

18. May 2016

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A REVISED STRATEGY FOR THE DEPARTMENT OF MANAGEMENT, POLITICS AND PHILOSOPHY, 2016- 2017

0. Introduction (mission, vision, identity)

MPP is an engaging and multi-disciplinary department, organized in 4 groups covering management and entrepreneurship; business history; politics and leadership and business philosophy. Our mission is to span from high level and internationally recognized theoretical research to engaged scholarship addressing the challenges facing our society concretely.

We participate actively in the epistemic communities of which we are part as well as in the public debate.

We combine a variety of teaching outlets to reach different target groups with our research.

We engage actively in the development of CBS through a variety of channels from institutional participation and external networking to education development and research work across department.

We welcome visitors for shorter and longer stays and encourage our faculty to participate in international collaboration.

1. Research (incl. profile)

Given the multiplicity of faculty backgrounds, we endorse both classical disciplinary work within e.g. history, sociology and philosophy and cross-disciplinary work enabling our scholars to contribute to the development of classical business disciplines and engage in cross departmental activities as e.g. the BIS platforms, the CSR center and joint projects.

We straddle the encouragement of research freedom for the individual researcher and more strategic collaboration between researchers to create milieus and raise funding to secure a continual influx of new ideas and energy, also in hard times when basic funding is declining.

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Our research organizes itself around a number of energy zones, some of which are rather institutionalized into and externally financed project format, whilst others are crosscutting areas of interest including scholars from one or more research groups. Faculty acknowledges each other's research areas through active contributions to our big annual writing seminar organized to benefit from comments and discussions across disciplines and groups.

We endorse versatile activities across our groups and across CBS departments as well as across the university threshold to reach out and engage in society. Current energy zone coagulate into:

- Conceptual research addressing and exploring fundamentals in classical and contemporary philosophy and sociology
- Money and markets from a philosophical and sociological perspective
- Welfare management in the core institutions of the welfare state and in the intersection to the private and voluntary sector
- Rethinking business history, including the uses and role of history in corporate and public settings
- Humanities and social science at business schools in an international perspective including didactical innovation
- Entrepreneurship in society (corporate, public, cultural, sustainable, social) and entrepreneurialization of society
- Modern work life and work environment (stress, self-inspection, strategic HRM)

2. Teaching (incl. educational portfolio, reflections on role in the CBS supply of education)

At MPP the strategy is to service a range of different programs in order to reach different target groups for our research outputs and contribute to the variety in the CBS teaching portfolio. We deliver well-evaluated teaching from first year undergraduate students students enrolled in master programs and PhDs and public and private executives. We are particularly keen on bridging our philosophical, historical and social science contributions and traditional business disciplines for all target groups.

In general, MPP faculty is in high demand, which makes it necessary to optimize and prioritize our teaching involvement.

As the hallmark of a university is research-based teaching, we encourage all faculty members to aim to disseminate their research and engage participants in their research questions and results.

We give special attention to the running, developing and quality of programs launched by MPP: Business Philosophy, Political Communication and Leadership; Organization, Innovation and Entrepreneurship; Master of Public Administration (MPA).

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Additionally, we have a long tradition as the center player in cand merc. IMM and as key contributors to MPG and MBA executive programs. We deliver a number of programs to the The PhD School in Organisation and Management Studies, also availed to external participants and we organize joint summer schools with University of St. Gallen.

We play a core role in international programs such as Globe and Engage and in new programs within strategically prioritized CBS areas such as shipping.

We currently work on more systematic visibility on the broader HA field, notably by launching a reform of the philosophy of science on the bachelor program HA almen organized around business history, and we work on a joint minor in business philosophy with department of finance.

We also continue to work internationally within the Aspen setting (with ICM and DBP) on the Agenda of Rethinking Undergraduate Business Education with a focus on integrating the humanities and social science in business education.

Finally, there is a keen and growing interest in new didactical approaches and skills such as blended learning, engaged scholarship, studio based teaching and moocs.

3. Dissemination (incl. publication strategy, media presence)

Our dissemination strategy mirrors our multifaceted organizational identity. We stress that a variety of outlets are important for contributions to both the academic community and the wider society.

