

Department Strategy 2021

IOA - Department of Organization

Introduction

The Department of Organization (IOA) is a thriving and longstanding academic environment dedicated to organizational research and teaching. Pursuing a problem-oriented, business-in-society-approach to studying and theorizing organizations and organizing processes at all levels, we carry out high quality research and research-based teaching characterized by empirical curiosity, methodological rigor, theoretical depth, and critical thinking. We make an impact by publishing our research in academic journals and books, contributing to setting the national and international academic agenda, educating reflexive and responsible students, and identifying and innovatively responding to societal needs and grand challenges.

Since its establishment in 1953, the department has been a leading international research environment for organization theory and organization studies. Since then, the department has expanded its focus to integrate research on organizing as it relates to political economy, as connecting organizations to how societies are governed and replicated is important. We strive to maintain and extend this heritage by prioritizing ambitious collaborative research projects, recruiting and developing talent, and collaborating with international research institutions, public and private organizations and industries, as well as with our students.

Strategically, we aim to further the department's national and international reputation and contribute to CBS' overall strategic direction by enhancing our academic profile, attracting and developing talented scholars, and prioritizing an impact agenda with distinct academic and societal contributions. We elaborate these ambitions in terms of research, teaching and dissemination. Concrete strategic aims and initiatives are highlighted in italics.

Research

Our research is focused upon organizing processes and their outcomes, and driven by an interest in organization as a practical, situated, contested and changing matter. We address organizational phenomena ranging from the dynamics of formal organizations – public and

private – to the organizing and leadership of agencies, institutions, markets, expertise and networks, studied at intra- and inter-organizational levels, nationally and internationally. This area includes key topics in contemporary organizing studies, such as new technologies and changing forms of organization, organizational ethics and responsibility, institutional and transnational organizing processes, public governance and reform, the management of human relations and diversity, organizational inequalities and social stratification, organizing innovation across institutions and markets, the role of time in organizations, and the social impact of expertise and academic knowledge production.

The department has its roots in organization theory and empirical studies of organizations. Over the years, however, the department has integrated scholars from social science disciplines such as sociology, psychology, science and technology studies, political science, and international political economy into a productive interdisciplinary collective with a shared interest in organizations and organizing. We value empirical studies and often adopt case study methods, ethnographic fieldwork, or computational sociological methods. We are also curious about other ways of studying organization. Our shared focus on organizations and organizing processes and our methodological approaches allow us to make significant contributions to the academic advancement of particular forms of organizational knowledge.

The department is home to the following research centers and groups:

Centers

- Center for Organization and Time (COT)
- Center for Public Organization, Value and Innovation (POVI)
- *imagine*...Center for Creative Industries and Insitutions

Groups

- Human Resource Management Research Group
- Leadership Studies Group
- Markets and Valuation Cluster
- Organizational Theory Group (OT@IOA)
- Political Economy Group (PEG)
- Pro & Con – Project Studies Group
- Research, Innovation and Organization Group (RIO)

Through projects and activities in and across these centers and groups, we create and advance research agendas in the study of organizing processes. Our work is published in internationally renowned scientific journals and we collaborate with world-leading international colleagues, enhance research methods, develop and improve theory, and attract significant external research funding. To stimulate our thinking and to nurture our international networks we regularly invite international scholars to give presentations at IOA

and more widely throughout CBS. We also organize publishing seminars and contribute proactively to shaping organizational scholarship within, and beyond, national boundaries. Finally, we engage proactively with the national and international community of organizational scholars through activities and leadership positions in academic associations.

In relation to the CBS Transformative Business University strategy, the department has strong engagement in a series of thematics and cross-cutting initiatives, several of which we support with high-quality externally funded collaborative projects. Currently, we are leading or participating in the following CBS strategic initiatives:

- Green Transitions Initiative
- Responsible Digital Transformation
- Organizing for Transformative Innovation
- The Future of Food
- CBS Leadership Blue Ribbon
- Leadership of Complex, Large-Scale Projects addressing Grand Challenges

In support of the CBS strategy, we will continue our research profile that further disciplinary excellence within organization studies and international political economy, while also engaging in cross-disciplinary collaboration around grand challenges.

Publishing

In publishing our research results, we aim to contribute to academic and public knowledge of organizational and societal issues, concerns and questions. We seek to have a strong presence in leading international journals, monographs, and edited collections in and across our fields. This presence includes not only authoring research work, but also acting as editors and reviewers. We aim to publish books with renowned international publishing houses in addition to publishing in leading international journals. In both aspects, we prefer publication quality over quantity.

