax Gap" estimated that "tax evasion in the European Union is approximately €860 billion a year"). This problem is particularly extreme in Southern European countries as Italy, Spain and Greece. Recent experimental and survey analyses revealed that individual's intrinsic motivation to pay taxes is not only influenced by tax rates and audit probabilities, but also by social and cultural norms.

Designing effective policies for reducing tax evasion thus requires understanding the behavioural aspects of tax compliance decisions. The previous experimental analyses on tax compliance were mainly carried out in the Centre-North of Italy (Milan, Bologna and Rome) and assumed the taxpayer as an isolated individual.

My proposed research, entitled "Cross-Cultural Experimental Analyses of Tax Compliance" (ChEATAX) will innovate by taking a broader perspective on tax morale from the perspectives of both geography and level of analysis. In this way, ChEATAX can advance knowledge by addressing two long-standing gaps in the literature: the North-South discrepancies in Italian tax compliance, and the

impact of social norms and social interactions on tax morale. To isolate cultural effects as a factor in tax compliance, this aim will be pursued by collecting survey and laboratory data in Italy and Denmark, respectively representing Southern and Northern European societies, and in the South and the North of Italy to capture disparities in Italian tax compliance. The outputs of this project will help understanding how different countries can establish and foster cooperation with taxpayers to enforce tax compliance.

Alice Guerra  
agu.egb@cbs.dk

Brooke Harrington  
bha.ioa@cbs.dk



## THE MORAL ELITE: WHO SHAPED THE DANISH WELFARE STATE (1890-1933)?

While the concept of 'welfare state' only became established after the Second World War, many of its principles had already been established in the first half of the 20th century: Increasing levels of expenditure, universal access without means testing, a changed view of welfare recipients as not only individually responsible for their own situation, a professionalization of social workers,

and a specialization of welfare initiatives.

This period, where central principles and infrastructure of the welfare state were established, was characterized by partnership between the state and private philanthropy, meaning that influence on several levels – social policy, the ideas guiding welfare initiatives, and the means and methods adopted in social work – was spread out across the civil society-state divide. It is the claim of this proposed project that a 'moral elite', consisting primarily of medical doctors, priests, and politicians, connected

these different spheres and shaped central features of the developmental path toward what was later designated "the welfare state".

Using mixed methods with an emphasis on network analysis, the project aims to identify, describe, and trace the effects of this elite from the 1890s to the 1930s – with an emphasis on its role in adapting international ideas of social provision to a Danish context.

Anders Sevelsted  
ase.mpp@cbs.dk



## SMART GREATER COPENHAGEN

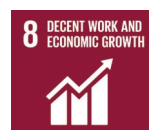
Through development of a new concept of supplementary training to stimulate a market for development of innovation competencies with the goal of improving digital competencies in the capital region and in the whole of Greater Copenhagen. This is a premise for strengthening businesses'

strategic and operational skills to make the most of industry 4.0's opportunities. The supplementary training concept will be used as the foundation for development of growth-related competencies amongst employees within smart technology and digitalisation.

Jacob Nørbjerg  
jno.digi@cbs.dk

Torkil Clemmensen  
tc.digi@cbs.dk

Jan Damsgaard  
jd.digi@cbs.dk





## THE IMPORTANCE OF MULTIPLE ABILITIES FOR LABOUR MARKET OUTCOMES

It is common knowledge that noncognitive abilities matter for success on the labour market. Individuals must create new products or services, interact with others, carry out work independently, communicate knowledge and use other “soft skills” at work. To the extent that noncognitive abilities are associated with carrying out a task at work, they affect labour market outcomes such as employment or wage over time. However, although personal determinants of labour market outcomes are

an important economic issue, lack of data has limited research on how noncognitive abilities affect these outcomes.

I have access to a unique Danish survey from 2004 on supply of multiple abilities, including noncognitive abilities. Based on this, the aim of my postdoc project is to determine:

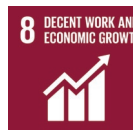
1) The importance of multiple abilities for employment.

That is, whether and to what extent the individual use at work of the creative and innovative ability, social competency, self-management, communication ability,

among others, affect the likelihood of being employed rather than unemployed in 2004?

2) The returns to multiple abilities over time. That is, whether and to what extent the individual use at work of the creative and innovative ability, social competency, self-management, and communication ability, among others, influences wages from 2004 to 2012? I look at the returns for all employees and within different occupations.

Alice Heegaard Klynge  
ahk.fi@cbs.dk



## MONETARY POLICY NETWORKS AND ASSET PRICES

We study the effect of monetary policy communication on asset prices.

Since reaching the zero lower bound in many countries, the traditional monetary policy that influences long interest rates by controlling the short rate has lost its

power. Hence, it is increasingly important how central banks communicate and what information they provide, especially in crisis times.

Worse than expected monetary policy communication can propagate negative macroeconomic shocks, leading to contagion across asset classes, both domestically and internationally. We plan to build theoretical

models and confirm their predictions in sovereign bond and exchange rate markets using a new, comprehensive set of international monetary policy.

Gyuri Venter  
gv.fi@cbs.dk

Paul Whelan  
pawh.fi@cbs.dk



## QUANTIFYING OPPORTUNITIES AND RISK IN ALTERNATIVE INVESTMENTS

The project studies alternative investments as a topical area within finance. Alternative investments, in this study but also as a definition per se, relate to investments that are not considered traditional such as listed bonds or stocks. More precisely, the overall objective of the project is to study how risks and opportunities related to alternative investments should be quantified.

Specifically, the project aims to develop a framework that thoroughly incorporates risks and opportunities with regards to

alternative investments in renewable energy.

In an attempt to quantify risk factors stemming from economic, political, social or technical reasons, a new framework should be developed. This very framework serves as a model to value renewable energy projects and potentially also other types of alternative investments.

Aside from the contribution to the academic literature, this work would benefit several other stakeholders, including investors, investment brokers, policy makers and FSAs (Financial Supervisor Authorities), who are all increasingly exposed to aspects

of alternative investments. Given the current focus on green investments and the pension funds' increased appetite for alternative investments, the project will also provide important insight into how more green investments can be ensured without putting pension savings too much at risk.

The project is a collaboration with Lars Christian Gaarn-Larsen, from Energi 30, a green energy fund, and PhD student Alexander Kronies.

Ken L. Bechmann  
kb.fi@cbs.dk



## CROWDSOURCING-BASED PROBLEM SOLVING: THE ROLE AND EFFECTS OF COLLABORATION AMONG CONTESTANTS

The crowdsourcing of solutions to innovation-related problems has lately received considerable attention in practice and a growing interest in academia. It typically occurs through innovation tournaments, where a hosting organization broadcasts a problem in the form of an open call and

rewards the contestant(s) with the best solution(s), i.e., the winner(s).

Viewing crowdsourcing as a tournament is a useful abstraction, however, this conceptualization fails to consider that practical approaches increasingly integrate features such as the ability to vote or comment on others' contributions. Allowing for collaboration fundamentally changes the nature of the tournament.

Hence, this project investigates the role and

effects of collaboration among contestants. By conducting a set of experimental studies we specifically seek to identify causal relationships related to how, why and under which conditions collaboration among contestants affects problem-solving success in crowdsourcing.

Marion Poetz  
mp.si@cbs.dk

Christoph Grimpe  
cg.si@cbs.dk





## THE ROLE OF REGULATIONS AND IMMIGRATION IN FIRMS' OFFSHORING DECISIONS

The growth in both offshoring and immigration are two striking features of the recent rapid pace of economic globalization. This proposal consists of a research project, which will assess the main driving forces behind Danish firms' offshoring decisions in two

separate papers.

