



CBS STRATEGY

CBS



COPENHAGEN BUSINESS SCHOOL
HANDELSHØJSKOLEN

BUSINESS IN SOCIETY

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 to new ideas, open to individual initiative and flexible in the face of new opportunities.

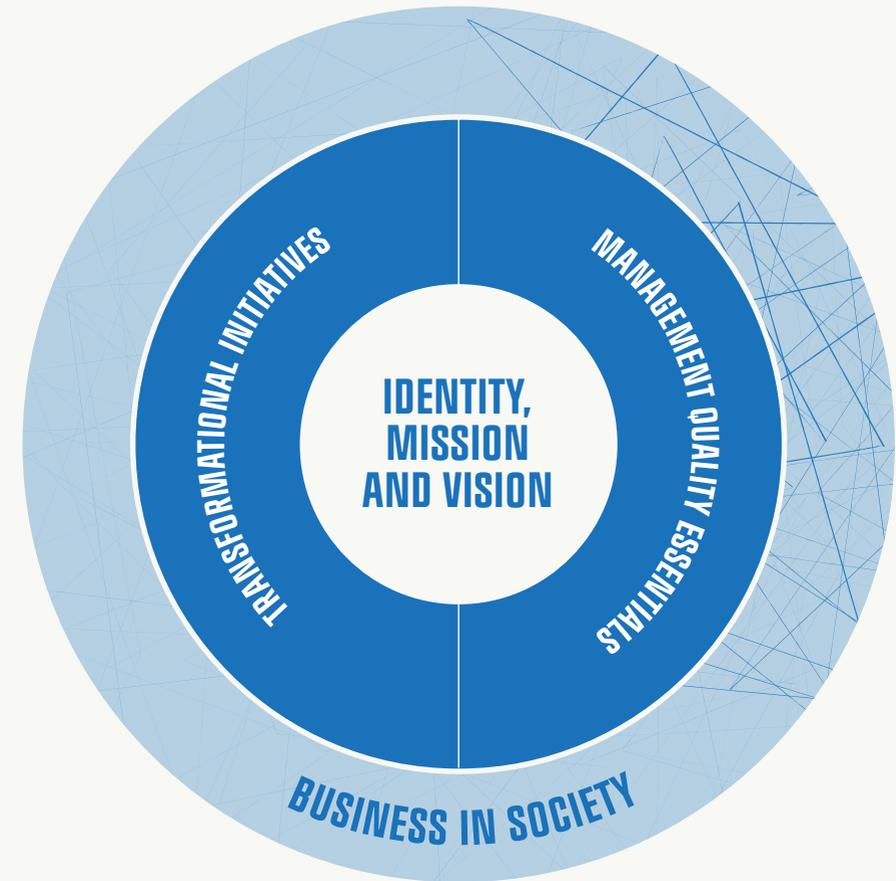
MISSION

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. The core of our future development is to train students to contribute innovation and entrepreneurship to high-level employment and create research which is both academically excellent and significantly contributes to finding new answers to societal challenges. The precondition is an attractive, responsible and engaging workplace that involves employees and students and a high international standard in everything we do – and an organisation that has the capacity to integrate and co-create with the surrounding society.



At CBS, we summarise our strategically-directed activities under two headings: Transformational Initiatives and Management Quality Essentials. These two elements represent a balance that will allow CBS to both develop (Transformational Initiatives) and optimise (Management Quality Essentials) its knowledge base, resources and practices in the ambitious pursuit of enhanced quality and relevance. The Transformational Initiatives and Management Quality Essentials will be elaborated on the next pages.

TRANSFORMATIONAL INITIATIVES

CBS has chosen the three Transformational Initiatives mentioned below for a four-year period. Each Transformational Initiative is based on a close link to CBS' strategic identity and vision and also represents an opportunity for CBS to build on existing strengths. Action plans will be prepared for each new Transformational Initiative.

The former Transformational Initiatives from 2011-2016 have now become part of daily practices, processes and procedures

and are no longer characterised as current Transformational Initiatives. The former Transformational Initiatives are continuously evaluated. On this basis it is decided whether they should continue as prioritised areas of action or if they should be terminated.

