

12 July 2016

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## DEPARTMENT STRATEGY 2016

### Introduction

*Department of Organization (IOA) pursues a problem oriented, business-in-society-approach to understanding and intervening in organizations and organizational life. We carry out high quality research and teaching characterized by close contact to organizational practice, empirical curiosity and critical thinking. We make an impact by setting the academic agenda, educating reflexive, responsible and entrepreneurial students, and identifying and innovatively responding to societal needs and challenges.*

Since its establishment in 1953, the department has been a leading research environment for organization theory and organization studies. We strive to maintain and extend this tradition by creating opportunities for learning and developing our skills and capacities through collaboration with international research institutions, public and private organizations and industries, as well as with our students. It is a key ambition to further strengthen the department's national and international reputation by attracting and developing talent, prioritizing our efforts, and engaging in externally funded collaborative research projects.

### 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. Hereby, we mean that organization involves practical action (e.g. discussion of purpose, division of work, coordination, management and leadership, strategy etc.), which must be understood in relation to a concrete, partly uncertain context and which cannot be meaningfully assessed with one universal yardstick. Conflicts and multiple interests are natural aspects of organizations and organizing processes, why good organization requires ongoing reflection and balancing acts.

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Moreover, organizations change in unexpected ways over time and pose new challenges to be addressed. IOA's research aims to advance and develop this understanding of organization and to reflect upon the changing conditions and challenges for organizing processes.

We study many different types of organizational phenomena ranging from the dynamics of formal organizations – public and private – to the organizing of fields, markets, agencies and networks. Our approach includes a focus on organizational structures and processes, organizational strategies and work practices, as well as the role of technology and human relations in organizations. We make an effort to highlight and explore what we consider key topics and themes in contemporary organization theory and organization studies, e.g.: New technologies and changing forms of organization; ethics and responsibility in organizations; management of human relations; the role of time in organizing processes and strategies; and organizing innovation across institutions and markets.

The department's scholars form an interdisciplinary collective combining a number of social scientific traditions, such as sociology, social psychology, anthropology, philosophy, political science and cultural and communication theory. We value empirical studies of organization highly and adopt case study methods and ethnographic fieldwork, but we are also curious of other ways of studying organizations. Our shared focus on organizations and organizing processes and our methodological approach allows us to make significant contribution to the advancement of particular forms of organizational knowledge. We contribute to and create research agendas in organization theory and organization studies, publish in internationally renowned scientific journals, collaborate with world-leading international colleagues, and attract significant third party 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, e.g. through our Public Lecture series, 'Organizing Uncertainty'.

In addition to individual research projects, the department currently comprises the following collaborative research projects and groups:

*Current externally funded collaborative projects*

- Organizational Identity in Time (Tuborg-grant)
- The Impact of Material Artifacts and Visual Representations on the Institutionalization of Innovation (FSE-grant)
- Leadership Development in the Public Sector (FSE-grant)
- Office as Vocation: Reinstating the Ethics of Office in Public Service (Velux-grant)
- Ecogrid 2.0 (Energistyrelsen-grant)

*Research centers and groups*

- Center for Health Management
- Imagine...Creative Industries Center

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- Center for Advanced Studies of Project Management
- Human Resource Management Research Group
- Markets and Valuation Cluster
- Research, Innovation and Organization (RIO) Group

## 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, strategy, HRM and organizational psychology, project organization and change management, leadership and governance, and qualitative method. 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 reflexive, responsible and innovative practitioners, and in some cases, scholars. We believe that a deep understanding of organization (expertise) 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 coupling of theoretical curiosity, critical reflexivity, empirical specificity and practical relevance. It is our ambition to develop our teaching quality even further and to better integrate our significant body of external lecturers in the department and the department's research processes. In addition, it is our ambition to strengthen our focus upon entrepreneurship and innovation as integral dimensions of organizational acumen and agency.

We teach and supervise at all educational levels and consider them equally important: Bachelor, Master, PhD and Executive Master/HD-Master. We have for many years hold the program and line management for educational programs related to our core research areas: HA/Cand.merc. (psyk), HA (pro), Cand.merc.(HRM), Cand.merc. (SOL), HD-O and Master of Public Governance. The department has an academic teaching coordinator, whose function among other things is to coordinate the staffing of the department's teaching portfolio, including the teaching assignments of PhD-students, and the quality of teaching.