Specifically in the first paper we will study the determinants of firms' costs associated with the offshoring decision by focusing on the degree of regulations in important branches of firm activity and within the labour market. For the empirical analysis we will use the World Bank cross-country database of business regulations and the Danish registers. In the second paper by using the same registers,

we will investigate whether the inflow of low skilled migrant workers in the local labour market reduces the need for firms to offshore or whether it boosts it by providing connections that firms then use to offshoring.

Dario Pozzoli  
dp.eco@cbs.dk



## COLLABORATION AND RELATIONS BETWEEN ECONOMIC OPERATORS IN THE COMPETITION FOR PUBLIC CONTRACTS – LEGAL AND ECONOMIC ANALYSES OF GREY ZONES BETWEEN PUBLIC PROCUREMENT LAW AND COMPETITION LAW

EU and implementing national public procurement regulation and case law explicitly allows a great variety of collaboration forms and relations between tenderers who take

part in the competition for public contracts.

The legitimacy and desirability of such collaboration and relations is however regulated by EU and national competition law. In spite of the practical relevance, there is only very sparse case law at EU level, and the state of law concerning assessment of collaboration and relations between tenderers in competition for public contracts is highly unclear, which may jeopardize efficient spending of taxpayers' money.

The Ph.D. project will analyse the application

of competition law in a public procurement context in order to determine how to strike the balance between collaboration and relations between tenderers and effective competition for public contracts.

Christina D. Tvarnø  
cdt.jur@cbs.dk

Marcus Asplund  
mas.eco@cbs.dk

Kathrine Søs Jacobsen  
ksj.law@cbs.dk



## TRADE AND THE DISTRIBUTION OF WELFARE: AN EMPIRICAL APPROACH

Events such as Brexit and the rise of populist politicians have pushed globalization and inequality to the forefront of public policy discussions. The central question in this debate is who gains and who loses from

globalization, and by how much?

Addressing this question requires detailed data on international trade, individual income, and household consumption. In this project we will merge these three types of information into a unified dataset. Using this unified dataset, we will measure how

international trade affects income and consumption patterns as well as welfare of Danish workers exposed to competition from abroad.

David Jinkins  
dj.eco@cbs.dk



## OPEN INNOVATION IN SCIENCE CENTER

Associate Professor Marion Poetz is heading a large initiative called the LBG Open Innovation in Science Center (OIS Center) funded by the Austrian National Foundation for Research, Technology and Development.

The OIS Center is located in Austria at the Ludwig Boltzmann Gesellschaft (LBG) in Vienna. It is established as an international hub for investigating, discussing and experimenting with Open Innovation in Science.

The OIS Center aims to generate insight into the potential of using open innovation principles and methods in science along the entire process of generating and disseminating new scientific research.

The center's understanding of Open Innovation in Science builds on the widely distributed nature of innovation-relevant knowledge along contextually, geographically or functionally dispersed sources, and refers to enabling, initiating and purposively managing knowledge flows across organizational and domain-specific boundaries for generating novel research questions, designing, conducting and funding research studies, disseminating research results and eventually translating new scientific knowledge into innovation. As such, it clearly goes beyond existing concepts of Open Access, Open Journals or Open Data and challenges established ways of conducting and disseminating science.

The goals of the OIS Center are:

Re-thinking and re-designing scientific

research through a shift towards working more openly, collaboratively and interdisciplinarily.

Developing and testing new methods for integrating Open Innovation principles into scientific research and innovation processes.

Establishing new forms of stakeholder interactions and collaborations within science

The Department of Strategy and Innovation contributes to the center via Associate Professor Marion Poetz, who is scientific director of the center, and the post docs and PhD students who are actively involved in both Vienna and Copenhagen.

Marion Poetz  
mp.si@cbs.dk





## PROMOTING E-LEARNING FOR ADULTS TO IMPROVE QUALITY AND AVAILABILITY OF LIFE-LONG EDUCATION

Bearing in mind the priority goals of Europe2020 strategy, the main challenge in

some EU member states is to increase the adult participation rate in education and training. Furthermore, the contemporary trends are such that individuals are frequently left to deal with making financial decisions without processing the necessary knowledge basis. The project goal is to improve adult education quality and

availability, by contributing to the development of free-access IT-based educational products that will enhance financial literacy.

Torben Juul Andersen  
tja.int@cbs.dk



## IHC – MSc IN INNOVATION IN HEALTH CARE

IHC – MSc in Innovation in Health Care is the world's first full two years master's program offered in health care innovation. It is jointly delivered by the Faculty of Health and Medical Sciences at the University of Copenhagen and Copenhagen Business

School, in partnership with Universidade de Lisboa, and Universidade de Coimbra and Erasmus Universiteit Rotterdam.

Focusing on the unique work context of health care companies and organizations, IHC students learn to analyse health care innovations as business cases and develop actionable skills for their design and

implementation. Courses draw on industry experts, high quality academic faculty and real life cases. The program is accredited and supported by EIT Health (EU).

Finn Valentin  
fv.si@cbs.dk



## CROWD PREDICTIONS FROM THE FRONTLINE: A PROACTIVE DECISION TOOL FOR DYNAMIC, STRATEGIC MANAGEMENT

The project is a result of the Danish Industry Foundation's special call for new management principles which ended earlier this year. Principal investigators are Assistant Professor Carina Antonia Hallin and Professor Torben Juul Andersen, both from the Department of International Economics and Management at CBS. The Danish Industry Foundation is partner in the project and will inform its members of the project.

As a manager in a global corporation, imagine that you within one week can collect data and receive a comprehensive report which summarizes what hundreds of your

employees in global subsidiaries predict is going to benefit your company over time. And imagine, as an employee working in a local subsidiary, that top management of the global corporation makes decisions on the basis of your weekly predictions.

This scenario is made possible due to a newly developed method which makes use of prediction software. In one day, the software can analyze great amounts of data from employees (the crowd) which instantly are made available to management. The predictions of today are usually based on historical data e.g. monthly, quarterly or annual reports.

The new method is developed by Assistant Professor at CBS Carina Antonia Hallin. She is head of the research environment called

Collective Intelligence Unit (CIU) and has together with her colleague Professor Torben Juul Andersen recently received a grant to test the method:

The project will establish a deeper understanding of the potential strategic value of collective intelligence, where predictions from employees on the companies' frontline create better and more exact information for important decisions at headquarters. The project is going to test and validate the method together with Danish manufacturing companies operating in global markets.

Carina Antonia Hallin  
cah.egb@cbs.dk

Torben Juul Andersen  
tja.egb@cbs.dk



## CHINA'S LOCAL STATE OWNED ENTERPRISES: VARIETIES OF STATE CAPITALISM, CORPORATE GOVERNANCE AND MIXED OWNERSHIP (SDC PHD)

The PhD scholarship targets the intersection of business and politics in China. Key sectors of the Chinese economy are dominated by state owned enterprises (SOEs) owned by central and local government.

The purpose of this PhD project is to contribute to the limited literature on

diversity within state ownership by studying China's locally controlled SOEs. These SOEs are the backbone of provincial economies, and controls the majority of state assets in China today. However, they are embedded in very different subnational institutional environments, or what can be termed "local varieties of state capitalism", which shape their functions, governance, ownership and corporate strategies.