TRANSFORMATIONAL INITIATIVES 2017-2020

Entrepreneurship & innovation
CBS' programme portfolio
Collaboration with the business community and society

FORMER TRANSFORMATIONAL INITIATIVES 2011-2016

Business-in-Society (BiS) Platforms*	Strategic Partnerships
World Class Research Environments (WCRE)*	Stronger focus on entrepreneurship
Principles of Responsible Management Education*	Programme innovation
Campus Development*	

*Continued initiatives 2017-2020



TRANSFORMATIONAL INITIATIVES 2017-2020

ENTREPRENEURSHIP AND INNOVATION

Building on our strengths in teaching and research, and working with national and international stakeholders, CBS will position itself as a major European centre for social science and business approaches to entrepreneurship and innovation. Entrepreneurship and innovation have to permeate all of our activities – our way of teaching, doing research and disseminating knowledge will be affected. To maximise the impact of their education, CBS will train students to think in an entrepreneurial and innovative fashion, regardless of their specialisation and their occupation after graduation.

Through the determination of our students, the excellence of our research, and the capacities of the business community, CBS will contribute substantially to the development of entrepreneurial culture in Denmark and abroad. We see this transformational initiative as one important way in which CBS can make a positive difference – to our students, to our national and regional context and to international developments in this field.

CBS' PROGRAMME PORTFOLIO

Our goal is to develop each individual student to his or her full potential, to educate to societal responsibility, to create the employees, entrepreneurs and business leaders of tomorrow and live up to the highest international level of education and develop practice-oriented courses and programmes. To reach this goal, our graduates must possess a set of basic business competences, critical and reflective skills for solving problems and a society-based understanding of the opportunities and challenges of public and private business and industry.

To meet the demands of the students and the labour market, our programmes and the competences of our students have to be well-defined both internally at CBS and to the outside world. Against this background, our programme portfolio should be subjected to regular reviews. In a broader perspective, CBS and our students have to be competitive on a global market to an increasing extent. To meet this challenge, we have to maintain our high level of internationalisation and global outlook of both our faculty and programmes.

COLLABORATION WITH THE BUSINESS COMMUNITY AND SOCIETY

In dialogue and collaboration with the business community and the public sector, CBS will contribute to a positive development in society. It is our ambition to maintain and enhance the importance of education and research excellence as a contribution to society and as a platform for collaboration and partnerships. The issues faced by the business community are increasingly complex and continuously changing. For instance, the increased digitalisation requires new business models with a focus on offering the best digital services on the most popular digital platforms. In order to develop relevant research and education at CBS, a systematic and on-going engagement with relevant partners in the business community and public sector is needed.

Collaboration with the business community and society will, among other things, be strengthened by the development of valuable and relevant research for and together with society, reaching out for large-scale research partnerships that include education, research and dissemination both nationally and internationally and contribute to skills development in the business community and public sector.



MANAGEMENT QUALITY ESSENTIALS

Management Quality Essentials cover the practices, processes and procedures necessary for CBS to operate as a recognised business university, both nationally and internationally. The Management Quality Essentials presented below represent the fundamental underpinning of a well-run university: they represent basic organisational

functions which need to operate efficiently and effectively and be the focus of efforts towards continuous improvement.