## Entrepreneurship and innovation

In both our research and teaching, we address the interplay between organization, entrepreneurship and innovation: How are novelties and innovation created, adapted and incorporated in organizations? What is the role of entrepreneurs in organizational and institutional change? Our research focuses primarily on three themes:

- *The figure of the entrepreneur:* Who is the originator(s), the facilitator(s) and the driver(s) of change and innovation in organizations and markets? We investigate both transformational leadership and how it relates to create innovative organizations, as

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well as the role of employees and other resources in the creation of innovations. We point also to the strengths and weaknesses of understanding entrepreneurship as an individualized rather than a collective effort.

- *The everyday life of innovation:* How do innovation emerge incrementally as bottom-up and experimental processes? How does the quest for ‘innovation’ influence organizational processes and decisions? Analyzing cases from, for example, healthcare we address the significance of smaller, piecemeal advances and innovative solutions to everyday problems in an organization. We investigate also how the notion of ‘innovation’ is appropriated across organizations and give guidelines for organization here – sometimes with critical consequences for civil servants and citizenry at large. Critical assessment of research and innovation policy has also been the object of research at the department, and a new project ‘Policy to Partnership’ investigates the effects of partnerships in research and innovation.
- *Creative industries and markets:* How do innovation and entrepreneurship happen in the ‘creative businesses’? Our research focuses upon the identification and management of creativity and innovation in cultural-creative industries such as gastronomy and filmmaking. Much of this research is affiliated with the research center: ‘imagine...Creative Industries Center’. Research at the department has also focused on the role of architecture in the institutionalization of innovation processes as well as how innovation and entrepreneurship in architecture interplay with city identity.

Our teaching focuses on innovation and entrepreneurship in courses such as: ‘Managing Innovation and Change’ at Cand.merc.(sol), ‘Organisationsforandring og Innovation’ at the HD(O)-specialization and ‘Managing Creative and Innovative Organizations’ at the Cand.soc.(cbp). We also coordinate and teach several courses that incorporate elements of entrepreneurship and innovation as part of the course. This is done for instance, in courses such as ‘Organizational Analysis’ or ‘Organizational Theory’ that are obligatory and core curriculum courses in most bachelor programs at CBS.

### Dissemination and impact

We operate with a triple definition of research dissemination and impact:

- a) Strong presence in leading international journals, monographs, and edited collections within our fields (we have a list of 20 core journals, see appendix A). Our senior faculty takes the initiative to books and to editing journal special issues, and entering editorial advisory boards of a number of key journals in our field. Through workshops and as individuals they coach and guide junior scholars in terms of journal choice, writing style and handling of reviews.

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- b) Development of a continuous cadre of PhDs by financing, co-financing and hosting scholarships, preferably in strong connection with our research groups. Hereby, we secure the availability of highly skilled, well-educated PhDs within our field to enter positions in and outside academia, employing and disseminating research-based knowledge on organization and organizing processes.
  
- c) Clear relevance of our research for practitioners as well as for societal debates and matters of concern. Through engagement with students, practitioners and decision-makers, we provide input to their agency at the same time as we learn about practical and societal challenges. We strive to make our research practically relevant to industry and society, and are ambitious in communicating our results through books, articles and essays directed toward the broader public. Acknowledging the virtues and values of different media and communication channels for our expertise, we influence and contribute to public agendas through interviews and comments in the press, TV and social media. Furthermore, we host regular seminars, conferences and workshops directed towards the broader public. We are currently scaling up our online visibility through activities such as our Facebook-site, where news, issues, research output and upcoming events are posted.

### Financing and external funding

In order to produce as much opportunity for our research as possible and to nurture our network relations, we seek to attract external funding from both public and private partners. We welcome both 'block buster' grants and smaller grants as long as they are supporting the research profile and ambitions of the department. Historically, we have obtained much external funding from particular sectors such as the healthcare sector, the building industries and the renewable energy field. We want to continue this anchoring, but also attract funding from other sectors and industries. We believe that it is important to obtain a good balance between basic and applied research funding.

