

# REPORT ON PROGRESS 2012

Former Secretary-General of the United Nations

**Kofi Annan**



MARCH 2013

**PRME** Principles for Responsible  
Management Education

**CBS**  COPENHAGEN BUSINESS SCHOOL  
HANDELSHØJSKOLEN

REPORT ON PROGRESS 2012



**Copenhagen  
Business School**

HANDELSHØJSKOLEN

# EXECUTIVE SUMMARY

This is the Copenhagen Business School's (CBS) second report on the United Nations (UN) Principles for Responsible Management Education (PRME). It summarises CBS' achievements and our future objectives for remaining a leading business school in responsible management education. Since our last report in January 2011, we would especially like to highlight five achievements that we are particularly proud of:

1) CBS ranked No. 9 in the world in research according to the most recent Aspen Institute's Beyond Grey Pinstripes ranking, placing us among top 2 in Europe.

2) CBS has strengthened its commitment to PRME by establishing the Office of Responsible Management Education as well as by appointing Professor Kai Hockerts as Academic Director of Responsible Management Education.

3) CBS has launched the CBS Sustainability Platform headed by Professor Mette Morsing and Professor Stefano Ponte to facilitate and disseminate research, teaching and outreach activities on sustainability across CBS departments.

4) CBS Goes Green reached the halfway mark towards its 2020 goal of a 40% reduction in CO<sub>2</sub> emissions on the CBS Campus.

5) The Copenhagen Chapter of Oikos 360° Students for Sustainability continues to grow and currently has approximately 800 members.

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# LETTER FROM MORTEN ØSTERGAARD

Minister of Science, Innovation and Higher Education

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*Morten Østergaard*

Education is more important than ever. Today we face serious global challenges, such as pollution, poverty, global warming, access to affordable healthcare and the ability to supply sufficient drinking water and food to the world's growing population.

My vision is that Denmark becomes a nation of solutions, where our innovative approach towards global societal challenges also leads to growth and employment. Education and research are the key to unlocking this potential. Our educational programmes must embody and integrate core competences, such as innovation and entrepreneurship. We must improve methods of utilising research results through closer cooperation between knowledge institutions, companies and other stakeholders. This should contribute to higher growth and employment, leaving us in a stronger position to deal with the challenges we are facing as a society.

By implementing the UN Principles for Responsible Management Education, Copenhagen Business School takes an important step in the right direction by educating future leaders with the qualifications needed to secure sustainable development.

PRME encourages business schools and universities worldwide to integrate corporate responsibility and sustainability at all levels of their organisations in a gradual and systematic manner, thus helping them to foster a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21<sup>st</sup> century.

This agenda is both important and necessary. However, it will not succeed overnight. It requires that each and every one of us continuously questions how to improve existing solutions and how to develop new innovations.

I think that CBS provides a good example of how business schools can approach and influence the agenda on responsible management. They have already reached ambitious goals with strong support from management, staff and students. There is still great potential for further initiatives and achievements on this path.

I congratulate CBS on their achievements and wish them the best of luck on their continued work concerning this important agenda.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Morten Østergaard', written over a white background.

*Morten Østergaard*  
Minister of Science, Innovation and  
Higher Education

# LETTER FROM PER HOLTEN-ANDERSEN

President of CBS



*Per Holten-Andersen*

The Scandinavian business community has demonstrated a long tradition of serious commitment to responsible management. This commitment appears to have paid off in performance because a disproportionately high number of Scandinavian companies are listed in leading sustainability indices, including the Dow Jones Sustainability Index and Global 100.

The Scandinavian management model is characterised by collaboration between owners, managers, workers and society, demonstrating a solid commitment to participation and stakeholder engagement. At Copenhagen Business School we recognise the need to continuously reflect upon our Scandinavian business traditions and to promote responsible management education. To this end we signed the United Nations Principles for Responsible Management Education in 2008. This has

proven to be an ideal framework for actively working towards making responsible management education a more explicit and visible part of our organisational identity.

Besides our internal effort to engage with faculty and to develop the business school curricula, we also strive to engage globally, collaborating with the UN Office of Responsible Management Education in New York and other PRME signatories throughout the world.

It is my hope that this report will enable our stakeholders and other PRME schools to understand what we have achieved so far and where we are heading in the future, while also serving as an opportunity for us to reflect upon our ambitions and the associated challenges. Furthermore I hope this report will serve as an example and inspiration to others who have just embarked on, or wish to embark on, this journey.

Yours sincerely

A handwritten signature in blue ink that reads "Per Holten-Andersen". The signature is fluid and cursive.

*Per Holten-Andersen*  
President of CBS



# PART ONE

## OUR CONTRIBUTION TO SOCIETY

Part one of this report describes the main institutional structure at CBS that has facilitated the integration of responsible management education.

- Introduction by CBS Office of Responsible Management Education
- CBS - Where University Means Business
- The History of Responsible Management Education at CBS
- CBS Strategy - Business in Society
- CBS Sustainability Platform
- CBS Public-Private Business in Society Platform
- CBS Goes Green
- Student Activity

# INTRODUCTION BY CBS OFFICE OF RESPONSIBLE MANAGEMENT EDUCATION

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*Kai Hockerts*



*Lene Mette Sørensen*

The purpose of this report is to allow CBS students and staff, as well as Danish and international partners, to participate in and follow our implementation and support of the UN Principles for Responsible Management Education.

The report is divided into three parts. The first part contains a general introduction to CBS and a description of the institutional background of our efforts in implementing responsible management education. This part illustrates how responsible management education and sustainability are entering CBS through the establishment of the Office of Responsible Management Education, the implementation of a Green Campus strategy and the launch of a strategic platform focusing on developing and disseminating exciting research within sustainability across CBS. Finally, it also illus-

trates the strong commitment of our students to these principles. The second part of this report describes major achievements in implementing responsible management education according to the six principles of PRME: purpose, values, method, research, partnership and dialogue. The third and final part describes our future objectives.

We present past and future performance indicators and are especially proud of our performance in the Aspen Institute's Beyond Grey Pinstripes ranking. We are striving to become a business school that not only contributes to society through educating future managers, but also one that ensures that these managers are equipped to take on the challenges of navigating in an increasingly interchangeable and interconnected global business environment. We are not there yet,

but we have a highly engaged faculty and the necessary administrative support to engage in improving our efforts towards implementing responsible management education at CBS.

Yours sincerely

*Professor Kai Hockerts*  
*Academic Director of Responsible Management Education*

*Lene Mette Sørensen*  
*Manager of Responsible Management Education*





PERFORMANCE INDICATORS	2009	2010	2011	2012
Number of peer-reviewed articles involving responsible management	32	57	84	58
Students participating in CBS Responsibility Day	400	800	1,200	1,080
Students participating in electives involving responsible management	1,081	1,440	1,673	1,840
Number of alumni in CBS Sustainability Alumni Network			200	320

ASPEN INSTITUTE - BEYOND GREY PINSTRIPE RANKING		2009	2011
MBA ranking (global)		63	43
MBA ranking (Europe)		9	8
Research ranking (global)		22	9
Research ranking (Europe)		6	2

# PRME HIGHLIGHTS

- 2008**
- Energy-saving agreement signed
  - CBS becomes PRME signatory
  - CBS launches Office of Responsible Management Education and appoints its manager
  - CBS attends first PRME Global Forum, USA
  - CBS launches MBA Curriculum Development project

- 2009**
- CBS hosts first PRME climate change webinar
  - CBS launches Sustainable Student campaign
  - CBS hosts first CBS Responsibility Day
  - CBS establishes CBS Goes Green
  - CBS hosts PRME Conference on Sustainable Leadership in the Era of Climate Change

- 2010**
- MBA students launch Net Impact
  - Undergraduate students launch the Copenhagen Chapter of Oikos (360° Students for Sustainability)
  - CBS unveils new strategy: Business in Society (BIS)

- 2011**
- CBS establishes Sustainability Alumni Network
  - CBS hosts PRME Anti-Corruption Conference
  - CBS launches Sustainability Platform
  - CBS appoints Academic Director of Responsible Management Education
  - CBS extends Curriculum Development project to the BA
  - CBS is recognised as a global leader in the Beyond Grey Pinstripes ranking

- 2012**
- CBS launches Sustainability PhD Cohort (12 PhD students)
  - CBS organises international Partnership 2012 NGO+Business Conference
  - CBS Centre for Corporate Social Responsibility celebrates its 10<sup>th</sup> anniversary
  - CBS launches case writing initiative on responsible management education
  - CBS introduces core corporate sustainability courses in the full-time MBA and the E-MBA

# CBS - WHERE UNIVERSITY MEANS BUSINESS

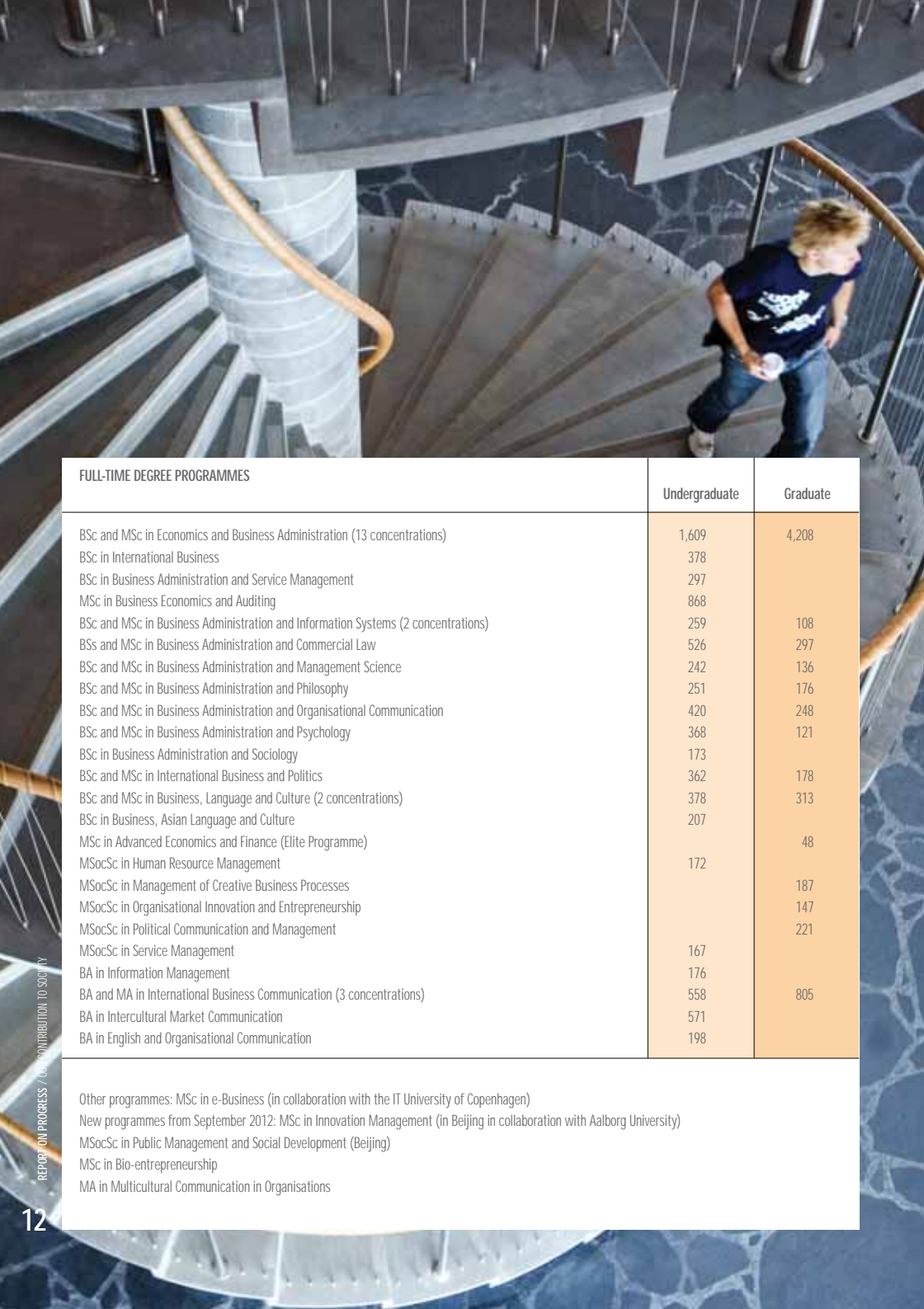
Founded in 1917 CBS is one of the largest business schools in Europe with approximately 20,000 students and 2,000 staff members. CBS offers a wide range of business-oriented university programmes and provides an innovative research environment to ensure value for society. CBS provides a comprehensive range of programmes in various business disciplines at the undergraduate, graduate and PhD levels. This is in addition to executive and other post-graduate programmes.

Internationally oriented, CBS maintains close partnerships with the business community and has exchange agreements with over 300 universities and business schools worldwide. CBS is accredited by the European Quality Improvement System (EQUIS) and the Association of MBAs (AMBA). In addition CBS is the Danish member of the Global Alliance in Management Education (CEMS) and a member of Partnership in International Management (PIM), an international consortium

of prestigious business schools. Finally, CBS is the first Scandinavian business school to be accredited by the Association to Advance Collegiate Schools of Business (AACSB).