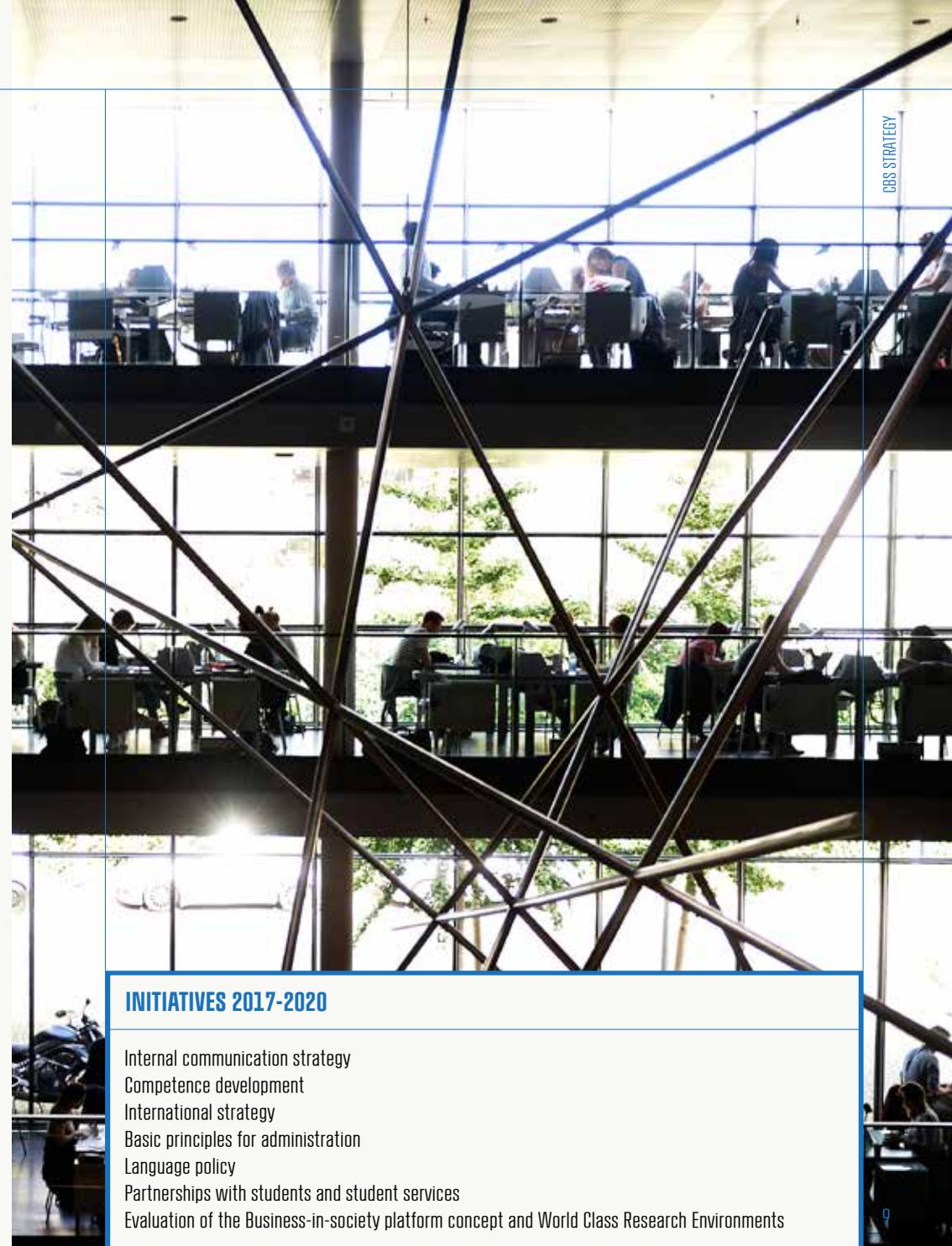
From 2017-2020, CBS has chosen seven initiatives within the Management Quality Essentials. The initiatives can be found on the next page.

RESEARCH AND EDUCATION ESSENTIALS 2011-2020

- High-quality research
- High-quality education
- Active dissemination
- Accreditation and ranking

ORGANISATIONAL AND GOVERNANCE ESSENTIALS 2011-2020

- Dialogue within the university
- Partnership with our students
- Administrative service and efficiency
- Financial management
- Academic organisation (research and education)
- Staff development and leadership
- Recruitment



INITIATIVES 2017-2020

- Internal communication strategy
- Competence development
- International strategy
- Basic principles for administration
- Language policy
- Partnerships with students and student services
- Evaluation of the Business-in-society platform concept and World Class Research Environments