Our external funding comes primarily from national sources, which creates strong anchoring here. However, it is a key ambition to attract also more international (and in particular EU) funding either by chairing grant applications or by entering as partner applicants. For this purpose, but also in general, we aim to develop our ability to enter co-applications with other CBS-departments and/or external research partners. While we have a good track record of obtaining external funding and producing interesting and relevant research to our funders, we aim to further strengthen our success-rate as well as our post-award management. We wish to become a key instigator of or partner in research applications (whether basic or applied research) addressing organizational questions and issues.

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## Staff

IOA has a long tradition for being reflexive about its own organization. We strive to attract highly qualified staff characterized by a curious and responsible attitude. We also believe that staff can be further developed to reach new potential and consider a good and balanced work organization crucial for this. 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.

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 clusters or groups, 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 groups, and that groups can grow as they develop ambitions. We also believe that it is crucial for a vibrant and learning-oriented research atmosphere to have a good balance between junior and senior positions, between males and females, and between Danish and international staff. 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 is possible (the means to this is described in Appendix B).

We strive to help everybody at IOA 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. Especially in times of austerity, 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 in 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 Appendix C.

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 the Kitchen at lunchtime. 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-day for all staff in the summer.

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## External relations

We are committed to engaged scholarship, working closely with private, public and third sector organizations to address societal needs in new, imaginative ways. In translating our knowledge back to stakeholders we seek to make our research practically relevant and have an impact in core debates about the role of organizations and organizing in society. We aim to further deepen our relationship with the environment through more collaborative research projects, increased partnerships, and by using social media more systematically in reaching out.

We actively engage in the CBS Business in Society Platforms, which we consider an important meeting point between research at CBS and society. In particular, we have been strongly involved with the Public-Private Platform and the Sustainability Platform, where a large number of IOA faculty have been key instigators and contributors. We wish to contribute as much as we can to all CBS platforms. Significant outreach is also facilitated through our faculty's research relations with practitioners from industry, NGOs and organizations. Our strong tradition for case studies entails a natural contact with practitioners and specific organizational contexts, through which we also disseminate knowledge and give advice. We also reach out by giving presentations and offering advice to concrete organizations and by entering boards and councils.

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## Appendix A: Key Journals

- Academy of Management Journal
- Academy of Management Review
- Accounting, Organizations and Society
- Culture and Organization
- Gender, Work and Organization
- Human Relations
- International Journal of Human Resource Management
- International Journal of Project Management
- Journal of Change Management
- Journal of Cultural Economy
- Journal of Management Inquiry
- Journal of Management Studies
- Management and Organizational History
- Management Learning
- Organization
- Organization Science
- Organization Studies
- Research in the Sociology of Organizations
- Scandinavian Journal of Management
- Qualitative Research in Organizations and Management



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## Appendix B: Integration of External Lecturers (DVIP) in the research environment of the Department

The department has around 135 external lecturers<sup>1</sup> (DVIP). The DVIPs are an important and necessary part of IOA because they make it possible to deliver teaching at the many educational programs and courses that department is responsible for. In addition to this, they strengthen IOA's relation to practitioners and the field. It is a key goal of IOA to integrate the DVIP best possibly in the research environment of the department in order to ensure the quality of teaching and that the teaching is connected to the research base of the department. Furthermore, IOA wants to make sure that DVIP are kept up to date with the most recent research development at the department. To this purpose, IOA has established the following functions and procedures:

### *Academic Teaching Coordinator*

The department has appointed a senior scholar as the Academic Teaching Coordinator. The teaching coordinator is contact person for all DVIP.

### *Recruitment*

When hiring DVIP, IOA puts strong emphasis on matching the candidate's competences with the research and teaching profile of the department. We require that the candidates are clearly qualified in terms of relevant academic qualifications at a high level. We hire candidates with high grades (as a rule, at least 10 in their Master Thesis) and value additional academic qualifications, such as PhD degree, research experience, publications, and teaching experience at higher educations. Furthermore, we emphasize relevant professional experience at a high level, such as specialist or managerial competence. These qualifications are seen as a necessary precondition for a successful integration of DVIP in the research environment.

### *Workshops, seminars and lectures*

The department runs two annual workshops (one of them in collaboration with the other OMS-departments) targeted at DVIP. One of the workshops focuses upon new research, which is presented by the department's senior scholars and discussed with the participating DVIP. The other workshop addresses pedagogical issues and state-of-the art methods related to teaching. DVIP will also be invited to PhD defenses, Inaugural Lectures and other public events where IOA scholars present their research.

