

A REVISED STRATEGY FOR THE DEPARTMENT OF STRATEGIC MANAGEMENT AND GLOBALIZATION, 2016-2017

0. Introduction (mission, vision, identity)

The Department of Strategic Management and Globalization (SMG) produces and disseminates new knowledge within the overlapping fields of strategic and international management (SIM). Since it was founded in 2005, SMG has emphasized building a strong and collaborative culture, including co-authorships, high collegiality, joint teaching development, building awareness that there are strong reputational spill-overs among faculty in all dimensions, and a shared ambition of striving towards excellence.

In other words, SMG is not a loose federation of stand-alone scholars, but a joint project aimed at pursuing excellence in strategic and internal management research, teaching, and dissemination! Realizing this joint project requires attention to individual career development, goals, and KPIs—but it also requires attention to the collective goals of the department. While all SMG faculty should contribute to research on a very high level, and to the department's other objectives, individuals do differ in terms of abilities and position. Thus, faculty is expected to contribute to realizing joint goals in different ways. However, SMG's entire senior faculty is expected to conduct both research at the highest level and be engaged in funding and dissemination efforts.

Moving to a Higher Level?

SMG has a tradition of defining simple and operational but ambitious goals, particularly in the research dimension. The present document is entirely consistent with SMG's previous aspirations and plans, and is in essence a revision of the earlier 2013-2017 strategic plan. This revision has been prompted and informed by changes in the department's external environment (both within and outside CBS) and the internal makeup of the department. The aim is still to operationalize SMG's intentions to conduct unambiguous cutting-edge research, and deploy this in the context of teaching, dissemination, and funding efforts.

Over the course of 2015, the department engaged in several discussions to create the current version of this document.

Current priorities.

Looking back, the department has been successful on most of the objectives it set out in the 2013-2017 strategy, but less so on some objectives; others are outdated in the current changed context. This context includes the smaller size of the department, its weaker financial position, and the financial situation of CBS as a whole.

Following the tradition of previous strategy plans, a phased approach is necessary for the SMG strategy. Specifically, SMG will spend the first two years of the plan covered by the strategy concentrating on consolidating its research performance, which we see as the basis of our existence, while building a new platform for quality-driven growth. Specific to the latter point, we believe that there is now a) a strong need to successfully raise research funding, and b) a need to make other changes to the department's relative contribution to CBS' income stream. These changes help to meet the many challenges facing SMG. We recognize that SMG also needs to continue to engage with those activities that characterize a truly impactful research group, such as high-level media presence, strong engagement with the business community, and strong presence in international research networks. All this, however, must still be based on SMG's strong research position.

We continue to recognize a division of labor in the sense that although everyone should pursue research on the highest possible level, some may put more of an emphasis on, for example dissemination to business, while others may emphasize innovations in teaching. Similarly, responsibilities differ across the ranks; for example, full professors are expected to be the main drivers in terms of funding, research and teaching leadership, and dissemination to practice.

Research-based Identity

All SMG activities are fundamentally research-driven. Research ultimately drives teaching and program development, outreach, service, and funding. SMG is committed to rigorous theory-driven empirical research and theory development in Strategy and International Management, a core and dominant field in business schools. We conduct research within the mainstream of strategic management thinking, and SMG faculty share a core set of established theories and methods.

Mission and Vision

Our vision is to appear as the undisputed leading European unit in SIM at the end of the planning horizon (i.e., in 2017) as measured in terms of conventional indicators of research



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impact. However, SMG also strives to make an impact beyond pure research. Our mission is to produce excellent research for the international SIM research community and leverage this research to meet the demands of our stakeholders, notably CBS students and the business community.

Focused Research

SMG does not diversify beyond strategic and international management. In fact, we want to strengthen, in particular, core strategy fields such as competitive advantage analysis, corporate strategy, and positioning research. We embrace themes like strategic entrepreneurship, offshoring, and knowledge governance on the theory side and empirical approaches such as Bayesian econometrics and multi-level methods, but we do so only to the extent that these are means to conduct better strategic and international management research.

1. Research

The overall aim of SMG's research strategy is to conduct demonstrably impactful research, that is, research that influences extant management research, can be usefully deployed in developing teaching, and can be communicated to and used by practitioners. Fulfilling this aim starts from publishing research with a high impact on the research community, which as a rule means publishing research in highly ranked journals. SMG has indeed been strongly journal-oriented since we were founded and all our research activities have revolved around seeking to place papers in the best management research journals.