Through a series of articles, the project will shed light on the diversity within local SOEs in China; their institutional embeddedness, (mixed) ownership reforms, and corporate

governance structures including the role of the Party organization in enterprise management and decision-making. The project positions itself in comparative political economy, and argues that a comparative sub-national analysis highlighting provincial and city level institutional differences is necessary for understanding contemporary state-market relations in China.

Kjeld Erik Brødsgaard  
keb.egb@cbs.dk

Nis Høyrup Christensen  
nhc.egb@cbs.dk





## 6TH COPENHAGEN CONFERENCE ON EMERGING MULTINATIONALS: OUTWARD INVESTMENT FROM EMERGING ECONOMIES

The Department of International Economics, Government and Business (EGB) maintains an activity platform on outward investments from emerging economies. The platform comprises of research, publication projects, and dissemination activities and is coordinated by Professor Peter Gammeltoft. Its flagship undertaking is a biennial conference series, ongoing since 2008.

The activity platform addresses the rise of several emerging economies, especially China, as large outward investors. The characteristics of these increasing outward flows are still poorly understood, as are the corporate strategies, government policies and institutional arrangements underpinning them.

What are the links between forms of ownership, state ownership in particular, and internationalization? How are outward investments impacting on flows of knowledge and technology between emerging and developed countries? How are flows shaped

by home country institutional settings? How are sovereign wealth funds coming to manage their assets with increasing activism? Several research projects are ongoing at EGB in these domains. The platform has incubated several high-profile international collaborations at CBS and the biennial conference series has spawned a large number of publications, including a collection of journal special issues.

Peter Gammeltoft  
pg.egb@cbs.dk



## THE MARITIME INDUSTRY IN 2030

The conference 'The Maritime Industry in 2030' was held over two days as a two-part event, with an open conference on day one and a closed workshop on day two. With a background of presentations, panel discussions and a workshop, the

conference has the goal of summing up the central maritime policy recommendations in recent years, as well as making available the observations and suggested solutions of leading actors to business and society related problems directed towards the organization of new maritime research and education initiatives, which set the scene for

interdisciplinary collaboration amongst Danish universities.

Henrik Sornn-Friese  
hs.si@cbs.dk

Leonardo Santiago  
ls.om@cbs.dk



## LEADERSHIP NAVIGATION FOR A NEW ERA: FROM COMFORT ZONE TO COMPETITIVE POWER

The goal of the project is to give managers in small and medium sized businesses the tools they need to handle the complex internal and external demands placed on them nowadays. Based on innovative development procedures in 10 businesses, where managers uncover both strategic management challenges and solutions (=good business practice) in collaboration with external consultants and researchers, a 'management GPS' is produced with a broad range of management tools which can also be used by other businesses. The catalogue of management tools – together with an easy-to-understand, practitioner-friendly overview of central, current management research in the area –

will be provided to the business community generally via a practitioners guide, articles, blogs, a debate book as well as via networks and social media.

As the project focusses primarily on management in small and medium sized businesses with identified potential for growth, it should work as a 'stepping stone' for businesses who wish to prevent or remove internal barriers for future organizational and commercial growth. The businesses are chosen in such a way that they are intended to be representative – and show a large amount of diversity with regard to branch, market, geographic location, technology, employee profile etc. It is also crucial that businesses cover a wide range of management challenges uncovered in the literature or through the preliminary explorative company interviews.

The businesses will typically be members of NOCA or Dansk Industri.

Signe Vikkelsø  
ssv.ioa@cbs.dk

Mette Mogensen  
mmo.ioa@cbs.dk

Frans Bévort  
fb.ioa@cbs.dk

Rikke Kristine Nielsen  
rkn.research@cbs.dk

Henrik Holt Larsen  
hhl.ioa@cbs.dk

Thomas Duus Henriksen  
Aalborg Universitet



## THE ETHNOGRAPHY OF MARKETS AFTER MARKET DESIGN

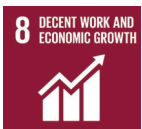
The focus of this collaboration is market design. Market design is a relatively recent and not yet well-understood set of practices increasingly influencing business and policy making worldwide. Market design refers to the practice of tailoring markets to specific business interests (e.g. how AirBnB or Uber strategically manipulate the matching of suppliers and users) or to solve matters of

collective concerns (e.g. algorithms designed to allocate school vacancies, or carbon trade to deal with pollution). Market design importantly modifies our understanding of markets. Until a few years ago, markets were mostly understood as spontaneous encounters between supply and demand. Conversely, organization and regulation were considered possible barriers to markets. Market design flips this view; organization and regulation become part of the tools used to design and implement markets to deal with private and social concerns.

This project will set a new network between two groups of researchers, The Copenhagen Markets and Valuation cluster, located at Copenhagen Business School, and The Research Center for Culture and Economy, located at the Federal University of Rio de Janeiro.

Christian Frankel  
cf.ioa@cbs.dk

José Ossandón  
jo.ioa@cbs.dk





### ERHVERVSPH.D. (BUSINESS PHD)

The project is carried out as a PhD project co financed by the Institute for Organisation,

Copenhagen Business School and Centre for Public Innovation. The project will discuss “Which organizational relationships create good conditions for creating and spreading

innovation amongst public organisations?”

Signe Vikkelsø  
ssv.ioa@cbs.dk



### ELITEFORSK TRAVEL SCHOLARSHIP MASTER 2018

As part of creating a strong international collaboration, Jannick planned a long-term research stay (3-6 months) at Macquarie University in Sydney, Australia. The research stay was confirmed in advance by Professor Alison Pullen and therefore only required financing from the scholarship.

and Organisation Studies and an expert in central areas of Jannick’s PhD, such as queer studies, feminism, activism and alternative organisation. The research stay was planned to take place in Summer 2018 in connection with the “10th Biennial International Interdisciplinary Conference” for the academic journal “Gender, Work and Organization”, where Alison Pullen is chief editor. The conference is held in 2018 at Macquarie University, arranged by Alison Pullen. Jannick was co-chair of his

own research topic on id-related problems concerning diversity, inclusion and (in)equality, alongside Professor Nick Rumens, University of Portsmouth, UK, and Dr Anna Einarsdóttir, University of York, UK, as well as presenting his own research.

Jannick Friis Christensen  
jfc.ioa@cbs.dk



Alison Pullen is Professor of Management

### GOVERNANCE, CO-PRODUCTION AND VULNERABILITY

By and large, all work in the welfare sector involves a meeting between citizens and staff within the welfare system. Since the 1990s, new policies have been developed by both politicians and practitioners regulating how citizens and staff should ‘behave’ in these meetings. The aim has been for staff to move away from a hierarchical, top-down approach in interacting with citizens, to a more collaborative, co-creative, bottom-up approach, with a focus on an equal relationship. The goal is for citizens to contribute actively with their requests and learn how to make decisions in their own

lives (so-called collaborative/co-production initiatives).

There is only a small amount of international research and no national research about how this intensified focus on equality and responsibility of citizens relates to other meeting conditions such as economics, legislation and NPM.

This limited research shows that co-creation creates particular challenges in relation to vulnerable citizens, as they are often incapable of making suitable choices or expressing themselves in the way staff would like. This project explores how attempts to make homeless people more responsible are

carried out in three shelters – in particular: how these attempts are related to the economic, legislative and NPM strategies which also frame the meeting.