COPENHAGEN BUSINESS SCHOOL AT A GLANCE	2009	2010	2011	2012
Student population	17,000	18,000	19,264	19,999
Non-Danish students	1,903	2,415	3,069	3,258
Full-time academic staff	566	597	614	685
Visiting professors	69	85	73	N/A
PhD students	192	202	210	279
Part-time academic staff	720	797	792	730
Administrative staff	677	628	617	537
Funding (million EUR)	151.7	158.6	167.8	N/A
<b>EXCHANGE AND COOPERATION</b>				
Agreements worldwide	390	327	336	333





FULL-TIME DEGREE PROGRAMMES	Undergraduate	Graduate
BSc and MSc in Economics and Business Administration (13 concentrations)	1,609	4,208
BSc in International Business	378	
BSc in Business Administration and Service Management	297	
MSc in Business Economics and Auditing	868	
BSc and MSc in Business Administration and Information Systems (2 concentrations)	259	108
BScs and MSc in Business Administration and Commercial Law	526	297
BSc and MSc in Business Administration and Management Science	242	136
BSc and MSc in Business Administration and Philosophy	251	176
BSc and MSc in Business Administration and Organisational Communication	420	248
BSc and MSc in Business Administration and Psychology	368	121
BSc in Business Administration and Sociology	173	
BSc and MSc in International Business and Politics	362	178
BSc and MSc in Business, Language and Culture (2 concentrations)	378	313
BSc in Business, Asian Language and Culture	207	
MSc in Advanced Economics and Finance (Elite Programme)		48
MSocSc in Human Resource Management	172	
MSocSc in Management of Creative Business Processes		187
MSocSc in Organisational Innovation and Entrepreneurship		147
MSocSc in Political Communication and Management		221
MSocSc in Service Management	167	
BA in Information Management	176	
BA and MA in International Business Communication (3 concentrations)	558	805
BA in Intercultural Market Communication	571	
BA in English and Organisational Communication	198	
<p>Other programmes: MSc in e-Business (in collaboration with the IT University of Copenhagen)</p> <p>New programmes from September 2012: MSc in Innovation Management (in Beijing in collaboration with Aalborg University)</p> <p>MSocSc in Public Management and Social Development (Beijing)</p> <p>MSc in Bio-entrepreneurship</p> <p>MA in Multicultural Communication in Organisations</p>		

# LETTER FROM MADS ØVLISEN

## Special Advisor to the United Nations Global Compact



Mads Øvlisen

*In 2003 Mads Øvlisen, former CEO and chair of Novo Nordisk and former member of and now special advisor to the United Nations Global Compact (UNGC), was inaugurated as an adjunct professor at CBS. Øvlisen served from 2009 till 2012 as chair of the Government's Council for Social Responsibility and is now chair of the newly established National OECD contact point. He provides excellent experience, prominence and relevance within the field by working to support CBS' strong commitment to creating close ties between theory and practice.*

CBS' sustainability and business ethics track record dates back to the mid-1980s with the arrival of a number of distinguished philosophers, notably Professor Peter Pruzan, Professor Ole Thyssen and Professor Hans Siggard Jensen. Professor Pruzan was a leader in the development of a new social and ethical accounting and auditing approach.

In 2002 Professor Mette Morsing, Professor Peter Pruzan and Associate Professor Steen Vallentin co-founded the CBS Centre for Corporate Social Responsibility (cbsCSR), bringing together a large group of researchers from various backgrounds to ensure CBS' commitment to interdisciplinary teaching and research in CSR and sustainability-related issues. Also, in 2002 CBS committed to the founding of the European Academy of Business in Society (EABIS) with five other European business schools and corporations. Mette Morsing served on the EABIS Management

Board from 2002-2011 and was succeeded by Elisabeth Crone Linding, Sustainability Platform Manager at CBS Sustainability Platform.

In 2007 Jonas Eder-Hansen, former PRME Manager, began initial discussions with faculty members and presented PRME to senior management, which CBS signed in August 2008 under the presidency of Finn Junge-Jensen. Today the CBS Office of Responsible Management Education enjoys support from both faculty and management at CBS. In 2011 CBS reinforced its commitment to PRME through the appointment of Professor Kai Hockerts as Academic Director of Responsible Management Education, who joined PRME Manager Lene Mette Sørensen and a dedicated team of CBS student assistants.

In 2012 cbsCSR proudly celebrated its 10<sup>th</sup> anniversary. This comes at a time when CBS management has greatly increased its

emphasis on sustainability research through the CBS Sustainability Platform, the Green Campus strategy through CBS Goes Green and responsible management education through the Office of Responsible Management Education.

Yours sincerely

Mads Øvlisen  
Special Advisor to the United Nations Global Compact

# CBS STRATEGY BUSINESS IN SOCIETY

In the autumn of 2011 the CBS Board of Directors launched a new strategic framework for CBS' activities entitled "Business in Society" (BiS). Fully aligned with the strategic positioning and requirements of PRME, and in support of CBS founding membership of EABIS, the BiS strategy recognises that companies and organisations play an important role in shaping our society, and that we as faculty and students have an obligation to address the challenges and potential of the complex relationship between business and society. Likewise, society shapes the context of the activities and processes of companies and organisations and also influences the way we as a business school are able to navigate. CBS recognises that it has a special responsibility to engage in the public debate and to co-create new knowledge and novel ideas with our peers as well as our students.

Our greatest contribution to this process is research-based education. This is why investments in research and high academic standards are crucial to our future development. By virtue of our unique diversity, CBS aspires to be one of the leading universities in the world in terms of unparalleled research and teaching. We aim to focus these efforts not only on the classic management disciplines (finance, economics, accounting, production, marketing, strategic management, communication and organisation), but also on those that place business within a wider social, political and cultural context. We are thus particularly proud that CBS has been recognised by the Aspen Institute as belonging to the top 10 international business schools in terms of research within the area of responsible management.

We wish to develop our global mindset for the benefit of the corporate sector, both locally and regionally. As a state-funded institution, we have a special responsibility towards Denmark. However, CBS must also offer management expertise and competences with a much wider perspective, i.e. nationally, regionally and

globally. We see no conflict between meeting international standards and servicing our local community, and international collaboration with peers and partners is a top priority. Two strategic platforms have been launched as part of BiS and represent CBS' concept for engaging in knowledge production. They are based on context-driven, problem-focused, interdisciplinary research that deals with the complex societal and business issues that challenge our region.



# CBS SUSTAINABILITY PLATFORM



*Mette Morsing*



*Stefano Ponte*



*Elisabeth Crone Linding*

The CBS Sustainability Platform (CSP) is the first platform in CBS' BiS strategy. Launched in July 2011, CSP is envisaged as a five-year focussed effort to create world-class research activities centred on corporate sustainability.

The aim of the platform is to point out the strengths of current research and to identify the potential of future perspectives within sustainability from a business school approach. CSP facilitates new research and disseminates existing research, teaching and outreach activities across CBS disciplines to promote debate and to provide knowledge on how and what sustainability entails from a business school standpoint. The platform has engaged in a close collaboration with the Office of Responsible Management Education and shares its aspirations. Particularly focussed on the context, competencies and aspirations of sustainability, CSP enjoys support from faculty and students across departments at CBS. One central, on-going task of this platform is the development of Sustainability Clusters across CBS in an effort to identify and define CBS' approach to sustainability.

CSP is headed by Professor Mette Morsing and Professor Stefano Ponte. Their efforts are assisted by Sustainability Platform Manager Elisabeth Crone Linding. The platform's updates and achievements are published in the CBS Sustainability Platform Quarterly newsletter and are reported to the Dean of Research Alan Irwin.

In its first year CSP raised approximately DKK 15 million in external funding for research projects on sustainability across CBS. This number does not include funding for the SUSTAIN project, nor does it incorporate the many sustainability funds awarded to CBS staff where CSP primarily offered encouragement and played the role of advisor. Research funding for 2011-2012 comprised 1) MISTRA, which is a SEK 40 million research project of which SEK 10 million went to CBS, 2) Trane Fonden, 3) two externally funded PhD students and 4) external funding for five international networks/conferences, including the comprehensive commitment to hosting, organising and securing internal and external funding for the large-scale international Partnership 2012

NGO+Business Conference attended by former United Nations Secretary-General Kofi Annan.

The 2012 CSP Annual Report describes these and many other results generated by CSP in cooperation with CBS staff and corporate partners.

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# CBS PUBLIC-PRIVATE BUSINESS IN SOCIETY PLATFORM



*Paul du Gay*



*Carsten Greve*



*Mette Lisby*

Recognising the public as a key stakeholder in CBS' BiS strategy, the second platform, called Public-Private Platform, was launched in autumn 2011. This platform opens up a serious society-wide discussion about the changes taking place in public-private relations. It also seeks to address the opportunities and pitfalls that have arisen due to these changes.

The Public-Private Platform is headed by Professor Paul du Gay and Professor Carsten Greve. Their efforts are assisted by Project Manager Mette Lisby. Through a combination of interdisciplinary research, teaching and public engagement, the platform aims to help mobilise, foster and develop society-wide solutions to pressing matters of public concern in relation to issues involving economy, law, politics and organisation.

A key feature of this engagement takes place through the platform's 'collaboratory'. Here, a host of key stakeholders – business leaders, politicians, managers and intellectuals – gather to exchange views and discuss approaches to specific challenges with the aim of initiating collaborative research programmes and projects to explore novel solutions.

In 2012 the collaboratory launched a dialogue among key figures involved in developing novel public policy thinking and practice in a range of areas and contexts. This dialogue brought together members of the Danish government, public services, the business community, NGOs and academia. The aim was to initiate an open and productive exchange and sharing of ideas, knowledge and experience with the potential of enhancing the development of innovative and robust solutions to some of our most pressing societal challenges.

The goal is to initiate dialogue across the traditional divides between the public and private sectors, thus facilitating the creation of novel forms of diagnosis and intervention. The platform acts as a knowledge centre, bringing a unique range of interdisciplinary expertise to bear upon the shifting terrain of public-private relationships while drawing upon and mobilising the full range of available expertise across CBS.

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*Lisby [mli.ioa@cbs.dk](mailto:mli.ioa@cbs.dk)*



# CBS GOES GREEN



*Gert Bechlund*

CBS Goes Green is CBS' Green Campus strategy designed to engage with students and Campus Services in setting an institutional example of walking the talk, which is an essential aspect of integrating PRME. CBS Goes Green is headed by Marshal Emeritus Gert Bechlund and Project Manager Mie Johnson.

It is important that everyone on campus has the opportunity to participate in order to ensure that the Green Campus strategy becomes a success and that CBS meets its ambitious green goals. As a result, CBS Goes Green established a Green Ambassador programme where students and faculty can sign a sustainability pledge, be informed and spread the word about sustainability initiatives as well as help generate solid, innovative ideas. 2,600 have already signed up. An advisory board comprised of representatives from both business and academia works to ensure that the Green Campus strategy is based on the latest available knowledge.

CBS Goes Green and 360° Students for Sustainability have been instrumental in helping CBS to become Denmark's first Fair Trade



*Green Team*

University. Furthermore they have been the driving force behind multiple other projects to make the campus greener, including the acquisition of an e-car for all internal transport across campus, the introduction of reusable thermo cups in the canteens instead of paper cups, the introduction of drinking fountains in lecture halls to reduce the number of plastic bottles, the installation of bicycle pumps and the establishment of an agreement with Cykelven, a mobile bike repair service to students and staff on campus.

Student engagement in CBS Goes Green is embodied in a variety of events and activities across campus. One example is Green Week, where the main campus at Solbjerg Plads is transformed into a centre of green ideas, lectures and events. Throughout the week best practices are showcased through inspirational presentations from corporate partners. This, in turn, encourages students to apply their core skills in working with sustainability.

Another example of how CBS Goes Green engages with the student body is its close relationship with the students who coordinate the introduction of new undergraduate students to CBS. CBS Goes Green aims to ensure that all new students gain an understanding of sustainability and related initiatives at CBS. It also seeks to form incentives for sustainable behaviour by, for instance awarding recognition to the most sustainable intro trip based on criteria such as waste sorting, energy savings, transportation, care for the local environment and other creative sustainable initiatives.

Finally, CBS Goes Green recently launched a new environmental report that tracks CBS' CO<sub>2</sub> emissions, which it has reduced by 20% from 2008-2011. This means that CBS is halfway to its 2020 goal of a 40% reduction on its campus. The report is available at [cbsgoesgreen.com](http://cbsgoesgreen.com).

*Contact: Marshal Emeritus Gert Bechlund  
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# STUDENT ACTIVITIES

At CBS, we take pride in our active students. It is not unusual for CBS students to turn their ideas into practice and create innovative social business models. One recent example is three former CBS students who became social entrepreneurs in Africa by introducing menstrual cups at the base of the economic pyramid.