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

Historically, SMG has not had overall responsibility for programs, lines and so on. SMG has largely been a supplier rather than a coordinator and teaching hub (although such positions as vice-Dean for Blue MBA and CEMS Academic Director are occupied by SMG faculty). SMG's teaching strategy for the following years concentrates on maintaining our existing strong position in the international management teaching offered by CBS; expanding SMG's involvement in CBS' strategy teaching; and expanding SMG's offering of PhD-level teaching of strategic and international management.

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

The following table describes SMG's recent output. The department has targets around these key output categories.



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Targets	Realized 2013-2015
4&4* (AJG) publications	34
4* (AJG) publications	19
Publications in top practitioner journals	3
Press coverage international	No measures available
Press coverage national	49 mentions (2015 only)
4* (AJG) board level memberships (ongoing)	6 (04/2016)
Other journal board memberships	No target (runs into dozens)

The SMG faculty is attentive to CBS's prioritizing of Entrepreneurship and Innovation (E&I) as a key focus area of the school in the years to come. Several SMG faculty members are conducting research in E&I and over the years they have managed to build departmental strongholds within, at least, three E&I domains. First, SMG faculty have explored "intrapreneurship", i.e. the promotion and preservation of entrepreneurship in large corporations by use of apposite organizational design. This branch of research aims to connect entrepreneurial judgment and theory-of-the-firm. Second, SMG faculty members have studied innovation in the context of multinational corporations, emphasizing the international management aspects of transferring new knowledge across borders and MNC business units. The role of foreign subsidiaries as generators of innovation has particular interest in this research branch. Third and lastly, SMG faculty have made inquiries into management innovation – the development, diffusion and implementation of new managerial instruments and tools. All these three streams of research conducted at SMG have resulted in publications in highly ranked international journals and books published by reputable publishers. This work should also continue to find its way to stakeholders through various dissemination efforts, including (executive) education and appearances in a variety of popular and social media.

4. Financing and external funding

In the past, SMG has pursued a funding strategy of receiving numerous small and medium sized grants from different external sources. SMG has benefited from high levels of internal funding which has provided the financing of SMG's above-normal activity-level in terms of seminars, workshops, research support for individual faculty, and, hence, derived performance such as a high publication level, many special issues of journals and so on.

However, internal sources of funding have now dried up such that the funding of PhD students and other research

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activities increasingly requires external funding. CBS has ambitious external funding targets that are supposed to be met, to a considerable extent, by the departments. Since the previous strategic plan appeared SMG has taken a step in the right direction by applying for external funding more frequently, but the department has thus far not been very successful with its applications. We now think it is time to step up this effort further. We will therefore set ourselves increasingly ambitious targets.

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

SMG currently numbers 16 full-time faculty (excluding PhD students), as well as 4 part-time (20%) faculty and several DVIPs. Given the CBS recruitment strategy and expected attrition this number will likely decline further in the short term. This number is on the small side to establish critical mass for research and in other ways. Since the previous strategic plan there have been more departures than expected, partly due to the CBS-wide cuts that were imposed, and there has been less recruitment, partly because of the hiring freeze.

Because recent experience has shown that the department has limited control over recruitment, we now abstain from formulating an explicit recruitment target. However, we will lay out some principles here. Maintaining the current number of faculty requires relatively continuous hiring activity. No faculty will reach the usual retirement age in the period covered by the strategy plan. However, given the quality of the people at SMG, it can be expected that further faculty will leave, for example, amongst other because of the quality of the SMG faculty.

6. External relations (incl. business collaboration)

SMG cooperation with business (including publicly funded organizations and agencies) takes the form of 1) industry PhDs (currently numbering 7 students); 2) case writing (typically with PhD students); 3) company and employee surveys (that are part of research projects); 4) speaking engagements; 5) joint seminars with companies (such as the events conducted by The Outsourcing Network); 6) involvement in CBS Business in Society platforms, specifically the "Competitiveness" platform (which is co-directed by Thomas Ritter); and board memberships (Louise Mors for instance sits on the board of Center for Ledelse). These are all important activities and should continue and, indeed, be strengthened.



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