Homeless people are chosen due to the fact that they represent a vulnerable group which challenges the goal of co-creation. The project examines the network meetings of homeless people with municipality officials, as well as with the shelters they stay at, as the hypothesis is that these three groups have different agendas for the meeting.

Nanna Mik-Meyer  
nmm.ioa@cbs.dk



### ORGANISING LABOUR MARKET INTEGRATION OF IMMIGRANTS: THEORY AND PRACTICE

This multidisciplinary research programme aims to investigate labour market integration initiatives directed at immigrants, from the perspective of contemporary organisation theory. The project has its roots in practice-based approaches to labour market integration. Thus, its aim is to study how initiatives intended to support labour

market integration of refugees and other immigrants work in everyday practice: how they are made sense of by integrators and by the immigrants, and how they are organised with the help of a variety of ideas, people, objects and activities. We shall use a multi-method approach to reveal as many as possible different aspects of the integration phenomenon in the context of migration. A combination of ethnographic, quantitative and historical methods will be applied to study the labour market integration of immigrants in five work packages, covering:

- 1) historical and contemporary sites of integration;
- 2) the role of the private sector in integration;
- 3) the role of community embedded initiatives and active citizenship;
- 4) the role of the public sector in integration;
- and 5) the complications and opportunities of connecting integration activities across sites.

Ester Barinaga  
eb.mpp@cbs.dk



### THE TRANSNATIONAL CONSTRUCTION OF EUROPEAN WELFARE STATES: FROM THE MARSHALL PLAN TO THE TROIKA

Globalisation and increased international integration, most notably, but not exclusively,

through the EU, is often portrayed by academic scholars, mass media and politicians as representing a threat to the welfare state and nationally-organised labour market regimes. This ambitious book, which will be the culmination of more than six years of research, originally initiated by a

grant from the European Research Council, will develop an alternative and more nuanced perspective.

Poul F. Kjær  
pfk.mpp@cbs.dk





## WHEN PUBLIC AND VOLUNTARY BARRIERS ARE BROKEN

For many years, the municipality and the volunteer sector have maintained a stiff and inflexible way of working with each other, which makes it more difficult for them to explore their opportunities for developing new ways of collaborating where they can challenge each other's traditional roles.

This research project will therefore focus on collaborative projects which are not involved in defining clear and unambiguous boundaries between which assignments and responsibilities belong to the volunteer sector and which belong to the public sector. The project will instead examine what happens when neither sector limits themselves by conforming to a specific role, and instead choose to work on finding out new ways in which the volunteer sector can discover

new opportunities to be volunteers, and the public sector can use the same experimental approach to explore what it means to be a public institution or public sector employee. In this way, the research project will focus on describing the experience gained from such co-creation projects, and which qualities they have for resulting welfare.

Anders la Cour  
al.mpp@cbs.dk



## MANAGERS, WORK COMMUNITIES, KEY TASKS AND STRESS

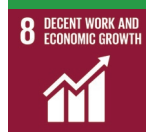
The goal of the project is to develop and test new communication and learning tools for preventing stress-related sick leave. These tools take a point of departure in Pernille Steen Pedersen's research. The project takes a completely new approach by shifting focus

from the individual to the relational, and by learning to understand the patterns of how people relate to each other – with the goal of increasing competencies – by taking point of departure in new research, which describes shame as a new problem in the work environment in relation to stress-related sick leave. There will be a special focus on supporting work partnerships, as well as

the fact that managers should take special responsibility, alongside including employees in decision making.

Pernille Steen Pedersen  
ppe.mpp@cbs.dk

Charlotte Biil  
cbi.mpp@cbs.dk



## GLOBAL MOBILITY OF EMPLOYEES (GLOMO)

Promoting labour mobility across Europe is a central objective of the Europe 2020 Strategy and it aims to tackle increasing labour and skill shortages in the EU. Cross-border labour mobility is expected to benefit both individual citizens, employers and the aggregate economy. In addition, intra-EU mobility is a means to foster European integration. Although migration into OECD countries increases, driven largely by people moving within the EU, migration into and within Europe is still short of target levels. Despite a favourable legal framework for mobility, migrants still face a wide range of problems and obstacles that hamper cross-border labour mobility. Employment prospects for

immigrants are below those of natives and overqualification, i.e. employment below skill levels, is widespread in most European countries. Consequently, the growth potential of immigrants is far from realised. Little is known about transnational mobility patterns and the length of migration episodes as well as about retention processes of foreign employees. There is considerable scope to make existing labour mobility more efficient and beneficial for all parties involved. GLOMO's focus is on global mobility into EU countries and within the EU and its impact on careers. The policy making white papers and research suggest that the future Europe will witness even higher and more natural mobility. To assure that Europe is ready for it, our objectives are (a) to systematically generate knowledge about the mobility

phenomenon and its implications (success factors, effects and added value); (b) provide trainings to (further) develop early-stage and senior researchers understanding the complex multidisciplinary phenomenon of mobility, and (c) suggest relevant implications for individuals, organisations, the European societies and economies. The joint research and training programme will be conducted within an interdisciplinary and intersectoral network of experts in the field.

Mette Zølner  
mz.msc@cbs.dk

globo.eu/project



## MAKE WORKS

This project will match Nordic manufactures with brands, focusing on SMEs within the textile and fashion industry. Producing locally will strengthen brand value, build

strong networks and knowledge transfer and support sustainable innovation in products and processes.

This will release resources and create value central to successful entry/presence at the international market.

Kirsti Reitan Andersen  
kra.msc@cbs.dk



## SMART BUILDINGS AND CITIES BUSINESS MODEL INNOVATION

The project seeks to facilitate business model innovation, shifting from focus on physical product to human-centred building services. It aims to connect the building industry's business concerns around sustainability, digitization, and human-oriented building

in the Internet of Things (IoT). It addresses the need for business model innovation in coordinated consultation with both the service provider and the people living and working in smart buildings.

The project is sponsored by VELUX, supported by Realdania, and is part of a research cluster on "Smart Buildings and

Cities" alongside 7 PhDs and one other postdoc.

Lara Hale  
lh.msc@cbs.dk

Andreas Rasche  
ar.msc@cbs.dk





### COMMUNITY HEALTH INNOVATION: PLATFORM DEVELOPMENT AND NEW MODELS FOR PREVENTIVE CARE (PRE+CARE)

The objective of this project is to develop a community health data platform in Odsherred based on local, regional and national databases. Predictive analytics will subsequently be applied to identify 'high risk' and 'rising risk' citizens who will be offered participation in interventions involving public authorities, private companies and

non-profit organisations. At least two interventions linked to diagnoses (diabetes) and age (65+) will be tested during the project. New online technologies to track participant behaviors and outcomes will also be developed to further strengthen the platform. The platform and supportive technologies will also provide input to a new financial model emphasizing outcomes rather than outputs. The project's unique combination of technology, intervention, finance, and communication will create value by improving community health, lowering public costs, and fostering innovation

through cross-sector partnerships.

Esben Rahbek Gjerdrum Pedersen  
ergp.msc@cbs.dk

Kirsti Reitan Andersen  
kra.msc@cbs.dk

Per Østergaard Jacobsen  
poj.marktg@cbs.dk

Angeli Weller  
aw.msc@cbs.dk



### GOVERNING COLLABORATION: THE 6TH BIENNIAL INTERNATIONAL SYMPOSIUM ON CROSS-SECTOR SOCIAL INTERACTIONS

From the 10-12th June 2018, CBS hosted the conference "6th Biennial International Symposium on Cross-Sector Social

Interactions (CSSI 2018)". The event brought together researchers and practitioners in an attempt to create understanding for how the business world, the government and civil society can integrate in order to be able to handle societal challenges such as climate change, immigration, social exclusion and poverty better. The event served as a meeting for the rapidly growing research community

within cross-sector interaction and cooperation.