This active participation means that we have a large group of CBS students involved in the responsible management and sustainability agenda. Many of these students take part in extracurricular activities, such as student unions and not-for profit businesses. In particular, the hard and insistent work of three organisations: 360° Students for Sustainability, 180 Degrees Consulting and Net Impact, deserve to be highlighted.

## RUBY CUP

*Have you ever thought about what women who cannot afford pads or tampons do? "All women know that if you suddenly find yourself without anything and that time has come, you panic," says Maxie Matthiessen, co-founder of Ruby Cup and an alumna of CBS. Women and girls living in developing countries face problems when they menstruate because they cannot afford sanitary pads, instead, they use whatever is at hand, such as bark, mud, newspaper, cloth and pieces of mattress.*

*Ruby Cup wants to provide menstrual hygiene alternatives that do not affect the environment negatively and that are available and affordable for women in developing countries. Ruby Cup was initiated and founded by three young women from Denmark and Germany, Veronica D'Souza, Julie Weigaard Kjaer, Maxie Matthiessen. They met at Copenhagen Business School, where they studied international business and politics, sustainable business and social entrepreneurship. They each have several*

*years of international work experience in the fields of human rights, sustainable business/ CSR, marketing, trade and commerce. As young social entrepreneurial women, they are dedicated to making a difference with a purpose and for profit.*

*In 2010 their idea for a menstrual cup was selected as the winner of the class "Business Plan Writing for Social Enterprises", which is part of the CBS Social Entrepreneurship Minor. Since then, Ruby Cup has gone from strength to strength. After raising over EUR 100,000 in start capital in 2011, Ruby Cup has launched the company in Kenya. It also won the Global Social Entrepreneurship Competition 2012 (US) and Venture Cup 2012 (DK), was selected as a Sustainia100 Solution, was a finalist in Ben & Jerry's Join Our Core 2012 (EU) and received a second prize at the Future Impact Award 2012 (CH).*

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360° Students for Sustainability is a student-run organisation at CBS. It is also the Copenhagen Chapter of the international student network Oikos. The mission of the organisation is to create a space for interaction between students, business professionals and other experts. It focuses on knowledge sharing and building competencies within social, economic and environmental sustainability in companies and organisations. 360° Students for Sustainability has a core membership of around 30 students actively involved in different projects engaging other students in self-driven and self-initiated activities. They have approximately 800 newsletter subscribers and 1,300 likes on Facebook. These students work in collaboration with a broad range of players within business, NGOs, universities, media and public institutions.

Among the projects undertaken by this group we would especially like to highlight the 360° Develop Prize, a student-run social entrepreneurship competition. This competition gives students from across different universities the opportunity to develop a business plan addressing a problem in the developing world. Since its establishment in 2006, the 360° Develop Prize has focused its energies on the area in which business and development ideas converge. Through the competition, students come together to apply their ideas and to develop businesses that make a difference in the world. These efforts help students to generate creative initiatives related to sustainable business models. Participating teams can get coaching and counselling from seasoned experts in the 360° Develop Prize Advisory Board, expand their team, improve their ideas, develop their business plan and broaden their network.

In addition to organising various events and company visits, the organisation has launched the 360° Film Club, which screens documentaries on corporate responsibility, and the 360° Academy, a project aiming to provide interested students with the opportunity to learn more about sustainability, CSR and responsible management. The sessions include a wide variety of topics presented by a combination of professors, company representatives and sustainability professionals.

Contact: Christina Ek [info@360students.dk](mailto:info@360students.dk)



180 Degrees Consulting is an international pro-bono student consultancy that primarily helps non-profit organisations to achieve greater social impact. The Danish chapter was established in 2011 and has already generated impressive results. For example, the student consultancy worked together with the Federation of Danish Industries, pairing five groups of CBS students with five companies (Pressalit, Coloplast, IB Andresen Industries, FLSmith and Rynkeby) wishing to explore the possibilities of value-creating partnerships with NGOs. The question raised was how businesses create benefits for themselves and for society as a whole by engaging in NGO-business partnerships. The competition culminated at the international Partnership 2012 NGO+Business Conference, where three finalist teams presented their cases. The winning team, Team Pressalit, was announced after feedback and deliberation by a jury of experts chaired by Director General and CEO of the Federation of Danish Industries Karsten Dybvad. Other members included CBS President Per Holten-Andersen, Head of Secretariat at ISOBRO Mette Holm, PwC Partner Birgitte Mogensen and former president of 180 Degrees Consulting Copenhagen Emma Lindgren.

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Net Impact, the world's largest organisation dedicated to promoting responsible business practices, has over 30,000 members and chapters in over 200 leading business schools around the world. Net Impact was founded in 1993 as Students for Responsible Business in San Francisco, where it maintains its central presence. The network has since grown to include business school and professional chapters around the world, its annual conference regularly attracting thousands of participants with keynote addresses from the likes of GE CEO Jeffrey Immelt and former US Vice President and Nobel Peace Prize Laureate Al Gore.

Established at CBS in 2010, the CBS MBA Net Impact chapter represents a significant global connection between CBS MBA students and business students from leading universities throughout the world (e.g. University of Wisconsin, MIT (Sloan), University of Minnesota (Carlson School of Management) and University of British Columbia (Sauder). Net Impact is the only official student organisation partner of PRME, which describes Net Impact student members as the "PRME foot soldiers" who drive change in curriculum development to incorporate greater attention to the principles of responsible management education. While Net Impact is only a relatively recent addition to CBS, the CBS MBA Net Impact chapter has managed to establish itself and hold a number of events with visiting Net Impact business students from the three aforementioned universities as well as industry partners, including Carlsberg and Novozymes, while also increasingly asserting itself as a leading chapter in Scandinavia. Through this, the CBS MBA Net Impact chapter is positioned to take a lead to firmly establish the Net Impact presence in the Nordic region.

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# PART TWO

## MAJOR ACHIEVEMENTS

Part two of this report describes major achievements in implementing PRME and is structured based on the following six principles:

**Principle 1** Responsible Management Education (Purpose)

**Principle 2** Curriculum Development (Values)

**Principle 3** Educational Materials (Method)

**Principle 4** Research on Responsible Management Education (Research)

**Principle 5** Interaction with Businesses (Partnership)

**Principle 6** Stakeholder Engagement (Dialogue)

# RESPONSIBLE MANAGEMENT EDUCATION PRINCIPLE 1 – PURPOSE

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

## RESPONSIBILITY DAY

Each year about 2,700 new students start their first semester at one of seventeen undergraduate programmes at CBS. Their first day at CBS, Responsibility Day, is dedicated to the topic of responsible management. The aim of the day is to increase awareness and to give students real life examples of how responsible management can come into play in practice. This provides students with an opportunity to think about social responsibility and ethical dilemmas, both in their new role as CBS students and in their future role as business managers.

The day includes a morning of parallel sessions where each of the seventeen study programmes meet a senior faculty member to discuss a responsible management case related to their specific study programme. In 2012 the case focused on the supply chain and philanthropic projects by one of the most celebrated Danish apparel companies, Hummel. In the afternoon the students joined together in a plenum session with a keynote speech from the company's owner, Christian Stadil. The day closed with an award ceremony highlighting the study programme (BSc in Economics and Business Administration) of the group with the best case solution. In 2011 the case company was Danske Bank and the prize went to a group of students from BSc in Business Administration and Philosophy.

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NUMBER OF STUDENTS PARTICIPATING	2009	2010	2011	2012
	400	800	1,200	1,080



Sine Nørholm Just

*"Responsibility is at the centre of every intercultural encounter – whether it's across borders, within organisations or between subcultures. Communicating clearly and according to ethical standards is a prerequisite for establishing common goals and reaching mutual understandings. While not always tackled explicitly, issues regarding responsibility underwrite all activities of the successful intercultural communicator." Study Programme Director and Facilitator at CBS Responsibility Day for BSc in Intercultural Market Communication, Associate Professor Sine Nørholm Just.*



Adriana Budeanu

*"Service sectors are intense users of energy, transportation and materials. They are characterised by an intense interaction between providers and consumers. This means that they have important cultural, environmental and economic implications for human society. Service sectors offer numerous opportunities to discuss challenging aspects of business ethics. Therefore, sustainability is a relevant subject across all courses in the Service Management programme. Students are encouraged to raise stimulating questions and to offer their unique perspective on the sustainability of service organisations." Facilitator at CBS Responsibility Day for BSc in Business Administration and Service Management, Assistant Professor Adriana Budeanu.*



James Perry

*"Sustainability and corporate social responsibility are extremely complex issues. Once we start to ask questions about them in depth and with rigour, further questions are raised: In what terms do we mean 'sustainable'? Environmentally? Socially? How sustainable? Sustainable for whom? Is CSR an add-on to the traditional corporation, or is it a contradiction in terms? Our answers to all these questions depend on how we analyse the modern corporate form. We need to address what role the modern corporation plays in the capitalist system. We also need to reconsider the capitalist system itself. Our analyses depend on what assumptions we make. Most importantly, do we assume – as most economists do – that our current political-economic structure is in some way 'natural' and as such, outside the scope of our enquiry? Should our enquiry start with explaining the political-economic structure and only then try to place CSR and sustainability in that context? The Responsibility Day lecture begins to look at these approaches and will discuss their advantages and disadvantages. It will also help students to see the role that these topics play in the academic programme of the BSc in Business Administration and Sociology." Facilitator at CBS Responsibility Day for BSc in Business Administration and Sociology, Assistant Professor James Perry.*



Christina D.  
Tværnø

*"BSc in Business Administration and Commercial Law combines the fields of law and economics relevant for business and authorities. The law covers the rights and obligations of business. The economic aspect of business creates the opportunities and the law creates the boundaries. Both Danish and EU law affect the manoeuvre room that businesses have. CSR lies between the field of law and the field of economics and has its origin in international law. CSR imposes obligations on businesses in relation to regulation, but also provides strategic and economic opportunities. If a business can identify both aspects of CSR, it may gain a competitive advantage." Study Programme Director and Facilitator at CBS Responsibility Day for BSc in Business Administration and Commercial Law, Professor Christina D. Tværnø.*



Karl-Heinz Pogner

*"Sustainability has three major focal points when it comes to BSc in Business Administration and Organisational Communication as a contributing factor to: 1) organising, 2) communicating and 3) reflecting. We are interested in the ways that sustainability has an influence on the structures and processes of companies/agencies, institutions and NGOs. We also look at how these organisations constitute a field for the negotiation of the concept CSR in the (global) society through their actions and interactions. We discuss how trustworthy and honest communication about CSR issues can be achieved from a communication strategic point of view and how codes of conduct can contribute to an ethically sustainable communication strategy. Finally, we reflect on the consequences of the choices and decisions made by students and their future employers." Study Programme Director and CBS Responsibility Day Facilitator for BSc in Business Administration and Organisational Communication, Associate Professor Karl-Heinz Pogner.*

### CBS BECOMES DENMARK'S FIRST FAIR TRADE UNIVERSITY

In 2011 CBS became the first university in Denmark to be recognised as a Fair Trade University. ActionAid Denmark and Fairtrade Mark Denmark awarded CBS with the honour because of CBS' efforts to incorporate fair trade policies in its daily work routines and to offer fair trade products in the canteen, in addition to hosting two annual conferences emphasising fair trade.

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### INTERNATIONAL BUSINESS ETHICS CASE COMPETITION

CBS Sustainability Platform and CBS Office of Responsible Management Education hosted an internal case competition to find a winner to send to the International Business Ethics Case Competition (IBECC) in San Diego in May 2013. Three teams were selected to present their cases to a jury consisting of, amongst others, Director of CBS Sustainability Platform Mette Morsing, CBS Case Competition Coach Stephanie Hadler and Manager of CBS Office of Responsible Management Education Lene Mette Sørensen. The three groups had chosen such varying topics as the

investment of PensionDanmark in American drone manufactures, the code of conduct of Bestseller in Bangladesh and the anti-piracy strategy of Maersk. The winner selected by the jury was the Maersk group, which comprised Adam Eithz Kromann (MSc BAP), Bjørg Ilso Klinkby (MSc IBP) and Anne Cathrine Garde (MSc IBP). These three students have been invited to participate in supervision sessions with Stephanie Hadler, CBS Case Competition Coach, to fine-tune their arguments and presentation skills.

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**Mellempfolkeligt Samvirke**  
actionaid denmark



Winners of the internal CBS competition: Adam Eithz Kromann, Bjørg Ilso Klinkby and Anne Cathrine Garde.



# CURRICULUM DEVELOPMENT PRINCIPLE 2 – VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

## CBS AMONG THE TOP BUSINESS SCHOOLS IN EUROPE

In the latest Beyond Grey Pinstripes ranking (September 2011), CBS was ranked as No. 43 in the world regarding the overall integration of responsible management education, leaping 20 positions from the previous ranking in 2009.