We continue to work on the channeling of our research into higher level of journal outlets. Our writing seminar is instrumental in this respect and continues to pay off due to high participation rates, well-prepared papers and discussants across groups. Also, our recruitment policy has aimed to secure in-house publication advice and assistance regarding this particular skill set.

Several of our academic milieus are based on book writing and we place significance on both international and Danish language monographs with good publishers and with traction into the Danish public debate to which we have a long tradition and feel a strong obligation to contribute. Also, the educational impact of books, nationally and internationally is considered very positive.

We support presence in printed media both with regard to research dissemination in e.g. the Idea section in Weekendavisen and running commentary in Børsen and business sections of the large newspapers. Increasingly, faculty is featured in television e.g. around education reforms and nation branding. We aim to expand media presence to more international sources also.

A large number of faculty disseminate their research knowledge in public talks at conferences for practitioners, from the annual summit of local governments with more than 1000 participants to more specialized audiences.

4. Financing and external funding

Over the past few years, external funding has become essential to the development of research milieus. As government funds dry out and CBS economy is under pressure, the need to attract and retain young talent through external money becomes a core task. It is explicitly formulated as an expectation to tenured faculty to contribute hereto through funding applications and research projects.

A group of senior tenured faculty meets regularly to exchange experiences and inspire each other, supported by the research responsible from the office of the dean of research.

We have a long tradition for collaborative funding projects for research, Industrial Ph.Ds and post docs with unions, non-profit and public organizations. Private businesses have a long tradition for a demand for commissioned history projects, of which we only select those meeting accepted research standards and institutional independence. We sustain and develop this range of projects, which currently avail a significant influx of junior researchers with new ideas, networks and energy.

Additionally, we focus increasingly on foundation money (e.g. Carlsberg, Bikuben, Velux, Willum). Given the recent decline in government funding for open, non-strategic research, such donors become central in preserving the possibility for setting independent research agendas as well as sustaining employment of junior staff in temporary positions.

It is our goal to develop European funding strategies, which also demands allocation of time to PIs.

5. Staff (incl. DVIP, Ph.D. and reflections concerning academic pipeline)

Out most pressing task currently is to make up for the considerable loss of faculty ensuing the 2014 saving round and the termination of non-tenured contracts for junior faculty. This development continues to stress our educational activities, study board directors and program managers, who spend unduly amounts of time hunting replacement staff. Also the morale and incentives for faculty on expiring contracts are understandably getting challenged.

As mentioned above, a considerable effort is made by experienced tenured faculty to raise funds for projects that include PhDs and post docs, including the opportunity to retain talents.

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We are in the process of finalizing a new template for recruitment, compartment and promotion – the academic pipeline. A cross-departmental group including all faculty groups have drafted a revision of our existing model.

The department's gender profile has been addressed several times by management and in CBS Observer. We strive to open possible positions for applications from both genders and pay attention to the promotion opportunities for existing faculty members of the under-represented gender.

We have installed a new DVIP policy specifying recruitment criteria, recruitment process and the monitoring, assessment and development of DVIP performance as well as the integration of DVIPs in the research environment.

A revised PhD strategy includes the provision of PhD courses and the allocation of supervisors; planning of teaching activities; collective activities for PhDs and career counseling.

6. External relations (incl. business collaboration)

The tradition for private, public and non-profit business collaboration is strong and long standing at MPP.

Our annual June strategy seminar 2016 is entitled 'MPP in society' and addresses exactly the variety of ways to interact with external partners. We want to continue and develop our existing activities exemplified by:

- Advisory board (executives from DJØF, Børsen, Ministry of Education, Outfittery Berlin, University of St. Gallen, Copenhagen Phil, DTU).
- Commissioned history projects (e.g. Haldor Topsøe, Coop, ØK)
- Presence in relevant national commissions (Ethical Council, National Audit office professor panel, Ministry of Research)
- Advisory roles to foundations
- Board memberships
- Joint post doc financing
- Joint PhDs (e.g. Ministry of Finance, Ministry of Education; Maritime Museum; National Archive; Cultural Agency)