### *Newsletter*

IOA will from 2016 and onwards distribute an electronic newsletter for DVIPs four times a year with research results, presentation of new projects or publications by IOA researcher, focus upon teaching methods and a calendar of coming academic and teaching events.

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### *Formalized dialogues*

The Teaching Coordinator conducts competence development dialogues (Mini-MUS) with the department's permanent external lectures every second year. In addition, the department has follow-up conversations and offer supervision to DVIP with unsatisfying evaluation results.

### *Collaboration between VIP and DVIP*

The department encourages close collaboration between VIP and DVIP in e.g. co-teaching sessions, book projects, case-development.

### *Coordination between department and study program*

The Head of Department and the Teaching Coordinator holds an annual meeting with the Program Directors and Line Coordinators at the department where the integration of DVIP at the study programs and lines are discussed.

### *Follow-up procedures*

Every second year, all DVIP are required to submit a report where they list the activities offered by the department (academic seminars, workshops, lectures etc.) and the relevant study program (seminars, workshops meetings etc.) they have participated in. All reports are read by the teaching coordinator and reacted upon if necessary.



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## Appendix C: Entry criteria and job responsibilities

Entry Criteria						
	PhD Fellow	Post Doc	Assistant Professor	Associate Professor	Professor MSO	Full Professor
Research	<ul style="list-style-type: none"> <li>• Ability to contribute to the research area of the department</li> <li>• Potential for international publishing record</li> </ul>	<ul style="list-style-type: none"> <li>• A good PhD Thesis within the research area of IOA</li> <li>• Clear research potential in the Thesis and additional research publications</li> <li>• A clear and interesting plan for postdoctoral research and ability to contribute to the research profile of IOA</li> <li>• Publishing record (if any)</li> </ul>	<ul style="list-style-type: none"> <li>• A good PhD Thesis within the research area of IOA</li> <li>• Clear research potential in the Thesis and additional research publications</li> <li>• A clear and interesting plan for assistant professor research and ability to contribute to the research profile of IOA</li> <li>• Publication record</li> </ul>	<ul style="list-style-type: none"> <li>• Solid research skills and contours of a distinct research profile related to the position and the research area of IOA</li> <li>• At least 5 published articles in international, peer-reviewed journals(or equivalent outlets), a portion of which should clearly reflect research conducted subsequent to the completion of the PhD Thesis</li> <li>• Links to relevant international academic community, e.g. by presenting papers at international conferences, co-organizing international academic events, and participating in international research projects</li> </ul>	<ul style="list-style-type: none"> <li>• Strong and sustained research record as an international-level scholar related to the position and to a research area of IOA</li> <li>• At least 10 published articles in international, peer-reviewed journals (international research monographs can substitute 3), some of which should be in leading journals of our field</li> <li>• At least 150 citations in Google Scholar</li> <li>• A clear peer-reviewing and editing record (for international academic journals and/or monographs)</li> <li>• Substantial assessment experience (e.g. participation in PhD committees and other academic assessment committees)</li> <li>• Research leadership as principal investigator of collaborative research projects and/or substantial experience with PhD supervision and completion</li> </ul>	<ul style="list-style-type: none"> <li>• Distinct research record as an international-level scholar related to a core research area of IOA</li> <li>• At least 15 published articles in international, peer-reviewed journals (international research monographs can substitute 3), some of which should be in leading journals of our field</li> <li>• At least 600 citations in Google Scholar</li> <li>• A strong peer-reviewing and editing record (for international academic journals and/or monographs)</li> <li>• Strong assessment experience (e.g. participation in PhD committees and other academic assessment committees)</li> <li>• Strong research leadership as principal investigator of collaborative research projects and substantial experience with PhD supervision and completion</li> </ul>

