

JOB AND REQUIREMENT PROFILE FOR HEADS OF DEPARTMENT AT CBS

- To be used in connection with the recruitment of 7 Heads of Department, autumn 2015

1. INTRODUCTION

This memorandum is intended for use in connection with a large recruitment process, in which CBS is to recruit seven candidates for positions as Head of Department. The memorandum briefly describes the overall job and requirement profile for the positions. Along with the overall job advertisement for the positions and short descriptions of the seven departments, this document serves as a significant part of the basis for the recruitment and selection of Heads of Departments. The memorandum contributes to:

- ensuring a common framework for the work of recruitment committees, in relation to the organization, position and profiles of the Heads of Department
- evaluating the candidates' qualifications in relation to the positions content, requirements and candidate expectations. Thus, the profile forms the foundation of the assessment of the candidates' eligibility for the positions.

Furthermore, the memorandum can be sent to/downloaded by interested candidates, as part of clarifying the relevance and motivation in relation to the positions.

2. SITUATION

CBS's situation has the opportunity to advertise and fill the management positions of 7 of the University's 15 departments. This is due to the expiration of a number of limited tenures. This provides a unique opportunity for CBS's senior management to gather a team, which can manage the coming years' strategic challenges. This will provide qualified candidates with a unique opportunity to influence the ongoing development of a strong and ambitious university.

In the following departments are hiring new Heads of Department:

- Department of Business and Politics
- Department of Strategic Management and Globalization
- Department of Marketing
- Department of Operations Management
- Department of Accounting and Auditing
- Law Department
- Department of Economics

The departments are of varying size and academic scope. For further information on subject areas, research and teaching activities, etc., please visit www.cbs.dk.

3. CBS'S STRATEGY "BUSINESS IN SOCIETY"

During the next few years, CBS will face significant challenges, which will require great efforts from the management as a whole, but also from each individual Head.

CBS's current and future challenges and strategic focus areas are described in CBS's strategy. It can be retrieved at: http://www.cbs.dk/files/cbs.dk/call_to_action/strategy_0.pdf, or on the senior management's current blog about CBS's strategy, dated June 2015.

CBS has decided to revise its 2011 strategy 'Business in Society' in the course of 2015. This is done for several reasons:

- The strategy is four years old, and any strategy must of course be adapted to the new conditions.
- A large part of the 'Business in Society', edition 2011, has already been completed.
- New goals are set for 2015-2017 within the Development Contract in collaboration with the Danish Minister for Education.

It is new to CBS, not to be in a growth period. After implementing savings in 2014/early 2015, for the first time in history, CBS does not expect a continued growth in the immediate future in terms of governmental revenue. Thus, the focus for CBS's strategy and management efforts in the coming years will be on "consolidation".

During the summer of 2015, reviews of CBS's strategy commence. As a consequence, it is not a question of a "full" and thorough strategic process involving all stakeholders. A number of groups, mainly consisting of managers at relevant levels, will prepare discussion drafts, on the following topics:

1. Strategy at CBS: Secure a common language
2. Rethinking CBS's "BiS platform" and "World Class Research Environments"
3. Partnership with our students
4. Language policy
5. Principles for administrative units
6. Cooperation with business and society
7. Internationalization
8. Entrepreneurship and Innovation
9. Talent development
10. Program portfolio
11. Internal communication

The goal is for a revised strategy to be ready by winter 2015/2016. The new group of Heads of Department will consequently play a large and important role in realizing the revised strategy from the beginning of the new year.

4. LEADERSHIP CODEX

The CBS Leadership Codex is a starting point for describing management and leadership responsibilities. The chosen format indicates the senior management's ambition to not only provide a list of imperatives, but to offer a narrative explaining how CBS' strategy and goals may lead to particular responsibilities and preferred managerial behaviour:

- CBS wants to be a flexible and transparent institution with a clear profile. Therefore management has a fundamental responsibility for setting direction. This includes... making priorities, laying out plans, formulating and interpreting goals, discussing ambitions, setting academic and administrative standards, and communicating with staff about management issues and decisions...
- CBS wants to be seen as an attractive, responsible and engaging workplace. Therefore management has a fundamental responsibility for leading people. This includes... being appreciative, having an ambition to handle and solve disagreements, sanctioning misconduct, giving clear feedback, encouraging collegial relations, demonstrating respect for and trust in others, and safeguarding equality issues...
- CBS wants to be an innovative environment with entrepreneurial potential. Therefore management has a fundamental responsibility for encouraging initiative. This includes... nurturing 'drive', incentivising individual and group contributions, inviting imagination, supporting bottom-up development, exploring innovative solutions and original ideas, and building learning capacity...
- CBS wants to be known for the quality and effectiveness of its operations. Therefore management has a fundamental responsibility for organising work. This includes... enhancing job satisfaction, working with explicit principles for delegation, empowering staff through participation in discussions and the development of all key issues, keeping agreements, meeting deadlines, and developing problem-free and meaningful local solutions that fit with CBS' standards and systems...
- CBS wants to be a preferred partner with its local and global stakeholders. Therefore the management has a fundamental responsibility for managing boundaries. This includes... capacity to consult broadly, being inclusive and open, supporting collaborative processes, developing relations across departments, institutions and countries, and supporting a bilingual culture...
- CBS wants to grow and further develop its distinctive diversity. Therefore management has a fundamental responsibility for facilitating contributions to CBS. This includes... pursuing excellence in academic and administrative matters, rewarding uniqueness and quality, taking on CBS-wide institutional responsibilities, and thinking and acting as CBS ambassadors in both internal and external relations...