For us, even though they are important, leading journals cannot always be reduced to a matter of ranking, as innovative contributions are often also published in new journals or sector specific journals that encourage new avenues of thinking and exploring. Furthermore, journals may have a division of work in terms of subject matter and methodologies, which allow for specialized and nuanced debates. We encourage relevant avenues for exploring new issues including open access opportunities. As the world of publishing is changing dramatically in the light of digital possibilities, we acknowledge that publication venues may be thought of in a dynamic perspective. However, to give an indication of our shared research interests, we have assembled a list of key journals, the “IOA15 journal-list”. The list is not meant to exclude, but to guide and inspire faculty, as well as to inform stakeholders interested in the composite research profile of the department:

- Academy of Management Journal
- Academy of Management Review
- Accounting, Organizations and Society
- Human Relations
- Journal of Management Studies
- New Political Economy
- Organization
- Organization Science
- Organization Studies
- Public Administration: An International Quarterly
- Public Management Review
- Research Policy
- Review of International Political Economy
- Socio-Economic Review
- Sociological Review

Going forward, we aim to further strengthen the proportion of our publications in journals on this list. We simultaneously aim to increase the publication of books, including edited volumes with distinguished publishing houses. To help us pursue these ambitions, we keep annual statistics of our publications. We also hold regular publishing seminars for faculty, including publication options for junior faculty, focusing on publishing in selected journals and at distinguished publishing houses. Among other things, this ambition includes the inviting of editors from the IOA15 list for “tips and clues” and to exchange ideas.

External funding

We attract external funding to support and strengthen our research profile and impact. We welcome funding from both public and private sources, as well as funding for basic and applied research. Our key principle is that external funding must support our research curiosity and not divert our attention from it. This principle applies to both smaller and larger grants. Over the past five years, IOA has worked purposefully to increase our success rate for high quality, collaborative grants. This ambition includes the appointment of a Funding Coordinator and the establishment of an effective support structure for research grant writing and spending. This initiative has resulted in a significant number of externally funded collaborative projects closely fitting our research ambitions. Some of the key sources are Independent Research Fund Denmark (DRF), ERC, and the Velux, Carlsberg and NOVO Nordisk Foundations.

We are now in a situation, where our ability to attract funding calls for prioritization. Our ambition is that two-thirds of senior faculty should, at any given time, be involved in one or more externally funded projects that are regarded as clearly in the research interests of the department. To ensure appropriate embeddedness in our academic environment and a good senior/junior balance, we will give preference to collaborative grants that support basic research. However, to support our societal impact and the CBS strategy, we will also

prioritize grants that support applied research addressing “organizing for a responsible society”, including big questions such as green transition/sustainability, transformative innovation, responsible leadership, and digitalization.

Researcher development

The department values and prioritizes the development of researchers and has a long tradition for attracting PhD and postdoc scholarships and preparing junior scholars for their future career. It is core to our mission that IOA is known for securing PhDs within our fields who are internationally recognized and competitive. IOA is part of the CBS Doctoral School and offers supervision and PhD courses in our fields of expertise. Our PhD coordinator is an important link between the Doctoral School, the PhD students and senior faculty. The purpose of this organizational setup is to facilitate a good supervision process and project progress as well as relevant department activities in relation to career development and a supportive PhD community. We prioritise that junior scholar projects are part of collaborative research projects and groups, as we acknowledge that strong research skills are also developed through working practically together with experienced scholars.

While the department has a long track record of developing independent, creative PhD graduates who have accessed a large and diverse job market, we want to strengthen our ability to help clarify and support the two main career paths of IOA PhD alumni: a research career at academic institutions; and a career outside academia in business or the public sector. We wish to further strengthen our ability to guide and facilitate IOA PhD alumni to enter into attractive positions in these categories. To do so, we will launch a PhD annual wheel of career activities and ensure that career preparation is a integrated element in PhD supervision.

Teaching

Our teaching is firmly grounded in the research of the department and continuously updated with new knowledge and topical case studies. Important IOA teaching areas are: Organization theory and analysis, international political economy, HRM and organizational psychology, project organization and change management, leadership and governance, public sector management, economic and organizational sociology, and qualitative and quantitative methodologies. Within these areas, we develop learning experiences that are responsive to societal needs and reflect changing organizational conditions.

We are dedicated to educating students to becoming analytically strong and critical thinkers as well as reflexive, responsible and innovative practitioners, and, in some cases, scholars. We believe that a deep understanding of organization (expertise), processes of organizing across levels, and the ability to organize purposefully (skills) are core competences for all CBS-graduates. The department is a key provider of teaching in organization theory and

organizational analysis because of our strong research foundation and our teaching style that is characterized by a fruitful combination of theoretical ambition and curiosity, critical reflexivity, empirical specificity and practical relevance. It is our ambition to further develop our teaching quality and teacher competences. Assistant professors and post docs with substantial teaching responsibilities must attend CBS' Assistant Professor Programme, which includes didactical and pedagogical courses as well as supervision by senior colleagues. A completed course with a satisfactory result is a requirement for all tenured faculty at IOA. Through research-based knowledge and action-oriented pedagogics, it is our ambition to educate change agents who can think transformatively to help businesses and societies tackle grand challenges. To better integrate our significant body of external lecturers in the department and the department's research processes, we have developed a DVIP strategy (see appendix).