Esben Rahbek Gjerdrum Pedersen  
ergp.msc@cbs.dk



### REDUCING THE DROPOUT RATE FROM VOCATIONAL SCHOOLS

Up to 20 percent of students entering upper secondary education in Denmark do not complete their education. This has great significance for their future relationship to the labour market. Young people who have dropped out of vocational schools are at a particularly high risk of ending up among the eight per cent of an age cohort,

who are more permanently disconnected from both educational institutions and the labour market – a group which costs the Danish welfare state up to DKK 15 million annually. Vocational schools have the lowest completion rates of all Danish upper-secondary level institutions and there is a large – and costly - number of shifts between the different types of educational tracks, (DI, UU & AE, 2016).

This research project is a joint collaboration

with the Rockwool foundation and several different vocational schools, where we aim to reduce the dropout rate from vocational schools, and hence increase the proportion of young people who obtain a qualifying education.

Fane Naja Groes  
fg.eco@cbs.dk



### THE FIRM IN THE INFORMAL ECONOMY

A defining feature of most developing economies is the vast presence of firms operating in the informal economy. Not only are these firms important drivers of economic growth, but they also provide an important safety net for people living in desperate poverty. However, the lack of formal institutional support and protection constitute serious obstacles for their prosperity and calls into question how informal firms structure their organizations to overcome the inherent challenges of informality. State-of-the-art research on the informal economy has mostly been limited

to the study of theoretical contributions or aggregate data due to challenges of collecting firm-level data. Through the collection of rich qualitative and quantitative firm level data in selected industry clusters in Sub-Saharan Africa, this project will pursue two interrelated objectives:

1) A long strand of organizational theory suggests firms must structure their organizations in ways that match the external environment to operate effectively. However, this research departs from the existence of the formal firm. In contexts where firms are deprived of formal institutional support, it is not clear how firms organize. I will confront theory with data and explore the ways in which these firms structure their

organizations.

2) As the costs of bureaucracy and structural forces prevent firms in the informal economy to grow and prosper, our understanding of their performance contingencies is obsolete. I will investigate the relationship between different modes of organizational structure and coordination in the informal economy and a range of financial and non financial performance measures.

In sum, this project will strive toward scholarly excellence and impact by introducing the role of organization for firms in the informal economy.

Marcus Møller Larsen  
mml.si@cbs.dk







## SUSTAINABLE LIFESTYLES IN THE 21ST CENTURY

The network activities centre on the theme of sustainable consumption and its global challenges of the 21st century. One important challenge is to introduce and keep sustainable consumption on the political agenda to induce long-term changes. One

promising avenue could be to intertwine sustainable consumption with other existing global challenges such as public health. Current consumption patterns are related to public health challenges such as the increasing prevalence of obesity. Hence, framing sustainable consumption as a public health challenge could be one promising avenue for future research. The

planned network activities will explore how to tackle the present and future global challenges of sustainable consumption and identify pressing key research questions.

Wencke Gwozdz  
wg.msc@cbs.dk



## THE IMPORTANCE OF MANAGEMENT FOR BUSINESS SUCCESS IN DEVELOPING COUNTRIES

It is well known that there is a connection between export and investing in daughter companies abroad (Foreign Direct Investment (FDI)). Danish business life is becoming increasingly oriented towards developing countries, and large investments are being made in Africa in recent years with

considerable Danish exports as a result – e.g. Vestas' Lake Turkana project in Kenya. IFU has created a large agricultural fund, and A.P. Møller have just created their 'Africa Infrastructure Fund'. Knowledge of the African markets is limited in Denmark. CBS work therefore on investigating important factors for the success (or failure) of Danish companies when operating in developing countries – be it export, partnerships, or FDI. The goal of this project is to investigate the

relationship between management, corporate governance, and the abilities of daughter companies to create results in the form of export and revenue.

Michael W. Hansen  
mwh.msc@cbs.dk

Bo Bernhard  
Nielsen  
bn.si@cbs.dk



## BOARD OF DIRECTOR INTERACTION AND FEMALE BOARD MEMBERS

The main goal of the research project is to promote theoretical and practical understanding of the role of female board members. The project illustrates interactions within boards of directors and specifically how women influence these interactions, as well as how decision making is influenced if there are multiple female board members.

Although earlier studies have tried to explain the influence of the number of female board members on results, there are few studies which have looked at the meaning of female board members for the dynamics of the board of directors.

In order to gain an insight into the dynamics of the board of directors, we are carrying out a qualitative inductive study. This is a method used regularly when researching a

topic with a lack of established knowledge, and where the chief aim is to observe processes and not to test hypotheses. The project will lead to at least one academic article as well as engagement with the Danish business world around the results of the project.

Louise Mors  
lm.si@cbs.dk



## CO-FINANCED POST.DOC. KRISTIAN ROED NIELSEN

Sustainable entrepreneurs and small start-ups face a myriad of challenges in terms of pursuing their sustainably-oriented ventures, not least the locked-in nature of the current regime which they inhabit and intend to change; as they often go against existing user and industrial practices, regulation, infrastructure and symbolic meanings (Unruh 2000; Geels 2002). These lock-ins consequently also translate into constrained funding opportunities for these "niche innovators", especially in the early "seed funding" stage as they are often perceived as a less attractive investment compared to traditional entrepreneurial ventures

(Choi & Gray 2008). The emergence of crowdfunding could, however, signal a shift in financing opportunities for these small sustainable innovators, brought on by a shift in prospective financiers of innovation from professional investors to ordinary citizens (i.e. crowdfunders) (Mollick 2014). Especially since the early literature on crowdfunding has found that rather than focusing on economic gains and feasibilities, the crowdfunders put much more emphasis on the core values and legitimacy of a project (Lehner & Nicholls 2014). This leads some scholars to suggest that crowdfunders are more likely to invest in sustainable ventures (see Lehner 2013; Calic & Mosakowski 2016; Vassallo 2016) others, however, question this contention instead noting that there

is no positive connection between for example environmental orientation and crowdfunding success (Hörisch 2015). The Post.Doc, therefore, proposes, with a mix of methods, to explore the antecedents of both successful and unsuccessful crowdfunding campaigns in efforts to better understand the motivations of crowdfunders to invest in a project. This is in order to examine what, if any, potential role the "crowd" could have in driving, financing and enabling sustainable entrepreneurship and innovation.

Lucia Reisch  
lre.msc@cbs.dk

Kristian Roed Nielsen  
krn.msc@cbs.dk





# OBJECTIVES AND KPIS

# UN GLOBAL COMPACT MEASURING OUTCOMES

Academic institutions play an important role in shaping future business leaders and educating them about responsible, sustainable management and leadership. Here are some ways in which we support the UN Global Compact.

# 1

## Conducting applied research and thought leadership to advance best practices

Although analysis of our research published by CBS in 2017 and 18 did not specifically include research related to the 10 Global Compact Principles, we can confirm that we published 167 articles related to the six Global Compact-backed PRME Principles. Additionally, our RME survey aims to make it easier to pinpoint how students change their attitudes to PRME, and hopefully encourage promotion of PRME in CBS and other universities in the future.