## CURRICULUM DEVELOPMENT IN BA

In Scandinavia, responsible management education has a long tradition in both business practice and higher education. It is an implicit part of all seventeen study programmes at CBS. In order to strengthen these traditions CBS has begun an ambitious process of making responsible management practices explicit and instituting dialogues among all business school faculty. As a part of this initiative, syllabi in all study programmes are analysed for responsible management content. Moreover, the curriculum development team provides support in identifying readings, cases and other

material to increase the explicit responsible management content, and to propose optional background reading to be included in the syllabi to allow interested students to study responsible management issues beyond the primary content of the class. The project was started at the MBA in 2008 and completed in 2010. The current undergraduate project will run for the next three years, at which point revision of the curriculum of the undergraduate programmes is expected to be completed. After this, the same process will be initiated in the master programmes.

*“At the BSc in Intercultural Marketing Communication we are both seeking to integrate responsible management into the programme as a whole, stressing how responsibility is integral to all aspects of communication, and to specify flagship courses where specific issues of responsibility are highlighted and dealt with.”*  
Study Programme Director Sine Nørholm Just.

*“The current restructuring of the BSc in Business Administration and Service Management (SEM) and the development of three specialised lines of education offer a great opportunity to align the curriculum with the Principles for Responsible Management adopted by CBS. Currently, the CBS Office of Responsible Management Education and faculty members from SEM are working to identify opportunities to integrate responsible management education into the educational programme.”* Assistant Professor Adriana Budeanu.

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OVERALL INTEGRATION OF RESPONSIBLE MANAGEMENT EDUCATION	2009	2011
- MBA ranking (global)	63	43
- MBA ranking (Europe)	9	8



# FULL-TIME MBA



Torben Juul Andersen

The full-time MBA programme has consciously worked over the past five years to integrate corporate responsible behaviour and principles into the entire curriculum. In a collaborative effort all faculty teaching in the MBA programme have highlighted existing elements of responsible management education and added new content to strengthen this unique characteristic of the Scandinavian MBA approach. As a result of these processes, responsible management is addressed directly in 70% of the core courses in the MBA, including such cornerstone courses as marketing, human resource management, decisions science and strategic management.

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Associate Dean Full-time MBA  
Torben Juul Andersen [ta.smg@cbs.dk](mailto:ta.smg@cbs.dk)

## SUSTAINABLE BUSINESS PRACTICES

To reinforce the integrated approach, a new year-long core course, Sustainable Business Practices, has been instituted. This 'bridge course' runs throughout the entire academic year and links to all sixteen core courses of the MBA programme. Each session addresses corporate sustainability from the perspective of the core courses taught during the given term in order to closely link the opportunities and risks stemming from corporate sustainability to the MBA core curriculum. While new readings are assigned throughout this bridge course, the course also draws on texts that students have read as part of their other core courses. This helps to underline the interdisciplinary and transversal nature of corporate sustainability.

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## CLEAN-TECH VENTURING

Clean-tech has become the biggest venture capital sector, outpacing traditional venture capital investment areas such as biotechnology and IT. The elective discusses key drivers behind the so-called clean-tech revolution, the challenges and opportunities involved and how to design strategies to meet them. In addition the course provides a general introduction to issues involving business venturing, such as business model design, venture financing, growth management and market opportunity analyses.

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## SUSTAINABILITY AND COOPERATIVE ADVANTAGE IN SCANDINAVIA

How does focusing on developing a 'cooperative advantage' help Scandinavian organisations to address sustainability challenges in a cooperative manner? This question is addressed in the course Sustainability and Cooperative Advantage in Scandinavia. The course is taught through the University of Minnesota, Carlson School of Management in collaboration with CBS faculty and MBA students. The US based MBA students travel across Scandinavia, stopping at CBS to meet with Scandinavian business leaders and government and non-governmental organisations to explore the above question.

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"CSR issues are cross-cutting themes to all of us working on business. No matter which industry, company or department you work for, we are all confronting CSR dilemmas every day. They are also cross-cutting issues within the MBA programme at CBS. Because responsible management is about how we do business, the MBA core and elective courses confront you with the big CSR questions in strategy (how do you want to do business?), supply chain management (how you relate to suppliers?) and in corporate finance (how transparent are you?). The MBA Net Impact chapter helped me answer these questions by working closely with MBA students and

responsible business managers from all over the world. It was a golden opportunity to share and debate. At the end of the day, how we all do business defines how we make a difference and how we become leaders."

MBA alumna 2010  
Maria Auxiliadora Alfaro Lara  
Head of International Communication  
International Business Development for  
Garrigues, Spain



Maria Auxiliadora Alfaro Lara

# CBS EXECUTIVE MBA



*Jesper Rangvid*

The CBS Executive MBA is an intensive eighteen-month programme bringing together executives from all over the world. The focus of the programme is to make top management even better equipped to deal with the challenges faced in a global and turbulent world.

In 2012 CBS launched a new eighteen-month programme, E-MBA, to help senior management better equip itself to deal with the challenges faced in a global world. CBS designed the E-MBA as a direct result of insight gained from corporate partners. In the new E-MBA, CSR and sustainability business cases are taught under the heading corporate ethics. In the current E-MBA programme the ethical profile comprises 6 ECTS out of 60 ECTS in the E-MBA.

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## CORPORATE SUSTAINABILITY & SOCIAL INNOVATION

The programme was developed and conducted in November 2012 by Professor Kai Hockerts, Professor Mette Morsing and Assistant Professor Robert Strand in collaboration with Jo Mackness, Executive Director of the Center for Responsible Business at the University of California Berkeley Haas School of Business. Practitioners from Denmark, Greenland and the United States took part in this new programme focusing on how sustainability and social innovation serve as elements of effective business strategy. This executive education programme included discussions with Marianne Barner, Senior Advisor Sustainability of IKEA and protagonist of one of the most widely used CSR-focused Harvard case studies in the world.

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# PHDS

## INDUSTRIAL PHDS

Industrial PhDs are an outstanding way for CBS to engage with corporate partners and for our PhDs to gain a solid understanding of the challenges business faces trying to integrate social responsibility and sustainability. Combining commercial, theoretical and company-relevant aspects, industrial PhD research projects are conducted in cooperation between a private company, an industrial PhD student and a university. The industrial PhD student is employed in a position subsidised by the Danish Agency for Science, Technology and Innovation at a private company and divides his or her working hours equally between the university and the company over the three-year course of the project.

Carina Christine Skovmøller

“Sustainable Living: An Analysis of CSR as a Driver of Corporate Communication in an International Company” VELUX.

Christina Berg Johansen

“Sustainability-as-Practice: A Case Study of Managers’ Micro-strategic Work to Integrate Sustainability with Business Practices in a Healthcare Multinationa” Coloplast.

Claus Strue Frederiksen

“CSR and Moral Philosophy” Coloplast, TrygVesta, Danfoss and the University of Copenhagen.

Maja Rosenstock

“CSR: How Hard Can It Be? Culture Analytical Case Study on the Challenges and Dilemmas of Anchoring Coop’s CSR Strategy” Coop.

Robert Strand

“In Praise of Corporate Social Responsibility Bureaucracy” PWC.

## PHD SUSTAINABILITY COHORT

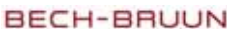
A PhD cohort on sustainability has been made available to address the increasing demand for PhD courses on sustainability-related issues. The cohort includes a core course and a theoretical positioning method course. The course brings together faculty and students from various disciplines in order to develop an overview of research on the phenomenon of sustainability relating to the business school. The cohort focuses on the state of the art within sustainability from a business school perspective and offers students the chance to engage in an extensive eight-month programme, where they will be invited to discuss classic readings, to present their research progress and to discuss methodological challenges within the field. The sustainability PhD cohort brings together students from a variety of departments at CBS (Innovation and Organisational Economics, Law, International Economics and Management, Operations Management, Intercultural Communication and Management, Business and Development, Accounting and Auditing, IT Management, and Marketing) as well as students from other universities (Danish Technical University, Royal School of Technology, Aarhus School of Business, Roskilde University and the University of Southern Denmark). The courses are taught by Associate Professor Søren Jeppesen, Associate Professor Steen Vallentin, Professor Andreas Rasche, Assistant Professor Robert Strand, Professor Mette Morsing, Professor Eva Boxenbaum (CBS) and Professor Jean Pascal Gond (HEC Montreal).

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## INTERNATIONAL PHD COURSE ON CORPORATE RESPONSIBILITY AND THE POLITICAL ROLE OF THE FIRM

Offered in January 2012, this international PhD course is a collaborative effort between researchers from HEC Lausanne (Professor Guido Palazzo), Royal Holloway University London (Professor Laura Spence) and CBS (Professor Mette Morsing, Professor Kai Hockerts, Associate Professor Steen Vallentin, Associate Professor Esben Rahbek Pedersen, Associate Professor Jette Steen Knudsen). The course provided an overview of recent theoretical and analytical developments in this broad and contested field. In particular it emphasised the implications of approaching and understanding sustainability and CSR as a political phenomenon – focusing on issues such as globalisation and corporate citizenship, deliberative democracy as a guiding principle for development in CSR, the role of government in promoting CSR/sustainability and CSR/sustainability as governmentality.

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#### DEPARTMENT OF FINANCE

##### **Nina Lange**

Industrial PhD in collaboration with DONG Energy on energy finance

#### DEPARTMENT OF INNOVATION AND ORGANIZATIONAL ECONOMICS

##### **Jan Skovgaard**

Blue Denmark and the Danish maritime cluster, regulation of the shipping industry on national, supranational and international level, business strategy, CSR, change management and implementation of managerial tools

#### DEPARTMENT OF INTERCULTURAL COMMUNICATION AND MANAGEMENT

##### **Mari Bjærck**

Environmental and sustainable development

##### **Oana Brindusa Albu**

Investigation of practices and strategies of transparency and accountability in international lobbying organisations, where a high degree of opacity is considered legitimate

##### **Janni Thusgaard Pedersen**

CSR, NGO-business partnerships, reporting on CSR

##### **Angeli Weller**

Business ethics, compliance, CSR strategic alignment

##### **Linne Marie Lauesen**

CSR in hybrid organisations, environmental management, waste water, climate change

##### **Eskil Riskær**

Sustainability and CSR, emerging markets, social and economic development

##### **Kerli Kant Hvass**

Industrial PhD in collaboration with Copenhagen School of Design and Technology, Danish Red Cross and Bestseller. Sustainable fashion and second hand, business models, multi-stakeholder partnerships, CSR, social entrepreneurship

##### **Sarah Netter**

Collaboration with Weekday (part of Hennes & Mauritz AB). Consumer behaviour, sustainable consumption, fashion consumption, sustainability in the fashion industry

##### **Anjum Fayyaz**

Global value chains, SMEs, clusters, networks, public administration

##### **Morten Hove Henriksen**

Industrial PhD in collaboration with the law firm Beck-Bruun. Mergers and acquisitions, CSR, due diligence, compliance, anti-corruption, strategic CSR

#### DEPARTMENT OF ACCOUNTING AND AUDITING

##### **Even Fallan**

Environmental disclosures: Companies' self-reporting practice versus stakeholders demand for information

##### **Mia Kaspersen**

How internal systems, structures and processes influence the construction of social and environmental reports

#### DEPARTMENT OF MARKETING

##### **Lars Bech Christensen**

Consumer behaviour, social media, sustainability in relation to marketing and economic performance

##### **Magnus Ressem**

Consumer ethics

#### DEPARTMENT OF OPERATIONS MANAGEMENT

##### **Gitte Skou Petersen**

Climate management software for greenhouses, interaction design, user-centred design, the psychology of human-technology interaction

#### DEPARTMENT OF ORGANIZATION

##### **Gabriela Garza De Linde**

The performativity of sustainability tools and methods in urban development projects

##### **Cecilie Glerup**

Scientific social responsibility

##### **Lærke Julie Højgaard Christiansen**

How organisations simultaneously gain a distinct identity and legitimacy when facing environments of multiple logics

##### **Stine Hedegaard Jørgensen**

Industrial PhD in cooperation with the Swedish retailer H&M, CSR, Corporate identity

##### **Karin Strzeletz Ivertsen**

The dynamic processes of organising for innovation in the field of clean and environmentally friendly technology products with a focus on partnerships around electric car technology innovation development

##### **Trine Pallesen**

Construction of markets for wind power

##### **Rasmus Ploug Jenle**

How different technologies affect understandings, interests and action relevant for the development of the future Danish energy system

##### **Mikkel Mouritz Marfelt**

Challenges involved in embracing an increasingly complex understanding of diversity in Novo Nordic

#### LAW DEPARTMENT

##### **Gediminas Almantas**

Industrial PhD in collaboration with Copenhagen Airports A/S, ethics, morality, fairness and trust in negotiation, soft law and self-regulation, CSR, business ethics

#### DEPARTMENT OF STRATEGIC MANAGEMENT AND GLOBALIZATION

##### **Tamara Stucchi**

Economic take off of emerging countries with special focus on India and south-north acquisitions, potential and realised benefits for the emerging markets acquiring firms

#### DEPARTMENT OF BUSINESS AND POLITICS

##### **Christiane Schulze**

Management of successful public-private partnerships in an international perspective