We teach and supervise at all educational levels and consider them equally important: Bachelor, Master, PhD and Executive Degrees. For many years, we have held the program and line academic directorship for educational programs related to our core research areas: HA/Cand.merc. (psyk), HA projektledelse, HA Europæisk Business, Cand.merc.(HRM), Cand.merc. (SOL), Cand. Soc (CBP), MSc. Public Management and Social Development (in Beijing), HD O, Master of Public Governance, and Master in Management Development. The academic directorship for the BSc./MSc. International Business and Politics is now also in the department. In addition, the department is heavily involved in programmes such as HA Almen, BSc in Business Admin. and Sociology and HD 1. The department has an academic teaching coordinator, who coordinates the staffing of the department's teaching portfolio, including the teaching assignments of PhD students, and oversees the quality of teaching.

Impact

Supporting the CBS 'Transformative Business University' strategy, IOA places high value on the impact that our staff make via research, teaching and public communication. We recognize that impact is core to our shared mission and organize to ensure that our impact is both maximised and optimized.

Academic impact

Our senior staff edit regular and special issues of leading journals in our fields and are known within these leading journals for our service as reviewers and editorial board members. We are also active in leading the production of monographs and the editing of anthologies. We hold the highest ambitions with regard to journal targets and book publishers. Senior staff provide strategic mentorship to early career colleagues. Mentorship occurs regularly and in collective and individual formats. We recognize a range of research impact metrics, e.g. the AJG list and BFI, and use them to monitor our position as a leading research institute in the

fields within which we operate. We seek and nurture continuous upgrading in terms of these metrics.

Societal impact

We make our research practically relevant to business and society via engagement with students, practitioners, and decision-makers. Our research comprises a resource for these groups in informing their work. We act to ensure the value of Copenhagen Business School research is broadly recognized in both public and private spheres. IOA researchers have an impact on society via multiple platforms. These include: 1) social media; 2) articles for public newspapers and interviews on television and radio; 3) public speaking; and 4) presence on public and private advisory boards and boards of directors. We maintain a self-reportingsystem, where IOA staff document, on an on-going basis, the impacts their work creates. This information is communicated through the department website, which is updated regularly. Although we have a significant communication of research through these channels, we believe that we have much additional room for exploiting our potential.

We prioritise two strategic initiatives going forward: a) A dedicated impact section on the IOA website highlighting the four kinds of societal impact outlined above. This initiative will include embedded videos, podcasts, and data visualizations; and b) Appointment of an Impact Officer or similar function, responsible for the impact section at our website and for organizing an annual “Impact Development Day”, where faculty share examples and are trained in impact communication.

Staff and Working Environment

IOA has a long tradition for being reflexive about its own organization. We strive to attract highly qualified staff characterized – academically as well as administratively – by a curious and responsible attitude. We also believe that staff can be further developed to reach new potential, and we consider a good and balanced work organization crucial for this aim. We appreciate the different competencies and skills needed for running a department in which teaching, research, and administration go hand in hand, and where there is a strong sense of CBS citizenship. We prioritize a support structure and mindset where professionalism, reliance, innovation and service are key values.

Our organizational ethos is to ensure a constructive balance between regulation and self-management. We believe that a matrix organization is the best answer to our mix of research, teaching and outreach tasks, i.e. faculty are not organized in fixed units, but form temporary, overlapping work collectives that allow different and changing ways of collaborating across research and teaching areas. We strive to ensure that new employees are connected to work collectives. We also believe that it is crucial for a vibrant and learning-oriented research atmosphere to have a good gender balance and a balance between junior and senior positions,

and between Danish and international staff. Such a balance is reflected among the department's tenured faculty where, for instance, there is an equal gender distribution also at the professor level. As our teaching responsibilities far exceed the number of permanent faculty (VIP), we have a large faculty of external lecturers (DVIP), whom we seek to integrate into the department's research community as far as possible (the means to this end is described in a separate DVIP strategy).

We strive to help staff to have a healthy work-life balance and to develop their career to its fullest potential. The annual MUS- conversation is an occasion for considering career ambitions and 'zone of proximal development' of each staff member. We are aware that it is a collective task to distribute work tasks and loads as fairly and constructively as possible. At the same time, we appreciate that staff have different skills and interests and that a career at IOA can take different routes. We have transparent criteria for the performance required for qualifying for different academic positions, and the Head of Department has established an internal Recruitment Committee to help decide on recruitment and promotion cases. The entry criteria and job responsibilities for the academic staff is described in our "REEAD-criteria".

To facilitate and secure staff involvement, the department has a Staff Involvement Committee (elected by the staff) which, together with the Head of Department, prepares four annual Department Meetings where the department's budget, strategy, job positions, staff well-being etc. are discussed. To exchange relevant information and news we have biweekly Thursday Meetings. In addition, we have two annual staff events: a) the Winter Games, where all researchers present their current work in progress and discuss; and b) the IOA Department Day for all staff in the summer.

As we continue to grow in size, we acknowledge the need to find a form of organization that keeps the flat and democratic structure of IOA, while at the same time ensuring that all staff have a sense of belonging as a community of practice. This ambition may include new staff functions and the establishment of a group structure around regular paper meetings.