# 2

## Promoting the UN Global Compact Ten Principles and educating a variety of audiences about sustainability

Our Students for the Global Goals events in 2018 and 2019 are created around the 17 Sustainable Development Goals - an important goal of the UN Global Compact. Through these events we also promote the topics covered in the Global Compact principles, as they are directly addressed in the SDGs. Our SDG taskforce established in 2018 is also playing an important role in further implementing and promoting the SDGs at CBS. Furthermore, CBS offers a wide range of courses within sustainability and responsible management education.

# 3

## Supporting UN Global Compact business participants in implementing and reporting on their sustainability effort

We support our colleagues at CBS as well as our partners in business in implementing and reporting on their sustainability efforts through collecting information for our Responsible Management reports, published every two years. This benefits both CBS PRME, as well as our colleagues and partners in business, not only to report their sustainability effort, but also serves as a regular reminder of the focus on sustainability and responsible management here at CBS.

# 4

## Lending capacity to Global Compact Local Networks

Some of our projects within the last two years have been in collaboration with Global Compact Network Denmark - for example, the new Sustainability Influencers initiative, in partnership with Global Compact Network Denmark. Additionally, one of our new Adjunct Professors appointed this year, Torben Møger Pedersen is a member of the UN Global Compact's Financial Innovation Action Platform.

# 5

## PRME Membership

During the last decade, CBS have been members of PRME. We are also proud to be PRME Champions and to be further supporting the UN Global Compact by promoting Responsible Management Education here at CBS.

# 2017 OBJECTIVES

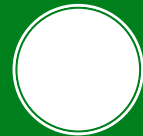
In the last SIP report in 2017, we set ourselves five targets for this year. This section will discuss these targets, to what extent we have achieved them, as well as our targets for 2021.

## Student Activities

CBS wanted to provide greater collaboration and support for student organizations and activities such as Diversity Day, Green Week, Model United Nations (MUN) and oikos, as well as launching a new project to raise awareness about sustainability and the Sustainable Development Goals (SDGs).

We have achieved this objective. There are now even more student organisations at CBS related to Responsible Management Education, and our Students for the Global Goals event was a great success, due to continue in 2019. See pages 36-39 for details.

2017 Objective met?



In full

## PRME Research Hub

CBS wanted to create a research base for external PRME faculty, researchers and administrators allowing them to have visiting positions for two or four weeks within the CBS Office of Responsible Management Education.

We are currently working together with Business and Development Studies at CBS to co-create cases for an African market, and we have visits planned from two PhD students later in 2018. Additionally, we recently hosted Dr. Anne-Karen Hüske, Scientific Management Director at PRISMA - Centre for Sustainability Assessment and Policy, TU Dresden.



In full

## Survey on PRME Attitudes among CBS Students

CBS wanted to investigate and understand how students change their attitudes, norms, self-efficacy and intentions during their studies, by following students during the course of their studies to identify changes in these areas. This survey is not yet complete, but we are still in the progress of collecting data from students and plan to reach out to more universities in the future to enable us to collect benchmark data between different PRME schools. More information on our progress is available on page 32.



Partly

## Curriculum Development Project

CBS planned to extend its Curriculum Development Project to 36 master level study programmes by 2018. As for now, data from students has been collected for two programs: Master of Science in Business Administration and Philosophy - Cand. merc. (fil) and Business Administration and Psychology - Cand. merc. (psyk). The aim for 2019 is to have data collected for 50 per cent of the CBS master programmes and all Master programmes represented by 2020. See pages 17-19 for more details.



Partly

## Review of PRME-Related Competency Profiles

CBS planned to ask firms recruiting from CBS to reflect on what competencies they seek in graduates, and share the findings with study boards, allowing them to reflect on their current competency profiles. This project has been incorporated into a larger project by the Dean of Education researching competencies of graduates more broadly.



Partly

# 2021 OBJECTIVES

Copenhagen Business School proposes the following objectives for 2021, to signal our intention to uphold our leading role among PRME signatories.

# 1

## Responsible Management Teaching Materials

We intend to further expand and develop responsible management and/or SDG related teaching materials through the creation and co-creation of mini case studies and teaching notes, video case studies and blended learning. The purpose is to produce high-quality materials that are easily accessible to CBS faculty which can be used alone or in combination with other materials.

# 2

## External Engagement with PRME Champions Group

Our goal is to reach out further and deeper within the Champions Group and to develop greater ties to our partners there. Our aim is to co-create projects, lend support, share learnings or join ongoing projects. Our aim is to help strengthen not only the ties and activities of our group but also to promote these and embed best practices into CBS. We are also aiming to bring in more African institutions to the PRME community together with colleagues from CBS' Business and Development Group.

# 3

## Strengthened Ties with Nordic Partners

We would like to strengthen ties to academic institution within the Nordic region by reaching out to not only our Nordic partners within the Champions community but also signatories from other business institutions and universities. We would like to create greater collaboration opportunities and build on our Nordic perspective and knowledge to help foster greater teaching and learnings from a Scandinavian perspective.

# 4

## Further Develop Student Engagement

We are aiming to further develop student engagement with the goal of driving awareness and action in addressing the SDGs. The goal is to institutionalize certain events such as the Students for the Global Goals, first launched in 2018, and aim to move such events from driving awareness to ultimately creating action. For already institutionalized events such as Responsibility Day, we want to build on the day, creating more attention and greater buy-in from faculty and students beyond the event itself.

# 5

## PRME Related Research

Our goal is to further our research work on responsible management education, to pinpoint what kind of new competencies are required to address current and future global challenges. We will take stock of research to date and build upon this through ongoing research at CBS, the PRME community and beyond.

# UPDATES ON KPIS

In 2017 Copenhagen Business School proposed the following KPis for 2017 and 2018. Here we have provided an update on the KPis, with an explanation of our progress.

## SIP Report Submission

We set ourselves the objective of submitting our fourth SIP report in 2017. Our fourth report was completed in February 2017 and this Responsible Management Report, published in 2019, is our fifth. We aim to publish our sixth PRME report in 2021.



## Responsibility Day and Curriculum Development

We set ourselves the goal of initiating Curriculum Development in 18 master programmes, as well as welcoming at least 2,200 participants to Responsibility Day in 2017 and 2018.

We had over 2,300 participants at Responsibility Day in 2018. Unfortunately, we have unreliable data for 2017, but we estimate that we had over 2,200 participants.

We are initiating Curriculum Development in two master programmes, this was delayed due to changes in leadership and strategy. Due to this delay we have decided not to set a goal for Curriculum Development in 2021.



## Case Writing Initiative, PRME for External Faculty and Internal Faculty Training

We aimed to publish 2 cases in our case writing initiative, have 5 participants in our PRME programme for external faculty, as well as training 5 internal faculty members.

We published one case and have seven in progress. We had nine participants in our external faculty programme. In our internal faculty training programme, we had eight participants in 2017 and five in 2018. The external and internal faculty programmes are now on hold, so we have not set a goal for them in 2021.



## Research

We planned to publish at least 111 articles related to responsible management in 2017, and the same in 2018.

In 2017 we published 167 articles related to responsible management. CBS' articles published in 2018 are not yet available for analysis, so they will be covered in the next report.



## Sustainability Alumni Network

We aimed to increase our Sustainability Alumni Network to 530 in 2017 and 560 in 2018. Unfortunately, Sustainability Alumni Network membership has decreased from 508 to 503, so our new target is 530 members for 2019.