##### **Sofie Dam**

Funded by the municipality of Copenhagen, Municipality of Aarhus and Vestforbrændingen. Public-private collaboration and green innovation in municipal solid waste management

##### **Julia Kirch Hollitsch**

Tracing the construction of global innovation networks between Chinese and Danish/European wind turbine firms

##### **Verena Girschik**

How multinational corporations can transform the institutional environments of emerging markets to develop and leverage the market's potential

##### **Nis Høyrup Christensen**

The dynamic construction of China's renewable energy sector

#### DEPARTMENT OF INTERNATIONAL BUSINESS COMMUNICATION

##### **Elizabeth Benedict Christensen**

Qualitative research on undocumented immigrant youth in the United States, access to higher education, immigration, identity, human rights

#### DEPARTMENT OF ECONOMICS

##### **Nihat Misir**

A real options approach to determining power prices

#### DEPARTMENT OF INTERNATIONAL ECONOMICS AND MANAGEMENT

##### **Xin Li**

China's national competitiveness in terms of its effectiveness, efficiency, sustainability, potentiality

##### **Louise Lyngfeldt Gorm Hansen**

Sustainability, hydropower, climate policy, water-related environmental challenges in China, Chinese hydropower policy, Chinese state-owned enterprises, environmental NGOs

##### **Mathew Abraham**

How emerging institutions of collective action aid access, small producer sustainability in the agri-sector in India

#### DEPARTMENT OF MANAGEMENT, POLITICS AND PHILOSOPHY

##### **Paula Guillet de Monthoux**

Fundraising, social entrepreneurship

# ELECTIVES

## VOLUNTARY WORK ELECTIVE

As of the 2012 autumn semester all seventeen bachelor programme study boards had the option of offering a bachelor elective course that grants credit for volunteering. This new course offering was added to encourage volunteerism and to recognise the voluntary work already being done by students. It links theory to the practice of carrying out volunteer work at NGOs, CBS student organisations and other associations based on voluntary work. The idea is that the elective will impact undergraduate education by giving students the opportunity to benefit from practical work by applying academic theory. Students must undergo a professional training session initially and have a supervisor working with them while volunteering. At the end of the course students must deliver a report that will be evaluated using conventional academic criteria.

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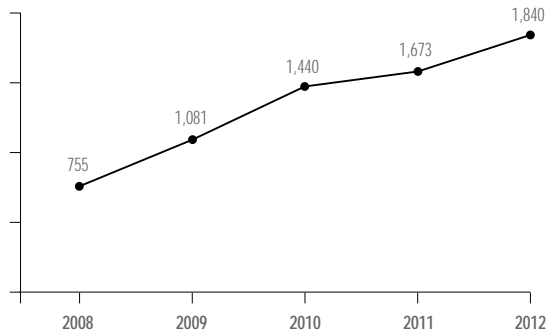
## CBS STUDENT FIELD STUDY IN UGANDA

In 2012 twenty CBS master students went on a field trip to Uganda to carry out research projects on entrepreneurship and private sector development as part of a new elective offered at the two master programmes Business and Development Studies BADS and Leadership and Management Studies LMS. The objective of the field trip was to: 1) increase student knowledge about business in Africa, 2) sensitise students to the challenges of doing research in a developing country, and 3) to expand their intercultural communicative skills. In Uganda, CBS students worked together in

groups of four alongside students from Makerere University Business School. The groups worked on a number of pertinent topics such as Danish-Ugandan business partnerships, social entrepreneurship, female entrepreneurship, micro-finance, eco-preneurship, access to financing for small enterprises, public-private partnerships, innovative use of mobile phones and Asian entrepreneurs in Uganda.

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NUMBER OF STUDENTS TAKING ELECTIVES WITH RESPONSIBLE MANAGEMENT CONTENT



## ELECTIVES WITH RESPONSIBLE MANAGEMENT CONTENT IN 2012

BUSINESS PLAN WRITING FOR SOCIAL ENTREPRISES  
 BUSINESS, SOCIETY AND ETHICS  
 BUSINESS STRATEGY AND INTERNATIONAL CLIMATE LAW  
 BUSINESS STRATEGY IN DEVELOPING COUNTRIES AND EMERGING MARKETS  
 CORPORATE GOVERNANCE  
 CORPORATE GOVERNANCE IN INTERNATIONAL PERSPECTIVE  
 CORPORATE SOCIAL RESPONSIBILITY: CHALLENGE AND OPPORTUNITY FOR BUSINESS LEADERS  
 ENTREPRENEURSHIP FOR DEVELOPMENT  
 GREEN INNOVATION: THE CLIMATE CHANGE OPPORTUNITIES  
 LEADERSHIP, ORGANISATION AND PROGRESSING OF VOLUNTARY WORK  
 ORGANISING GLOBAL BUSINESS AND MARKETING  
 POVERTY, DEVELOPMENT AND THE PRIVATE SECTOR  
 THE POWER OF SOCIAL MEDIA FOR SOCIAL GOOD  
 RISK AND CRISIS MANAGEMENT IN COMPANIES (IN DANISH)  
 SCANDINAVIAN SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY  
 SOCIAL ENTREPRENEURSHIP: CREATING SOCIAL CHANGE USING THE POWER OF ENTREPRENEURSHIP  
 SOCIAL INNOVATION CAMP: CREATING SUSTAINABLE TOOLS AND BUSINESS MODELS  
 SOCIALLY RESPONSIBLE CONSUMER MARKETING  
 SPIN OR FAIR TALK: WHEN FOOD TALKS (IN DANISH)  
 STRATEGIC CORPORATE SOCIAL RESPONSIBILITY: SUSTAINABILITY CHALLENGES OF TOMORROW'S BUSINESSES  
 SUPPLY CHAIN MANAGEMENT: THE ROAD TO COMPETITIVE ADVANTAGES (IN DANISH)  
 SUSTAINABLE BUSINESS STRATEGY AND INNOVATION  
 SUSTAINABLE MANAGEMENT ACCOUNTING AND FINANCE  
 SOCIAL ENTREPRENEURSHIP AND NOT-FOR-PROFIT MANAGEMENT  
 VALUE-BASED LEADERSHIP

## COURSE COORDINATOR

KAI HOCKERTS  
 WILLIAM ROBERT HOLMES  
 KIM ØSTERGAARD  
 MICHAEL WENDELBOE HANSEN  
 CLAUD PARUM  
 STEFFEN BRENNER  
 JETTE STEEN KNUDSEN  
 THILDE LANGEVANG  
 PATRICIA PLACKETT  
 ANE LINDGREN HASSING  
 JAN MOURITSEN  
 ANDREW CRABTREE  
 ELANOR COLLEONI  
 CAMILLA SLØK  
 ROBERT STRAND  
 KAI HOCKERTS  
 KAI HOCKERTS  
 NIELS KORNUM  
 VIKTOR SMITH  
 ROBERT STRAND  
 VICTOR LUND  
 CHRISTIAN ERIK KAMPMANN  
 CRISTIANA PARISI  
 OLIVER TRAMSEN  
 KATALIN ILLES

# MINORS

Normally comprised of three courses equalling 22.5 ECTS, minors are shorter programmes awarded by a certificate upon conclusion as part of the master diploma. These certificates and the courses chosen guide the academic learning of students in a specific area. As such, minors represent an opportunity for students to go into more depth within a specific field of interest. Minors are open to all CBS master students, exchange students and practitioners.

## SOCIAL ENTREPRENEURSHIP

This minor is intended to equip students with the instruments needed to develop earned-income strategies for charities and to launch social enterprises – a discipline often referred to as social entrepreneurship (S-ENT). The minor contains classes discussing the theories and tools required to start, finance and grow social enterprises. Through the minor, students will get a better understanding of the particularities and special features of social entrepreneurial efforts. Combining the knowledge accumulated in their major with the information gained from the minor, students will be able to address current issues in the non-profit sector. Its unique interdisciplinary design draws students

from many different disciplines, e.g. business administration, political sciences, public health and sociology, to work together.

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## BIO-ENTREPRENEURSHIP MINOR

The minor offers students a coherent, profession-oriented education in bio-business and innovation targeted at pharma, food, biotech and industrial biotech industries. Students analyse factors affecting the commercial potential and outcomes for bio-innovations, including business and economic aspects. More specifically, the minor introduces students to a number of new issues related to bio-entrepreneurship, including: innovation, entrepreneurship, strategy, bio-business marketing as well as governance and finance in the biotech industry. Students are trained to create the synergy required for successful science-based entrepreneurship. At the same time they build networks spanning between both universities and industry.

*Contact: Project Manager  
Sarah Toft-Jørgensen st.ino@cbs.dk*

## BUSINESS AND DEVELOPMENT STUDIES

Business activity increasingly takes place in the emerging economies of Asia, Latin America and Africa. The two-year Business and Development Studies master programme focuses on the particular challenges and opportunities of operating a business in emerging economies and how traditional business theories and analytical tools must be adjusted to better understand business activity in such locations. The minor focuses on the strategies of local firms and industries in emerging economies and the strategies of multinational corporations investing in emerging economies, looking at not only how these interact with the local economy but also at the institutional and policy frameworks shaping business activity in emerging economies. Overall, the programme develops the ability of students to analyse and engage firms and organisations working with or in emerging economies.

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Wendelboe Hansen mvh.ikl@cbs.dk*

## MINOR IN SUSTAINABLE BUSINESS

The minor focuses on how companies can translate needs for sustainable business practice into attractive business models that become part of the core functions in the company rather than add-on activities to bolster reputation. It emphasises that sustainability is a systemic, complex and controversial concept that is a function of the entire value network in which a business is located and thus transcends internal and external company boundaries. The firm must therefore develop effective means of communicating with and involving multiple stakeholders. The minor involves an upstream segment (sustainable supply chains), a downstream segment (market creation for sustainable products and technologies) and a company-centred segment (sustainable business strategy and innovation).

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Kampmann cek.ino@cbs.dk*





# EDUCATIONAL MATERIALS

## PRINCIPLE 3 – METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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*Full-time PRME research assistant, Marie Koustrup Frandsen, coordinating the production of teaching material on responsible management education.*



The purpose of the Case Writing Initiative, launched in spring 2012, is to develop and share teaching material on responsible management. The initiative, which is coordinated by the CBS Office of Responsible Management Education, offers financial and professional support to CBS faculty interested in developing responsible management teaching cases. The cases are tested in the study programmes and uploaded to the European Case Clearing House website, making them available to faculty at CBS and other international business schools. Not only

is this a stepping-stone towards integrating responsible management in business school curriculum, it also engages faculty across all departments in responsible management education. Six out of fifteen departments have already joined in creating nearly twenty cases in 2012. The aim is to promote case development in even more departments in 2013.

In November 2012 the CBS Sustainability Platform held a case writing seminar with Senior Researcher Jenny Mead from the University of

Virginia Darden School of Business focusing on the development of cases on sustainability. Based on Mead's experience of writing over 300 cases, the seminar focused on teaching attendees to develop and write efficient cases.

*Contact: Professor Dana Minbaeva  
dm.smg@cbs.dk and Marie Koustrup  
Frandsen mkf.ikl@cbs.dk*

#### **Getting Up in the Air: Use of Statistics in Management Decisions**

This case places students in a decision-making position as members of the senior management team of a large airline company. Students are expected to evaluate the effectiveness of current investments and the feasibility of future investments addressing CSR challenges through quantitative analysis of firm-level, customer and sector data across several service sectors.

Contact: Assistant Professor Kristian Hvass [kah.int@cbs.dk](mailto:kah.int@cbs.dk) and Associate Professor Bersant Hobdari [bh.int@cbs.dk](mailto:bh.int@cbs.dk)

#### **Apple and Foxconn: Responsible Management Challenges in the IT Industry**

This case focuses on the social and human consequences of the growing IT industry, using Apple as an example. Particular attention is paid to working conditions in manufacturing plants as decreasing computer prices and a rapidly changing market exert pressure on the industry.

Contact: Associate Professor Jonas Hedman [jh.itim@cbs.dk](mailto:jh.itim@cbs.dk)

#### **Ruby Cup – Development through Business: From Theory to Practice**

This case presents the story of three former CBS graduates who became social entrepreneurs in Africa by introducing menstrual cups as a BoP strategy. The unique business model is three-fold: 1) low-cost production, 2) direct sales micro-distribution techniques engaging local entrepreneurs and 3) close collaboration with NGOs. The case provides a practical example of how to put social business ideas into practice.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk) and Associate Professor Michael Wendelboe Hansen [mwh.ikl@cbs.dk](mailto:mwh.ikl@cbs.dk)

#### **Chr. Hansen: From a Danish Personnel Department in 1965 to a Global State-of-the-Art HR Organisation in 2007**

With the role of human resource management in focus, this case tells the story of the successful turnaround of Chr. Hansen into a public company after its takeover by a foreign private equity fund. Hence the case provides a rich background for discussion of the strategic role human resource management plays in responsive-integrative strategy making.