- CBS wants to further sustain its development as a learning university. Therefore management has a fundamental responsibility for assuring leadership quality. This includes..... annually evaluating the Leadership Codex to underpin feedback processes on how it is working at the local level, as well as at CBS in general, comparing across CBS units, inviting external stakeholder opinions, and exchanging experiences and ideas across CBS on how to 'live the codex'.

5. JOB DESCRIPTION FOR HEADS OF DEPARTMENT AT CBS

5.1 Management at CBS

It is the responsibility of the Head of Department to:

- contribute to the overall management of CBS
- contribute to the preparation and implementation of a strategy for CBS
- contribute to the development of CBS as an organisation

5.2 Department management

Day-to-day management

It is the responsibility of the Head of Department to:

- handle the day-to-day management of the department in accordance with the Danish University Act, CBS' bylaws, the authority of the President as well as CBS' staff policy and leadership codex.
- prioritise and allocate department resources in accordance with the department's strategy.

Strategic development management

It is the responsibility of the Head of Department to:

- prepare and implement a strategy for the department, based on CBS' overall strategies and development contract, for the development of education, research, dissemination and external relations, including external funding.
- develop the strategy for the department in cooperation with the department staff
- identify, attract and retain qualified staff.

Human resource management

It is the responsibility of the Head of Department to:

- establish fora for dialogue and cooperation at the department and ensure staff involvement in issues of significant importance to the running and development of the department;
- promote a culture at the department built on openness, mutual respect and innovation;

- direct and distribute the work to give the department staff the best possible conditions for practicing self-management, which promotes the department's and CBS' strategies;
- ensure the best environment for competence and career development for department staff;
- ensure a good working environment for staff members

Quality assurance of department structure and processes

It is the responsibility of the Head of Department to:

- organise the department and its processes;
- ensure quality and coherence in department research, publication, teaching and dissemination;
- ensure the optimisation of the department's administration and its cooperation with the rest of CBS' administration as well as its support of department's academic staff;
- draft the department budget and budget control and ensure the presentation of accounts in accordance with CBS' financial instructions and CBS' bylaws.

5.3 Research

- The Head of Department has a special responsibility for managing and developing the department's research under observation of the coherence between the department's research, teaching, dissemination and external relations, including external funding.

5.4 Internal and External Relations

It is the responsibility of the Head of Department to:

- represent and safeguard the department's interests at and outside CBS;
- develop the department's relations to CBS' education programmes and other research environments and units;
- coordinate and support the professional cooperation with other departments and units at CBS;
- develop the department's relations to external partners.

5.5 Delegation

- The Head of Department can appoint deputy heads of department (on the authorisation of the Dean of Research), research directors with or without staff responsibility as well as heads of secretariat, and delegate managerial tasks to these.

6. PROFESSIONAL CAPABILITIES AND EXPERIENCE

In essence, it is expected that the Head of Department has the following relevant professional qualifications and experience:

6.1 Recognized scientist

- The candidate is a well-merited researcher, at least at Associate Professor level, within the department's academic areas and is able to support, develop and challenge the research groups at the department.
- The candidate has a thorough knowledge of the university and research environments, including teaching experience at university level.
- The candidate is able to create and maintain a broad network among researchers at universities and business schools around the world, and in relevant industries as well, etc.
- The candidate has an international perspective.
- The candidate is able to communicate research results and the professionalism of the department to the surrounding world in an active and engaging manner.
- The candidate is able to create structures and relationships that support procuring external research funds.

6.2 Management experience from research

The candidate has experience with management in a scientific environment, including the skills and capacity to:

- manage highly professional and competent employees;
- appreciate talent and the individual scientist, as well as the overall academic profile and strategy of the department;
- motivate and engage employees and ensure a strong academic environment in continued development;
- make decisions and implement them;
- handle any conflicts between employees;
- practice a result-oriented management style.

6.3 Other personal skills

- Strong personal impact internally as well as externally.
- Solid analyst and able to quickly gain a good overview of the organizational and administrative issues associated with the position.
- Good English communication skills. International candidates must be prepared to learn Danish.
- Political savvy.
- Good social skills.
- Accessibility for employees who wish to engage in professional discussions.