# NEW KPIS

We have decided to build on our KPIs from the last SIP report, alongside adding four new KPIs to better reflect the changing direction of PRME at CBS.



## Students for the Global Goals

After the success of our inaugural Students for the Global Goals event in 2018 with 1,800 attendees, we would like to see at least 1,900 attendees at our next event in April 2019.



## Case Writing Initiative and PRME/SDG-Related Teaching Materials

We aim to publish at least 10 cases in our case writing initiative in 2021. To reflect our new objective of developing responsible management education and/or SDG-related teaching materials, we aim to have created 3 items by 2021.



## Research

By 2021, we aim to have published at least 175 articles related to responsible management.



## Sustainability Alumni Network and Co-Developed Projects

Sustainability Alumni Network membership is currently 503. Our new target for 2021 is 530 members for 2019. We also aim to have participated in at least two co-developed projects by 2021: one co-developed project and one co-collaboration on an accounting module as part of PRME Champions Carbon Literacy Training for Business Schools.



## Debates

In 2017, none of our KPIs addressed Principle 6. To rectify this, we have set ourselves the goal of hosting at least two debates by 2021.

# INDEX

## DEPARTMENTS

### Department of Accounting and Auditing (ACC)

Christian Plesner Rossing .....	25
Jepe Christoffersen .....	56
Johannes Mouritsen .....	25
Jytte Grambo Larsen .....	24
Kim Klarskov Jeppesen .....	25, 26, 27
Leif Christensen .....	25, 27
Melanie Lucia Feldhues .....	24
Peter Skærbæk .....	25
Thomas Plenborg .....	56
Thomas Riise Johansen .....	27

### Department of Digitalization (DIGI)

Attila Marton .....	54
Chee-Wee Tan .....	54
Constance Marie Dominique Remy .....	46
Helle Zinner Henriksen .....	46, 56
Jan Damsgaard .....	57
Jonas Hedman .....	46
Kim Normann Andersen .....	46, 56
Mari-Klara Stein .....	27
Michel Avital .....	26
Ravi Vatrapu .....	24, 25, 26, 27
Torkil Clemmensen .....	46, 57
Triin Pärnpuu .....	46

### Department of Economics (ECON)

Anders Sørensen .....	55
Battista Severgnini .....	24, 25
Daniel Borowczyk-Martins .....	26
Dario Pozzoli .....	59
David Jinkins .....	59
Dolores Romero Morales .....	25
Fane Naja Groes .....	55, 64
Herdis Steingrimsdottir .....	26
Marcus Asplund .....	25, 59
Mathias Fjællegaard Jensen .....	53
Moira K. Daly .....	55
Peter Bogetoft .....	55
Tróndur Møller Sandoy .....	53

### Department of Finance (FI)

Alice Heegaard Klynge .....	58
Bjarne Florentsen .....	24
Carsten Sørensen .....	26
Claus Parum .....	25
David Lando .....	55
Gyuri Venter .....	58
Henrik Ramlau-Hansen .....	25
Ken L. Bechmann .....	58
Paul Whelan .....	58

### Department of International Economics, Government and Business (EGB)

Alice Guerra .....	57
Alison Emma Holm .....	53
Björn Preuss .....	24
Carina Antonia Hallin .....	60
Edward Ashbee .....	19
Janine Leschke .....	24, 26
Jens Gammelgaard .....	56
Jinsun Bae .....	53
Kirstine Dinesen .....	46
Kjeld Erik Brødsgaard .....	60
Mogens Kamp Justesen .....	24
Niels Mygind .....	24
Nis Høyrup Christensen .....	60
Peter Gammeltoft .....	61
Thordis Bjartmarz .....	46
Torben Juul Andersen .....	24, 60
Vanya Rusinova .....	53

### Department of Management, Politics and Philosophy (MPP)

Adriana Budeanu .....	24
Alexander Carnera .....	26, 27
Anders la Cour .....	63
Anders Sevelsted .....	57
Charlotte Biil .....	63
Ester Barinaga .....	25, 27, 62
Florence Villeseche .....	24
Ida Lunde Jørgensen .....	26
Lasse Peter Laursen .....	25, 27
Liv Egholm .....	54
Max Schellmann .....	24
Mette Nelund .....	53
Øjvind Larsen .....	26, 27
Pernille Steen Pedersen .....	63
Peter Holdt Christensen .....	27
Poul F. Kjær .....	62
Rikke Kristine Nielsen .....	61
Sara Elsa Maj Dahlman .....	53

### Department of Management, Society and Communication (MSC)

Andreas Rasche .....	21, 24, 63
Andrew Crabtree .....	25, 26
Anestis Keremis .....	53
Angeli Weller .....	64
Anna Kirkebak Gosovic .....	53
Anne Granly Vestergaard .....	25
Anne-Karen Hüske .....	68
Anne Marie Bülow .....	26
Anne Vestergaard .....	26
Charles Tackney .....	26
Christina Garsten .....	25
Daniel Hardt .....	24
Dennis Schoeneborn .....	25, 26
Eric Guthey .....	27
Erin Leitheiser .....	53

Esben Rahbek Gjerdrum Pedersen .....	25, 26, 64
Fabian Csaba .....	24
Friederike Schultz .....	26
Hans Krause Hansen .....	26, 27
Henrik Gundelach .....	53
Jan Michael Bauer .....	26
Jens Gregersen .....	26
Jeremy Moon .....	24, 25, 26
Jørgen Leif Stilling .....	24
Karin Buhmann .....	24, 25, 26, 31, 35, 52
Kathrine Ravn Jørgensen .....	25
Kirsti Reitan Andersen .....	63, 64
Kresten Jørgensen .....	24
Kristian Roed Nielsen .....	65
Kristjan Jespersen .....	13, 25, 26
Lara Hale .....	63
Lauren McCarthy .....	25
Lotte Thomsen .....	25, 26
Lucia Reisch .....	65
Luise Noring .....	25, 26
Maria Figueroa .....	25, 26
Mette Morsing .....	6
Mette Zølner .....	63
Michael Wendelboe Hansen .....	26, 27, 65
Mikkel Flyverbom .....	25, 27
Minna Paunova .....	25, 26
Paige Olmsted .....	26
Peter Lund-Thomsen .....	25, 26, 27
Robert Ibsen .....	24
Robert Strand .....	22
Simon Ulrik Kragh .....	27
Stefano Ponte .....	26
Steffen Blaschke .....	26
Sudhanshu Rai .....	25, 26
Tali Padan .....	24
Thilde Langevang .....	25
Viktor Smith .....	25
Wencke Gwozdz .....	65

### Department of Marketing (MARKTG)

Adam Lindgreen .....	52
Francois Maon .....	52
Hanne Pico Larsen .....	25, 27
Jeanette Rasmussen .....	25, 27
Jesper Clement .....	26
Marcus Schmidt .....	25
Per Østergaard Jacobsen .....	64
Richard Jones .....	25, 26
Sönnich Dahl Sönnichsen .....	53
Stefan Markovic .....	25, 26

### Department of Operations Management (OM)

Britta Gammelgaard .....	25, 27
Cristiana Parisi .....	25, 26
Günter Prockl .....	27
Leonardo Santiago .....	61
Tamas Vamosi .....	25
Trine Holck Grundahl .....	53