Contact: Professor Dana Minbaeva [dm.smg@cbs.dk](mailto:dm.smg@cbs.dk)

#### **Kony 2012: A Campaign of Guerrilla Warfare**

This case concentrates on the short film Kony2012 created by Invisible Children, Inc. and spread virally on a global scale. It addresses the challenges an organisation faces during rapid growth and portrays the challenges involved in managing an image strongly fixed on a single person. The massive coverage and initial support for the organisation – as well as its apparent downfall – is in this respect highly linked to the focus on the film's narrator, Jason Russell.

Contact: Assistant Professor Rasmus Johnsen [rj.lpf@cbs.dk](mailto:rj.lpf@cbs.dk)

#### **Katvig: The Challenges Facing an SME Promoting Sustainability in the Fashion Supply Chain**

This case addresses the Danish children's wear company Katvig's challenges in implementing sustainability among a complex network of suppliers. In regards to the downstream supply chain, Katvig has struggled to convince customers and consumers to buy green and ethically sourced clothing. The case therefore provides an excellent context for a discussion of supply chain related issues, including power balance, reputation effects and complexity.

Contact: Associate Professor Esben Rahbek Pedersen [erp.ikl@cbs.dk](mailto:erp.ikl@cbs.dk)

#### **Nestlé: Public Attention for Sustainability Issues**

By drawing on the recent Nestlé CSR scandal, this case contributes to understanding the mechanisms, conditions and effects of social media-based pressure on corporations. This is done through analysing the use and content of social media by both protest actors and corporations.

Contact: Assistant Professor Michael Etter [me.ikl@cbs.dk](mailto:me.ikl@cbs.dk) and Assistant Professor Anne Vestergaard Jørgensen [av.ikl@cbs.dk](mailto:av.ikl@cbs.dk)

#### **Sustainability at Unilever**

This case study deals with activities connected to the topic of sustainability found at Unilever. In particular, details are provided about the agendas and sustainability measures of the company's last three CEOs. A comprehensive overview of sustainability measures at Unilever is provided, including issues such as the BoP strategy, knowledge sharing and concrete incidents. Unilever's financial and sustainability-related performance is also assessed. The case closes with a discussion of what challenges Unilever's current CEO, Paul Polman, faces.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk)

#### **Specialisterne**

This case centres on the Danish company Specialisterne, whose social mission is to employ one million people worldwide with Autism Spectrum Disorder (ASD). The case focuses on the challenges faced by Specialisterne in replicating its social business model in other countries so that it can scale its business. Three examples of successful scaling in the world of social business are used to highlight the possibilities Specialisterne have for future replication.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk)

### **The Significance of the Leader's Mindset in Change Management**

This case addresses the ability of organisations to respond and drive change in a responsible manner, showing that the capacity to do so depends on the leader's ability to see the bigger picture and to listen to wakeup calls in the industry. The issue is whether the leader has an autopilot mind-set vs. one that continuously seeks awareness of the drivers of change and of the underlying reasons for this change. The case enables discussion by highlighting differences in actions taken by leaders in the American and the Japanese auto industries in the past 30 years.

Contact: External Lecturer Louise Harder Fischer [lhf.ilm@cbs.dk](mailto:lhf.ilm@cbs.dk)

### **Innovation with Constraints: The Tata Nano**

This case addresses the close relationship between leadership and innovation in emerging economies. The Indian Tata Group's activities in developing the world's cheapest car constitutes the context for the discussion of three main aspects: 1) emerging innovation in fast growing economies, 2) the link between leadership and innovation in the case of the Tata Nano, and 3) the Tata Nano team's organisation for innovation and design for a sustainable market-entry strategy.

Contact: Associate Professor Sudhanshu Rai [sra.ikl@cbs.dk](mailto:sra.ikl@cbs.dk)

### **Origo**

This case describes the social entrepreneurial initiative Origo, which has succeeded in giving the long-term unemployed access to the labour market, the security of a wage and the dignity that work brings. These accomplishments have been achieved through coaching and training programmes as well as through innovative collaborations with secular (private) actors and church parishes. The teaching case enables a discussion of, for example how each partnership advances Origo's mission or makes it more complicated to achieve.

Contact: Associate Professor Ester Barinaga [eb.lpf@cbs.dk](mailto:eb.lpf@cbs.dk)

### **The Acquisition Experience of KazOil**

In this case students follow a company located in Kazakhstan, currently named KazOil, over ten years and during two consecutive acquisitions by highly different multinational corporations. The first acquisition was by a Canadian company in 1996 and the second by a state-owned Chinese company in 2005. The case is used for discussion of the nature and the role of social integration mechanisms and of the level of social integration during the first two years after each acquisition.

Contact: Professor Dana Minbaeva [dm.smg@cbs.dk](mailto:dm.smg@cbs.dk)

### **Baisikeli**

This case chronicles how Baisikeli developed its network of biking business ventures – rental, repair and retail – to financially support its main philanthropic activity: recycling second-hand bicycles in Denmark and shipping them to Africa to create socio-economic benefits. Speculations have been raised about the company's efficiency and effectiveness in achieving its claimed social impacts because of performance discrepancies between its Copenhagen base and some of its overseas pilot projects. Appropriate approaches are considered and explored to clarify the social responsibility output of Baisikeli's management. This will serve as a learning tool for future business prospects.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk)

### **CULT Girl: Responsible Management of Identity Work in the High Exposure Marketing Business**

The energy drink company CULT has hired an army of beautiful young girls to promote and sell its products, some of which contain alcohol. When the CULT girls visit discos, events or festivals, they are the centre of attention with their sexy outfits and flirty behaviour. Among other things, the case enables discussions on management's responsibility for the behaviour and mental well-being of its employees, addressing issues such as whether employees should be trained to go beyond their limits and how management should draw the limit when it comes to using sex, attraction and amorous relationships to market a product.

Contact: Assistant Professor Rasmus Johnsen [rj.lpf@cbs.dk](mailto:rj.lpf@cbs.dk) and Assistant Professor Morten Sørensen Thaning [mst.lpf@cbs.dk](mailto:mst.lpf@cbs.dk)

### **A Project's Animal Geography**

This case tells the story of a large infrastructure project on rail transport through a tunnel. The lives and well-being of people, not to mention many other living creatures such as cows and fish, were put at stake during the project. Consequently, the case enables a discussion of the project and management challenge of how to take the project's diverse stakeholders and interests into account.

Contact: Associate Professor Kjell Tryggestad [kt.ioa@cbs.dk](mailto:kt.ioa@cbs.dk)

### **Strategic Change Management in the Danish Police Reform**

This case on the implementation of a large organisational transformation initiative – the Danish police reform – highlights how facets of social responsibility such as transparency and involvement of external parties are a valuable and necessary asset in organisational transformation. Furthermore the case challenges central change management issues such as concerns of partial versus consolidated initiatives, top management's role in planning and setting direction and the need for organisational analysis as preparation for large-scale strategic initiatives in organisations.

Contact: Assistant Professor Rex Degnegaard [rd.lpf@cbs.dk](mailto:rd.lpf@cbs.dk)

# RESEARCH ON RESPONSIBLE MANAGEMENT EDUCATION

## PRINCIPLE 4 – RESEARCH

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

CBS has a long track record of research within various areas related to responsible management and excels in publishing research on social, ethical and environmental issues in business. According to the latest Beyond Grey Pinstripes ranking by the Aspen Institute in September 2011, CBS is placed as No. 9 in the world and No. 2 in Europe.

In an effort to strengthen research publications within the area of responsible management, the CBS Office of Responsible Management Education recently launched a pilot project called Support for Academic Writing, where CBS researchers can seek funding to finish research publications that have already progressed significantly. In addition to strengthening the research output at CBS, the initiative is also a way of engaging more CBS faculty in the responsible management agenda.

### SELECTED FT45 PUBLICATIONS

Gooderham, Paul; Minbaeva, Dana; Pedersen, Torben "Governance Mechanisms for the Promotion of Social Capital for Knowledge Transfer in Multinational Corporations" *Journal of Management Studies*, Vol. 48, No. 1, 2011, pp. 123-150

Laursen, Keld; Masciarelli, Francesca; Prencipe, Andrea "Regions Matter: How Localized Social Capital Affects Innovation and External Knowledge Acquisition" *Organization Science*, Vol. 23, No. 1, 01.2012, pp. 177-193

Strand, Robert "The Chief Officer of Corporate Social Responsibility: A Study of Its Presence in Top Management Teams" *Journal of Business Ethics*, DOI 10.1007, pp.10551-012-1568-z

Lefsrud, Lianne M.; Meyer, Renate "Science or Science Fiction? Professionals' Discursive Construction of Climate Change" *Organization Studies*, Vol. 33, No. 11, 11.2012, pp. 1477-1506

OVERALL INTEGRATION OF RESPONSIBLE MANAGEMENT EDUCATION		2009	2011
Research (global)		22	9
Research (Europe)		6	2

NUMBER OF PEER-REVIEWED RESEARCH ARTICLES <sup>1</sup>	2009	2010	2011	2012
	32	57	84	58

<sup>1</sup> Self-reported measure

# RECENT MANAGEMENT BOOKS

This section highlights some of the outstanding books recently published by CBS faculty on responsible management.



**Waddock, Sandra; Rasche, Andreas (2012)** “Building the Responsible Enterprise: Where Vision and Values Add Value”, Stanford: Stanford University Press

This book provides students and practitioners with a practical, yet academically rooted, introduction to the state of the art in sustainability and corporate social responsibility. It highlights different aspects of corporate responsibility, discussing, for example the context in which corporate responsibility occurs, the development of vision at the individual and organisational levels, the integration of values into the responsible enterprise and the ways that these building blocks create added value.



**Valentin, Steen (2011)** “Afkastet og Ansvarligheden – Social Ansvarlighed i Kritisk Belysning [Critical Reflections on Corporate Social Responsibility]”, Frederiksberg: Samfundslitteratur

This book provides a critical portrayal of CSR as both a social and political phenomenon, involving not only private companies, but also state and civil society. In addition to dealing with CSR as a practice, the book offers an insight into the theory and concept development of the field. It discusses the various political-ideological critiques of CSR while simultaneously illustrating the tensions between corporate communication on CSR and actual actions and the organisation of work with social responsibility.



**Hockerts, Kai; Mair, Johanna; Robinson, Jeffrey (Eds.) (2010)** “Values and Opportunities in Social Entrepreneurship”, Hampshire: Palgrave Macmillan

This book focuses on the growth of social entrepreneurship as a research field in recent years. In this third edited volume the editors have collected contributions studying particularly questions of values in social entrepreneurship as well as the identification and exploitation of social venturing opportunities.



**Roepstorff, Anne K. (2010)** “CSR: Virksomheders Sociale Ansvar som Begreb og Praksis [CSR: Concepts and Practices]” Frederiksberg: Hans Reitzel Publishers

This book gets close to CSR as both a concept and practice by examining how CSR is understood in different environments and at different times. Through interviews, fieldwork and archive studies, the book takes an in-depth look at corporate CSR work. It also traces how the concept of CSR in a Danish and international context has taken on new meaning and significance, debating whether CSR is a new concept or simply old wine in new bottles.



**Schur, Anne-Louise Thon; Reissmann, Mette; Rosenstock, Maja (2011)** “Hvad Enhver Virksomhed bør vide om CSR, Lovgivning, Forbrugere og Medier [What Every Business Should Know about CSR, Law, Consumers and the Media]” Copenhagen: Lindhardt & Ringhof

This book offers a guide to companies on how to implement CSR and examines important issues such as risk assessment and communication with business partners and consumers. It also describes the CSR statutory requirements and the UN Global Compact initiative, where companies can find inspiration for CSR work and network with other businesses. The book also deals with Danish Standards DS 26001 certification for CSR, cooperation with NGOs and why CSR work is central to the company's credibility when media storms rage.



**Morsing, Mette and Rovira, Alfons Sauquet (Eds.) (2012)** “Business Schools and their Contribution to Society”, London: SAGE Publications Ltd.

Initiated and sponsored by CEMS, this book's initial intent was to respond to the many criticisms directed at business schools for their possible role as indirect contributors to a roiling swarm of corporate scandals and the 2008 financial breakdown and economic recession. What became evident was the different characteristics, challenges and solutions that at a local and regional level that business schools faced in the aftermath of the crisis, and that no one-size fits all solution would suffice.

# RESEARCH CENTRES

CBS has a long tradition of research and knowledge development in areas such as corporate social responsibility, business ethics, corporate governance and development studies. A number of interdisciplinary research centres have emerged since 2002, covering a broad range of research topics from within economics, social sciences and the humanities.