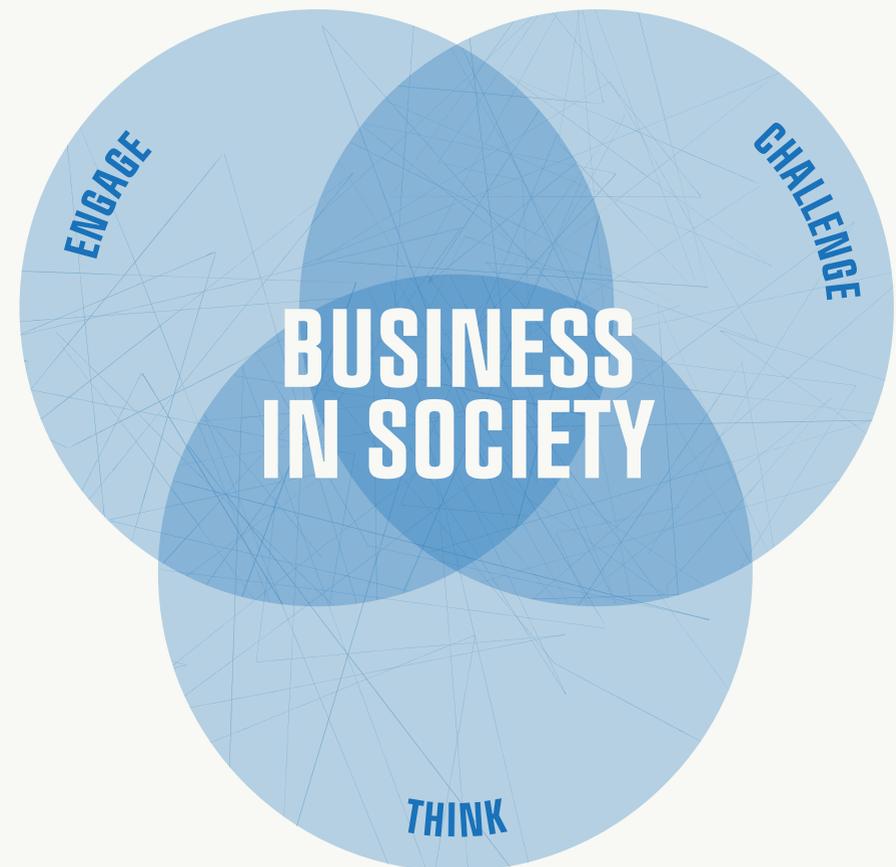
BUSINESS IN SOCIETY – A WAY OF WORKING

In order to contribute to societal and economic progress, CBS **challenges** and develops the role of business in society. Based on academic research, we actively engage with society – in Denmark and globally – to enhance the relevance and impact of our research and education. We engage with society through multi-lateral, interactive, continuous relationships that link integrative thinking with societal practices in ways that are mutually rewarding.

Societal decision-makers face **challenges** that are best met through a combination of multiple disciplines and skills. Decision-makers need to develop **integrative thinking** and to reflect on practice in order to effectively solve challenges. Integrative thinkers are able to keep large, complex

problems in mind while investigating their constituent parts. They understand business in a wider social, political, historical and cultural context. They discover patterns, connections, and relationships among different aspects of past, present and future challenges.

CBS **engages** with societal decision-makers to learn about the challenges they currently face and to develop our innovative research perspectives on the challenges. In this way our engagement will lead to new knowledge and may impact society through academic publications, dissemination as well as new or improved business models. We will continue to form multidisciplinary teams to address complex societal and business challenges.



STRATEGIC OVERVIEW

CBS STRATEGY 2017-2020

TRANSFORMATIONAL INITIATIVES

Entrepreneurship & innovation
CBS' programme portfolio
Collaboration with the business community and society

ADDITIONAL INITIATIVES

New initiatives from 2017

Competence development
International strategy
Basic principles for administration
Language policy
Partnerships with students and student services
Evaluation of the BiS platform concept and WCRE
Internal communication strategy

Continued initiatives from 2011

Business-in-Society (BiS) Platforms
World Class Research Environments (WCRE)
Principles of Responsible Management Education
Campus development

MANAGEMENT QUALITY ESSENTIALS

High-quality research	Administrative service and efficiency
High-quality education	Financial management
Active dissemination	Academic organisation (research and education)
Accreditation and ranking	Staff development and leadership
Dialogue in the university	Recruitment
Partnership with our students	

ADDITIONAL STRATEGIES (The list is not exhaustive)

Department strategies	Campus strategy
External funding strategy	Technology strategy
Diversity and inclusion	

POLICIES (The list is not exhaustive)

Leadership codex	Student leadership codex
Development contract 2015-2017	