Victor Lund ..... 24

### Department of Organization (IOA)

Antje Vetterlein ..... 24  
 Brooke Harrington ..... 57  
 Christian Frankel ..... 61  
 Frans Bévort ..... 61  
 Henrik Holt Larsen ..... 61  
 Jane Bjørn Vedel ..... 55  
 Jannick Friis Christensen ..... 62  
 Joachim Delventhal ..... 53  
 José Ossandón ..... 61  
 Katrine Maria Lumbye ..... 53  
 Lasse Bundgaard ..... 53  
 Lasse Folke Henriksen ..... 27  
 Lotte Holck ..... 25, 26  
 Mette Mogensen ..... 61  
 Morten Ougaard ..... 24  
 Nanna Mik-Meyer ..... 52, 62  
 Sara Louise Muhr ..... 24, 25, 27  
 Sean Rehn ..... 47  
 Signe Vikkelsø ..... 61, 62  
 Susana Borrás ..... 24  
 Trine Pallesen ..... 25, 26

### Department of Strategy and Innovation (SI)

Asma Fattoum ..... 25  
 Bo Bernhard Nielsen ..... 65  
 Christian Erik Kampmann ..... 26  
 Christoph Grimpe ..... 58  
 Finn Valentin ..... 60  
 H.C. Kongsted ..... 25, 26  
 Henrik Soronn-Friese ..... 61  
 Louise Mors ..... 65  
 Marcus Møller Larsen ..... 64  
 Marion Poetz ..... 58, 59  
 Mirjam Van Praag ..... 25  
 Morten Skov-Carlsen ..... 26  
 Orsola Garofalo ..... 25, 27, 57  
 Peter Ørberg Jensen ..... 26, 27  
 René Taudal Poulsen ..... 19, 25  
 Thomas Roslyng Olesen ..... 24, 27  
 Valentina Tartari ..... 27

### Law Department (LAW)

Andrej Savin ..... 25  
 Cecilie Fanøe Petersen ..... 24  
 Christina D. Tvarnø ..... 25, 59  
 Henrik Andersen ..... 24  
 Henrik Lando ..... 26  
 Jan Trzaskowski ..... 25, 26  
 Kalle Johannes Rose ..... 26  
 Kathrine Søs Jacobsen ..... 59  
 Louise Fjord Kjærsgaard ..... 53  
 Marie-Louise Holle ..... 26  
 Michael Tell ..... 46  
 Patrik Lindskoug ..... 25  
 Ruth Nielsen ..... 26  
 Sarah Maria Denta ..... 24

Sara Høgh-Nielsen ..... 46  
 Søren Friis Hansen ..... 24  
 Vishvi Priya Kohli ..... 53

## OTHER ENTITIES

### Adjunct Professors

Anne-Marie Skov ..... 45  
 Bjarke Møller ..... 45  
 Henrik Rothe ..... 45  
 Lars Rebien Sørensen ..... 45  
 Lauge Stetting ..... 45  
 Michael Beverland ..... 45  
 Søren Bjerre Nielsen ..... 45  
 Torben Møger Pedersen ..... 45, 67

### Affiliates

António Guterres ..... 9  
 Camilla Brückner ..... 36  
 Carina Hallqvist ..... 46  
 Carl Erik Moe ..... 46  
 Cécile Brokelind ..... 46  
 Clive Baxter ..... 46  
 Daniel N. Shaviro ..... 46  
 Elin Wihlborg ..... 46  
 Erlend Trengereid ..... 46  
 Eva Söderström ..... 46  
 Fredrik Söderström ..... 46  
 Gareth Garvey ..... 36  
 Hannes Göbel ..... 46  
 Ida Lindgren ..... 46  
 Ingrid Reumert ..... 36  
 Isabel Berwick ..... 21  
 Jeppe Agger Nielsen ..... 46  
 Jeremy Rose ..... 46  
 Jesper Holgersson ..... 46  
 Joëlle Vanhamme ..... 52  
 Jonas Eder-Hansen ..... 6  
 Julia Larsson ..... 46  
 Kirsten Brosbøl ..... 44  
 Lars Koch ..... 36  
 Margrethe Vestager ..... 29  
 Mariana S. Gustafsson ..... 46  
 Mette Reissmann ..... 37  
 Mogens Lykketoft ..... 36  
 Peter Pruzan ..... 6  
 Rebecca Mardon ..... 52  
 Sara Krüger Falk ..... 44  
 Simon Zadek ..... 6  
 Stefan Cronholm ..... 46  
 Susanne Stormer ..... 36  
 Thomas Duus Henriksen ..... 61  
 Tuborg Foundation ..... 44, 45  
 Ulf Melin ..... 46  
 VELUX ..... 43, 45, 63

### CBS PRME Office

Aafke Diepeveen ..... 8  
 Amelie Többen ..... 8

Carolina Moreira Mariotto ..... 3, 8  
 Caroline Aggestam Pontoppidan ..... 3, 4, 5, 6, 7, 8, 14  
 Elizabeth Petit González ..... 8  
 Emilie Jallof-Haag ..... 8, 29  
 Felix Wittke ..... 8  
 Franz Buchmann ..... 8  
 Grace Livingstone ..... 3, 8,  
 Isabel Kannegiesser ..... 8  
 Jacob Schjødt ..... 8  
 Kai Hockerts ..... 3, 5, 6, 8, 22, 25, 26, 48  
 Lavinia Iosif-Lazar ..... 5, 6, 8, 17, 18  
 Lene Mette Sørensen ..... 6  
 Liza Dava ..... 3, 8, 15  
 Louise Thomsen ..... 5, 6, 8, 20, 43, 44, 49  
 Malene Mølgaard Christensen ..... 3, 8, 36  
 Malou Sophie Celander ..... 8  
 Maria Paola Calasso ..... 8  
 Marie Koustrup Frandsen ..... 6  
 Martiina Srkoc ..... 2, 5, 6, 8  
 Mia Lotte Hauff ..... 8  
 Rebecca Waterton ..... 2, 8  
 Sidsel Bjørnseth ..... 8  
 Tina Erfani ..... 3, 8, 33

### Campus Services

Tore Klitgaard ..... 13

### Center for Corporate Governance

Georg Ringe ..... 25, 26  
 Lars Christian Ohnemus ..... 56  
 Steen Thomsen ..... 25, 56  
 Thomas Poulsen ..... 27

### Senior Management

Gregor Halff ..... 3, 4, 5, 21, 41  
 Nikolaj Malschow-Møller ..... 4  
 Per Holten-Andersen ..... 3, 4, 41  
 Søren Hvidkjær ..... 4

### Student Organizations

180 Degrees Consulting Copenhagen 39  
 CBS Blockchain Society ..... 36, 39  
 CBS Building Tomorrow ..... 38  
 CBS Climate Club ..... 39  
 CBS Diversity and Inclusion ..... 38  
 CBS Feminist Society ..... 38  
 CBS Model United Nations ..... 39  
 CBS Students  
   Djanour Issilam ..... 29  
   Nima Tisdall ..... 29, 33  
 CBS Volunteering ..... 38  
 DANSIC ..... 38  
 Female Invest ..... 38  
 oikos ..... 20, 36, 39, 44, 68  
 One CBS ..... 39  
 Student & Innovation House 20, 36, 44  
   Andreas Aasted Gjede ..... 44







CBS Office of Responsible Management Education  
Department of Management, Society & Communication  
Dalgas Have 15, 2C office 008  
Copenhagen Business School  
2000 Frederiksberg  
Denmark

[prme@cbs.dk](mailto:prme@cbs.dk)  
[@cbsprme](https://twitter.com/cbsprme)