Esben Rahbek Pedersen

## **CBS Centre for Corporate Social Responsibility (cbsCSR)**

Founded in 2002, cbsCSR is one of Europe's leading research centres within its area of expertise. It brings together a strong interdisciplinary network of international researchers in order to fulfil its mission of conducting research and teaching on how companies interact with business ethics and social responsibility. Theory and practice play a central role in all of the centre's activities. This makes close collaboration and partnerships with companies and organisations a hallmark of the centre.  
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Michael Wendelboe Hansen

## **Centre for Business and Development Studies (CBDS)**

Established in 2005, CBDS combines business economics and management disciplines with other disciplines in the social sciences to study intra and inter-firm issues in developing countries and emerging markets. CBDS is in a unique position to explore how business strategy, management and organisations interact with the particular social, institutional and cultural environments of developing countries and emerging markets.  
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Steen Thomsen

## **Centre for Corporate Governance (CCG)**

Founded in 2005, CCG comprises researchers from the CBS departments of finance, economics, accounting, law, management and international business. It also includes business people, auditors and government officials. The centre organises research projects, workshops, PhD courses and seminars for the advancement of knowledge within this discipline. This contributes to good corporate governance in practice.  
*Contact: Professor Steen Thomsen [st.int@cbs.dk](mailto:st.int@cbs.dk)*



David Lando

## **Centre for Financial Frictions (FRIC)**

Launched in spring 2012, the new centre for financial frictions is located at the Department of Finance and directed by Professor David Lando. The main focus area is on theoretical and empirical analysis of the implications of financial frictions for the pricing of financial assets, economic development and the design and regulation of financial markets. The centre contributes to a better understanding of how to regulate financial markets, the root causes of financial crises and what can be done when they occur.  
*Contact: Professor David Lando [dl.fi@cbs.dk](mailto:dl.fi@cbs.dk)*



Can Seng Ooi

## **Centre for Leisure and Culture Services (CLCS)**

Established in 2012, CLCS focuses on trans-disciplinary issues related to businesses in the leisure and cultural industries. In particular CLCS activities include teaching courses in sustainability and corporate social responsibility in service organisations and research on sustainable strategies in international businesses.  
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# RESEARCH PROJECTS

Across the fifteen departments, CBS researchers are engaged in different research projects touching upon responsible management. Listing these projects shows the true interdisciplinary nature of the field and the many different approaches taken at CBS. We very much welcome these diverse perspectives and encourage cross departmental debates and learning.

## GOVERNANCE AND POLICY-MAKING



Jette Steen Knudsen

### **The Emerging Frontiers for Private and Public Regulation of CSR**

This research project explores prior research on CSR from the perspective of governance and regulation, seeking to investigate the implications for businesses and society. This comes at a time when an emerging stream of literature is developing critical perspectives on the development of codes and soft law within CSR. The research represents a collaboration between researchers from CBS, University of Illinois, University of Amsterdam, Boston College, University of Vienna, Nottingham University and the London School of Hygiene and Tropical Medicine.

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Leonard Seabrooke

### **Professions in International Political Economies (PIPES)**

How do professional actors shape global economic governance? The key objective of PIPES is to investigate how these parties compete with one another in both public and private international arenas to provide solutions to policy problems. Comprised of a team of six researchers, PIPES will provide path-breaking research on how we understand change and policy innovation in the international political economy.

### **Global Re-ordering: Evolution through European Networks (GR:EEN)**

This research project examines the current and future role of the EU in an emerging multi-polar world. GR:EEN aims to provide a better understanding of the prospective directions of emerging global governance structures and Europe's place within them. The analysis focuses on: 1) the extant actors from the 20<sup>th</sup> century, 2) the rising powers of the 21<sup>st</sup> century, 3) the increasingly influential non-state actors (from both civil and non-civil society) and 4) the new transnational regulatory networks consisting of public and private policy makers and regional agencies.

Contact: Professor Leonard Seabrooke [ls.dbp.@cbs.dk](mailto:ls.dbp.@cbs.dk)



Peter Skærbæk

### **The Calculative Practices of Enabling EU Regulation on Sustainability Disclosure**

This research project describes and analyses the myriad of emerging, implicit and explicit activities that interfere with EU policy-making processes. The aim of this study is to identify moments of mobilisation. It does so by providing a detailed exploration of policy-making procedures, such as the participation of experts and the role of calculative equipment to describe conditions for the emergence of pure solutions. As such, the study contributes to sustainability accounting research. More broadly, it adds to research and knowledge regarding processes underlying EU regulation and accounting regulation.

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# TRANSPORTATION AND SUSTAINABLE CITIES



Niels Kornum

## Multi-stakeholder Synergy Analysis of Innovation for Sustainability and Green Cities

This study will identify the potential for synergy among a broad array of potential stakeholders to promote a cradle-to-cradle based food and grocery supply chain and recycling system. This study will undertake the very first mapping of relevant multiple stakeholders in the Danish context in order to identify the potential for green innovation synergy among these groups.

Contact: Associate Professor Niels Kornum [nk.marktg@cbs.dk](mailto:nk.marktg@cbs.dk)

## SUSTAIN

This project will address how the concept of sustainability can be operationalised and transformed into strategic performance measures for national transport planning and how these types of knowledge about organisational forms and planning processes contribute to the achievement of such sustainability measures. SUSTAIN will seek to combine the results of social and technical sciences in planning research with extensive policy-relevant knowledge in dialogue with practitioners and international experts.

Contact: Professor Carsten Greve [cg.dbp@cbs.dk](mailto:cg.dbp@cbs.dk)

## EcoMobility

How can we contribute to greener development within the field of logistics? Øresund EcoMobility is part of the larger European Union project, EcoMobility. The core work lies in the creation of a logistics and sustainability performance index, which will evaluate the prerequisites for efficient logistics and logistical performance. The project will also look at the impact and performance of sustainability initiatives in the Øresund Region.

Contact: Assistant Professor Adriana Budeanu [abu.int@cbs.dk](mailto:abu.int@cbs.dk)



Britta Gammelgaard

## Citylogistik-Kbh

Can we reduce CO<sub>2</sub> emissions in Copenhagen by reducing the number of lorries in the Copenhagen city centre while simultaneously increasing logistical service to stores? This project's goal is to create a green, innovative transport and logistics solution that will result in cleaner air, improved access, and better traffic safety. Citylogistik-Kbh aims to coordinate deliveries to stores and to offer services such as unpacking, mail management and external warehousing by establishing a city goods terminal outside of the city centre. The project is a collaboration between the City of Copenhagen and researchers at CBS and Danish Technical University (DTU).

Contact: Professor Britta Gammelgaard [bg.om@cbs.dk](mailto:bg.om@cbs.dk)

# CLIMATE CHANGE



Rasmus Ulslev Pedersen

## ItGrows

This project aims to create an innovative and interactive greenhouse climate management system for the global horticultural industry. The system is based on insights from: 1) research in human-computer interaction, 2) models from the newest horticultural research, 3) models for the physical parameters of greenhouses and 4) estimates of sales and consumption of resources. The system is module based, enabling it to be combined according to the needs of individual nurseries. This gives growers decision support in climate management, which helps to optimise plant quality and minimise the consumption of resources.

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Peter Møllgaard

## Mini Smart Meter

The mini smart meter project enhances understanding of micro-economic and IT challenges relating to smart grid technology. This is done by conducting a high-tech project within CBS. Creating a smart meter prototype is a relevant research activity for both staff and students and a way to generate ideas that can spark new initiatives.

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## Political Conditions for Corporate Social Voluntarism

Multinational corporations are frequently perceived as free to move around the world as they seek to maximise profits, with little regard for local social needs. This project combines insights from both international relations and business studies to understand the political conditions under which MNCs engage in voluntary CSR activities. A survey conducted among the entire population of Danish firms active in China addresses the firms' foreign direct investment (FDI) activities and how CSR plays a role in a given FDI strategy.

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Duncan Wigan

## System of Tax Evasion and Laundering (STEAL)

The project research focuses on how the construction of wealth chains: 1) has an adverse impact on developing countries and 2) creates tax leaks in developed countries. Investigating links in global wealth chains will reveal how tax havens are used by international entities. It will also address the conditions under which tax evasion and money laundering are most likely to occur. Lastly, the project research will focus on where international institutions are on the mark or off target in addressing evasion and laundering.

Contact: Assistant Professor Duncan Wigan [dw.dbp@cbs.dk](mailto:dw.dbp@cbs.dk)

## The Rise of the BRIC Countries and the Future of CSER

The purpose of this research project is to develop a new research agenda that links the emergence of the so-called BRIC countries (Brazil, Russia, India and China) as world economic powers to the future of corporate social and environmental responsibility (CSER) in global supply chains.

Contact: Associate Professor Peter Lund-Thomsen [plt.ikl@cbs.dk](mailto:plt.ikl@cbs.dk)

# PERFORMANCE AND REPUTATION MEASUREMENT

## Impact Measurement and Performance Analysis of CSR

What are the benefits and impacts that CSR can bring to the economy and society at large? Existing research on CSR has mainly concentrated on assessing the benefits for companies. The widened perspective of this research project helps to address how managers, policy makers and stakeholders can better measure and evaluate the impacts of CSR, thus aiding in the creation of smart mixes combining public policies and corporate strategy. The project aims to: 1) systematically measure the impact of CSR on the social, economic and environmental goals of the EU, 2) provide insights on corporate and institutional factors that drive the creation of CSR impact and 3) to develop and test methods to assess CSR impact and provide recommendations on how to improve them. The project consists of a consortium of sixteen European research institutions, bringing together independent sustainability research, business schools, universities and CSR networks.

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Anne Vestergaard Jørgensen

## Responsible Business in the Blogosphere (RBB)

How are the reputations of companies as 'responsible businesses' constructed online via virtual social networks? This project springs from the assumption that communication processes are not necessarily unpredictable even though they are initiated autonomously. The project's hypothesis is that online communication processes are taking place in networks and patterns that are possible to identify through the use of socio-economic case studies, linguistic analysis, data mining and mathematical models.

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## SUSTAINABLE CONSUMPTION

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### **MISTRA Future Fashion**

This project is a four-year initiative intended to improve the sustainability and competitiveness of the fashion industry. The project is divided into eight research projects and CBS is responsible for the planning and implementation of two of them: 1) changing markets and business models and 2) sustainable consumption and consumer behaviour. Scientists from a wide range of disciplines covering areas such as sustainable design management and innovation, consumer research, life-cycle analysis, recycling, public policy making etc. are participating in the research consortium.

Contact: Associate Professor Esben Rahbek Pedersen [erp.ikl@cbs.dk](mailto:erp.ikl@cbs.dk), Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk) and Associate Professor Wencke Gwozdz [wg.ikl@cbs.dk](mailto:wg.ikl@cbs.dk).



### **CORPUS**

The project provides the unique opportunity to further improve knowledge transfer at the interface of policy making and research on sustainable development. The aim of the activity in the EU's Seventh Framework Programme is to experiment and develop new integrative modalities of linking research results to policy making through secondary exploitation of existing research. The project focuses on the policy issue of sustainable consumption, which is of great importance in current and future strategic development of the EU.

Contact: Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk)

Lucia Reisch

## HEALTH

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### **IDEFICS**

Identification and Prevention of Dietary and Lifestyle-induced Health Effects in Children and Infants (IDEFICS) delivers unique, reliable data to make a European-wide assessment of the problem of childhood obesity possible. The study draws on the data of about sixteen thousand children in eight European countries (Belgium, Cyprus, Estonia, Germany, Hungary, Italy, Spain and Sweden). Twenty-four renowned research institutes and small and medium-sized enterprises from eleven different EU countries are participating in this interdisciplinary endeavour. CBS is chairing the consumer science working area, while the general project coordination lies with the Bremen Institute of Prevention Research and Social Medicine at the University of Bremen.

Contact: Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk)



### **I.Family**

In 2000 nutrition-related diseases meant the loss of over fifty-six million years of healthy living for Europeans. This project takes advantage of the unique opportunity to follow-up on IDEFICS' large cohort. This provides added value by: 1) maintaining the existing cohort and 2) by assessing the dynamic nature of causal factors over time and during transition into adolescence. CBS is the chair of the I.Family work package on consumer science, as well as the co-chair of the work package on policy transfer.

Contact: Professor Lucia Reisch (Chair) [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk) and Associate Professor Wencke Gwozdz [wg.ikl@cbs.dk](mailto:wg.ikl@cbs.dk)

Wencke Gwozdz

## SOCIAL ENTERPRISES AND ENTREPRENEURSHIP

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### **Social Banking**

This project analyses how social enterprises are facing legitimacy crises and new social claims. The research is empirical in nature and based on qualitative and quantitative analyses. It includes interviews and a survey of 400 social enterprises in Europe. The project is composed of a multidisciplinary team from CBS and IESE comprising Professor Nino Vaccaro and Professor Josep A. Tribó.

Contact: Assistant Professor Itziar Castello [ic.ikl@cbs.dk](mailto:ic.ikl@cbs.dk)

### Social Entrepreneurship

CBS has been invited as an advisor to join a partnership between four Belgian universities on the topic of building interdisciplinary and integrated knowledge on social entrepreneurship and the social enterprise. The undertaking was initiated in October 2012 and covers five important issues relating to social entrepreneurship: 1) a supply-side theory of social innovation, 2) finance and performance measurement, 3) HR management, 4) governance and 5) public policy.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk)



Thilde Langevang

### Youth and Employment (YEMP): The Role of Entrepreneurship in African Economies

What is the role of entrepreneurship in employment generation for young people in African countries? There is a lack of employment opportunities for young people in Africa, which directly hinders development. Entrepreneurship is increasingly considered to be important for economic growth and poverty reduction, but little is known about what conditions best support youth entrepreneurship. This project focuses on four key areas: 1) entrepreneurship, 2) youth, 3) enterprises and 4) institutions as well as how these aspects interact.