<b>Education</b>	<ul style="list-style-type: none"> <li>• Ability to teach basic topics/classes related to the teaching profile of the department (if part of the position)</li> <li>• Relevant teaching record (if any)</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to teach and contribute to core teaching areas of the department (if part of the position)</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to teach and contribute to core teaching areas of the department</li> <li>• Relevant teaching record</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate good to excellent teaching talent in IOAs teaching area of the department, by having completed the Assistant Professor Program, taught at least 1000 work hours, participated in course development and/or administration, and received high student evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Strong teaching experience both in basic and specialized courses and at different levels (BA,MA, PhD)</li> <li>• Substantial experience with course and program coordination and development</li> </ul>	<ul style="list-style-type: none"> <li>• Strong teaching experience both in basic and specialized courses and at different levels (BA,MA, PhD)</li> <li>• Substantial experience with course and program coordination and development</li> </ul>
<b>External Funding</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• External funding record (if any)</li> </ul>	<ul style="list-style-type: none"> <li>• Documented ability to attract external funding for collaborative research projects and/or PhD scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial track record of attracting external funding for collaborative research projects and PhD scholarships within the research area of IOA</li> </ul>
<b>Academic Citizenship</b>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> </ul>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> </ul>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> </ul>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> <li>• Ability to engage in the life of the department by actively participating in and co-organizing IOA seminars and events</li> </ul>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> <li>• Track record of engaging in the life and development of the (or a) department and institution by actively participating in and co-organizing seminars and events</li> </ul>	<ul style="list-style-type: none"> <li>• Social competences and ability to relate to colleagues at the department, across CBS, and to external partners</li> <li>• Substantial track record of engaging in the life and development of the (or a) department as well as the institution in general (e.g.by entering task forces, leading projects, arranging key events)</li> </ul>
<b>Dissemination</b>	<ul style="list-style-type: none"> <li>• Ability to communicate research plans</li> <li>• Dissemination experience</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to communicate research plans</li> <li>• Dissemination experience</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to communicate research plans</li> <li>• Dissemination experience</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate ability to engage in outreach activities such as media appearances, public speeches and direct stakeholder interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial experience in outreach activities such as media appearances, public speeches and direct stakeholder interaction</li> </ul>	<ul style="list-style-type: none"> <li>• Strong and substantial experience in outreach activities such as media appearances, public speeches and direct stakeholder interaction</li> </ul>

<b>Responsibilities and job description</b>						
	<b>PhD Fellow</b>	<b>Post Doc</b>	<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor MSO</b>	<b>Full Professor</b>
<b>Research</b>	<ul style="list-style-type: none"> <li>• Design, adjust and carry out a PhD research project according to the requirements specified by the PhD school</li> <li>• Take PhD courses according to plan</li> <li>• Engage in department's academic events when relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Design, adjust and carry out a Post Doc project according to the stipend criteria</li> <li>• Present research at relevant international academic workshops and conferences (1-2 per year)</li> <li>• Publish research in international, peer-reviewed journals, proceedings, and monographs (minimum 1 article per year)</li> <li>• Establish links to international scholars and academic communities</li> <li>• Engage in and co-organize department's academic events when relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Design, adjust and carry out research project(s) according to the position title/plan</li> <li>• Present research at relevant international academic workshops and conferences (1-2 per year)</li> <li>• Publish research in international, peer-reviewed journals, proceedings, and monographs (minimum 1 article per year)</li> <li>• Establish links to international scholars and academic communities</li> <li>• Engage in and co-organize department's academic events when relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Design and carry out research related to the associate professorship area, preferably as part of international collaborative research projects</li> <li>• Present research at and co-organize relevant international academic workshops and conferences (1-2 per year)</li> <li>• Publish research in international, peer-reviewed journals, proceedings, and monographs (minimum 1-2 article per year of which some should be in leading journals of the field)</li> <li>• Engage in peer-reviewing and editing activities</li> <li>• Engage in and organize IOA academic events</li> <li>• Supervise PhD students and Post Docs when relevant and possible</li> <li>• Engage in PhD assessment activities and other academic assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Design and carry out international collaborative research project(s) related to the area of the professorship, preferably as Principal Investigator</li> <li>• Present research at and co-organize relevant international academic workshops and conferences (1-2 per year)</li> <li>• Publish research in international, peer-reviewed journals, proceedings, and monographs (minimum 1-2 article per year in leading journals of the field)</li> <li>• Engage in peer-reviewing and editing activities in leading journals of the field</li> <li>• Engage in and organize IOA academic events and groups</li> <li>• Supervise PhD students and Post Docs</li> <li>• Engage in PhD assessment activities and other academic assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Design, carry out and lead international collaborative research project(s) related to the professorship area</li> <li>• Present research at and co-organize relevant international academic workshops and conferences (1-2 per year)</li> <li>• Publish research in international, peer-reviewed journals, proceedings, and monographs (minimum 1-2 article per year in leading journals of the field)</li> <li>• Engage in peer-reviewing and editing activities in leading journals of the field</li> <li>• Engage in and organize IOA academic events and groups</li> <li>• Supervise PhD students and Post Docs</li> <li>• Engage in PhD assessment activities and other academic assessments</li> <li>• Engage in leading academic societies</li> </ul>

<b>Education</b>	<ul style="list-style-type: none"> <li>• Teach and supervise the agreed assignments</li> <li>• Take CBS pedagogical courses (if relevant)</li> </ul>	<ul style="list-style-type: none"> <li>• Teach and contribute to the teaching areas of the department (if part of the position)</li> <li>• Take the Assistant Professor Program (if part of the position)</li> </ul>	<ul style="list-style-type: none"> <li>• Teach the agreed assignments and help develop and administrate selected teaching areas of the department</li> <li>• Take the Assistant Professor Program</li> </ul>	<ul style="list-style-type: none"> <li>• Teach, develop and administrate courses and programs within the teaching area of IOA (fulfilling the norm)</li> <li>• Supervise and help develop the teaching skills of colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Teach, develop and administrate courses and programs within the teaching area of IOA (fulfilling the norm)</li> <li>• Supervise and help develop the teaching skills of colleagues</li> <li>• Engage in developing the teaching portfolio of CBS</li> </ul>	<ul style="list-style-type: none"> <li>• Teach, develop and administrate courses and programs within the teaching area of IOA (fulfilling the norm)</li> <li>• Supervise and help develop the teaching skills of colleagues</li> <li>• Engage in developing the teaching portfolio of CBS</li> </ul>
<b>External Funding</b>	<ul style="list-style-type: none"> <li>• Apply for travel grants etc. if necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for travel grants etc. if necessary</li> <li>• Apply for additional Post Doc funding if possible</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for travel grants etc. if necessary</li> <li>• Apply for additional Post Doc funding if possible</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for external funding, preferably for collaborative research projects and PhD scholarships (minimum one application every other year)</li> <li>• Help improving colleagues' applications through peer-review</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for external funding, preferably as Principal Investigator of collaborative research projects including PhD scholarships (minimum one application every other year)</li> <li>• Help improving colleagues' applications through peer-review</li> <li>• Participate in external funding boards and policy making when possible and relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for external funding as Principal Investigator of collaborative research projects including PhD scholarships (minimum one application every other year)</li> <li>• Help improving colleagues' applications through peer-review</li> <li>• Participate in external funding boards and policy making when possible and relevant</li> </ul>
<b>Academic Citizenship</b>	<ul style="list-style-type: none"> <li>• Participate in key department seminars and events</li> <li>• Reach out to fellow students and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and help organize relevant department seminars and events</li> <li>• Reach out to students and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and help organize relevant department seminars and events</li> <li>• Reach out students and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and help organize relevant department and CBS seminars and events</li> <li>• Reach out to students and colleagues</li> <li>• Participate in department's strategic development</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and organize relevant department and CBS seminars and events</li> <li>• Reach out to students and colleagues</li> <li>• Participate in department's as well as CBS's strategic development (e.g. by entering task forces, leading projects, arranging key events)</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in and organize relevant department and CBS seminars and events</li> <li>• Reach out to students and colleagues</li> <li>• Participate in department's as well as CBS's strategic development (e.g. by entering task forces, leading projects, arranging key events)</li> <li>• Enter relevant academic boards and chairs</li> </ul>
<b>Dissemination</b>	<ul style="list-style-type: none"> <li>• Communicate research plans and findings to relevant audience/outlets to a reasonable extent</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate research plans and findings to relevant audience/outlets</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate research plans and findings to relevant audience/outlets</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate research plans and findings to relevant audience/outlets</li> <li>• Engage in outreach activities with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Instigate and contribute to communicating research plans and findings to relevant audience/outlets</li> <li>• Instigate and engage in outreach activities with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Instigate and contribute to communicating research plans and findings to relevant audience/outlets</li> <li>• Instigate and engage in outreach activities with stakeholders</li> </ul>