Contact: Associate Professor Søren Jeppesen [sj.ikl@cbs.dk](mailto:sj.ikl@cbs.dk) and Assistant Professor Thilde Langevang [tl.ikl@cbs.dk](mailto:tl.ikl@cbs.dk)

### Social Entrepreneurship Education

CBS is currently engaged in an empirical study of the antecedents of social entrepreneurial behaviour. Drawing on a dataset of 400 master students, the project aims at three outcomes: 1) validated survey items allowing the empirical study of the antecedents of social entrepreneurial behaviour, 2) the testing of previous hypothesis put forward by Johanna Mair and Ernesto Noboa and 3) verification of whether these antecedents are affected by CBS courses in entrepreneurship and CSR.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk)

### Effectuation and Causation as Determinants of Social Enterprise Growth

In cooperation with the University of Jyväskylä this project studies the impact effectuation and causation strategies can have on the growth patterns of social enterprises. The project draws on a set of Danish social enterprises and compares findings to a similar dataset from the UK.

Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk) and PhD Merie Joseph [mj.ikl@cbs.dk](mailto:mj.ikl@cbs.dk)

## TRANSPARENCY AND ACCOUNTABILITY



Mikkel Flyverbom

### Transparency-Sustainability Nexus

This research project sets out to explore the intersection of the issue of sustainability with ideals of organisational openness, disclosure, visibility and related aspirations of transparency. The research project aims to provide researchers with a better analytical foundation for carrying out empirical research on these matters in close collaboration with practitioners. Research is undertaken through collaboration between CBS, Stockholm University, Warwick University, Cambridge University, University of Southern Denmark, VU Amsterdam University and University of Bielefeld.

Contact: Associate Professor Hans Krause Hansen [hkh.ikl@cbs.dk](mailto:hkh.ikl@cbs.dk) and Associate Professor Mikkel Flyverbom [mfl.ikl@cbs.dk](mailto:mfl.ikl@cbs.dk)

### ACT for Growth: Accountability Tools for the Ethical Economy

This project aims to enhance mutual accountability between business and society. The ACT for Growth project: 1) undertakes research on communication processes in the context of Web 2.0, 2) develops technologies to access, sort and analyse social media data and 3) provides solutions for making the resulting information available to the general public.

Contact: Assistant Professor Anne Vestergaard Jørgensen [av.ikl@cbs.dk](mailto:av.ikl@cbs.dk) and Professor Mette Morsing [mm.ikl@cbs.dk](mailto:mm.ikl@cbs.dk)

### Accountability and the United Nations

This research project examines and analyses a variety of dimensions in the intersection between the notion of accountability and the implementation of International Public Sector Accounting Standards (IPSAS) within the UN system. The project examines: 1) when and by whom the 'notion' of accountability and transparency were defined and how they became embedded in the decision-making process to adopt IPSAS, 2) how strengthened transparency, accuracy and timelines of financial data created through the implementation of IPSAS support better management, performance management and governance and 3) whether IPSAS can strengthen accountability relations between UN agencies and its stakeholders.

Contact: Associate Professor Caroline Aggestam-Pontoppidan [cap.acc@cbs.dk](mailto:cap.acc@cbs.dk)

### Governance of Sustainability and CSR in Emerging Market Supply Chains

This project focuses on best practice within the field of sustainability and CSR. It aims to describe the challenges faced by MNCs while implementing sustainability and CSR in supply chains that are in foreign (primarily emerging and developing) markets. The interplay of contractual, communicatory and managerial practices as well as the strategies of MNCs, subsidiaries and suppliers in relation to implementation and governance of sustainability and CSR in supply chains is of special interest to this study.

Contact: *PhD Eskil Riskær ekr.ikl@cbs.dk*

### GVCs, Industrial Clusters and CSR in the International Sporting Goods Industry

This research project theoretically and empirically investigates attempts at promoting CSR and insertion of industrial districts into the global economy. Particular attention is paid to whether joint CSR initiatives in Sialkot (Pakistan) and Jalandhar (India) enhance or undermine the competitiveness of local producers and the conditions of workers in these clusters vis-à-vis their Chinese counterparts that have not engaged in similar initiatives.

Contact: *Associate Professor Peter Lund-Thomsen plt.ikl@cbs.dk*



Søren Jeppesen

### Successful African Firms and Institutional Change

How and why are African firms able to be successful in changing business and institutional environments? This project identifies strategies that lead to sustained firm performance and seeks to explain these firms' degrees of success by looking at the interface between internal factors (resources and capabilities) and external factors (market structures and institutions – formal and informal). The project combines quantitative methodology with detailed case studies in a specific country and sector in order to produce statistical and analytical generalisations.

Contact: *Associate Professor Søren Jeppesen sj.ikl@cbs.dk*

### SMEs, Sustainability and Competitiveness in Developing Countries

This international research project examines the topic of SMEs, sustainability and competitiveness in the context of developing countries. CBS researchers have been involved in this path of research for some years and are engaging a group of internationally renowned scholars from the American University in Beirut, United Nations University in Tokyo, University of Oxford and the State University of California as well as high-profile practitioners from the Inter-American Development Bank, Antea Group, South Africa and the ILO.

Contact: *Associate Professor Peter Lund-Thomsen plt.ikl@cbs.dk and Associate Professor Søren Jeppesen sj.ikl@cbs.dk*

## RISK MANAGEMENT

### Risk Management in Extended Enterprise

This research project aims to uncover effective management processes that can help organisations deal better with operational and strategic risk exposures imposed by the turbulence of a global business context. This includes environmental shocks, economic crises, political tensions, industry restructuring, competitor moves and new technologies. The project is organised as an innovation consortium with corporate partners, including Alfa Laval, GoApplite, Elos Medtech, LEGO and Nordea.

Contact: *Professor Torben Juul Andersen ta.smg@cbs.dk, Associate Professor Christian Geisler Asmussen cga.smg@cbs.dk and PhD Johanna Sax js.smg@cbs.dk*

### Whole Farm Risk Management

This project analyses institutional risk management practices in Danish farming in regards to international market uncertainties and new industry regulations. The aim is to develop more sustainable practices. The project is funded by the Knowledge Centre for Agriculture and the Ministry of Science, Technology and Innovation.

Contact: *Professor Torben Juul Andersen ta.smg@cbs.dk and PhD Michael Friis Pedersen mfp.smg@cbs.dk*

## INCENTIVE STRUCTURES AND STRATEGIES

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### Strategic Social Responsibility

What are the commercial advantages of social and environmental investments? This project identifies the strategic conditions that must be met for Danish companies to benefit from such investments. The project includes case studies of best practice companies that have been working successfully with sustainability for many years.

Contact: Associate Professor Esben Rahbek Pedersen [erp.ikl@cbs.dk](mailto:erp.ikl@cbs.dk)



Ken L. Bechmann

### Management Compensation and Sustainability/CSR

Should incentive pay be directly related to sustainability and CSR? For example the Danish company Maersk has tied senior management bonuses directly to the group's reduction of CO<sub>2</sub>. This project carefully examines whether other Danish firms have included aspects of sustainability and CSR in their bonus programmes, either for senior management or for other employee levels. It also examines the pros and cons of such bonuses.

Contact: Professor Ken L. Bechmann [kb.fi@cbs.dk](mailto:kb.fi@cbs.dk)

### Sustainability in Business

This project aims to create a typology of sustainability strategies and a framework that addresses sustainability triggers and enablers at both the company level as well as at the functional level of marketing. This research originates from the findings of an exploratory study of how top managers in six Danish companies understood the construct of implementing sustainability. As such, the empirical approach is a quantitative analysis of how chief marketing executives understand and act upon the sustainability trend and construct.

Contact: Associate Professor Karin Tollin [kt.marktg@cbs.dk](mailto:kt.marktg@cbs.dk), PhD Lars Bech Christensen [lbc.marktg@cbs.dk](mailto:lbc.marktg@cbs.dk) and Associate Professor Ricky Wilke [rw.marktg@cbs.dk](mailto:rw.marktg@cbs.dk)

### Growth and Value Creation

This project focuses on growth and value creation through new forms of innovation, collaboration and partnerships. It analyses a number of new innovative collaboration models between pharmaceutical companies and universities and examines whether these university-business relationships and collaborative models provide a better opportunity and incentive to innovate than current Danish models. The goal is for the new cooperation model to provide a basis for closer collaboration across companies and universities in order to enhance innovation, growth and value creation, i.e. through joint co-localised cooperation or collaboration in binding networks. The project is a collaboration between CBS, Bioneer, Lundbeck, University of Copenhagen, Medicon Vally Alliance, Tectra, Novo Nordisk, LEO and ALK.

Contact: Professor Christina D. Tvarnø [cdt.jur@cbs.dk](mailto:cdt.jur@cbs.dk)

## BROWN BAG SEMINARS

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The brown bag seminars are open invitations to engage with scholars at CBS. Not all of the above research projects have been discussed at the brown bag seminars, but a shared feature of brown bag seminars and the above projects is the research areas, which cover a broad spectrum of responsible management areas. These seminars comprise a series of workshops and presentations where both CBS researchers and guests are invited to communicate their work and research progress to their peers. The one-hour sessions are held regularly throughout the academic year at the Centre for Corporate Social Responsibility.

Contact: External Lecturer Gurli Jacobsen [gj.ikl@cbs.dk](mailto:gj.ikl@cbs.dk)

# INTERACTION WITH BUSINESSES

## PRINCIPLE 5 – PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Steen Vallentin

### CSR KNOWLEDGE GROUP

The purpose of the CSR Knowledge Group is to allow CSR managers to get a feel for recent theory development and to provide a forum for open, informed discussions on current CSR challenges. In addition, it allows researchers to be inspired by the insights practitioners have and the challenges they face, creating interesting directions for future research. The group consists of CBS researchers and CSR managers from some of the largest Scandinavian companies, including A.P. Møller Maersk, IKEA, FDB, Novozymes, Novo Nordisk, Carlsberg, ATP, Arla Foods and Tryg.

Contact: Associate Professor Steen Vallentin  
sv.lpf@cbs.dk

### CBS SUSTAINABILITY ALUMNI NETWORK

The CBS Sustainability Alumni Network promotes networked knowledge sharing, discussions and new partnerships. It currently unites more than three-hundred professionals from private, public, research and NGO communities working within sustainability. As part of its active engagement with CBS alumni, the network has launched a specialised subgroup in sustainable sourcing that will work to create a bridge between research, teaching and the experiences of practitioners specialising in sustainable sourcing and CSR in global supply chains.

Contact: PRME Manager Lene Mette Sørensen  
lms.ikl@cbs.dk



# CONFERENCES



*Partnership 2012 NGO+Business Conference*



*Per Østergaard  
Jacobsen*

## **Partnership 2012 NGO+Business Conference**

In June 2012, CBS hosted an international partnership conference with the participation of some of the world's leading experts from business, NGOs and academia. The objective of the conference was to disseminate knowledge about innovative, cutting-edge partnerships, stimulate match-making between businesses and NGOs and communicate the newest research findings on international partnership practices. The keynote speakers included former United Nations Secretary-General Kofi Annan and HRH Crown Princess Mary. The conference attracted 400 international business managers, policy makers and NGO managers. Additionally, 350 students were present in neighbouring auditoriums with live-streaming of the conference proceedings. The conference represents a collaboration between CBS, the Federation of Danish Industries, the CSR Foundation and the European Fundraising Association.

*Contact: External Lecturer Per Østergaard Jacobsen [pj.om@cbs.dk](mailto:pj.om@cbs.dk)*



*Rex Degnegaard*

## **Co-creation Conference**

Co-creation across sectors and disciplines holds enormous potential for solving some of the most demanding challenges in society. The co-creation conference was hosted by CBS in association with the Danish Design Association. At the conference, practitioners, experts, designers and business professionals were presented with an overview of the field, including a keynote speech from Banny Banerjee, a leading scholar from Stanford University and a practitioner within the field of co-creation.

*Contact: Assistant Professor Rex Degnegaard [rex@cbs.dk](mailto:rex@cbs.dk)*



*Signe Vikkelsø*

## **Copenhagenisation**

The title of this research conference refers to the status that Copenhagen has achieved as an alternative and ambitious city that is gradually becoming a green metropolis. It relates to the emerging practice and phenomenon of sustainable cities. The conference used art and design to visualise scientific findings and controversies regarding Copenhagenisation and sustainable urban development in thought-provoking ways and to develop an interactive format for debating research. The visualised and debated topics included: 1) culture, design and liveability in sustainable cities, 2) urban mobility and 'cyclability' and 3) food production and consumption.

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*Dorte Salskov-Iversen*

### **CBS Participation at the Carnegie Foundation Consortium**

A CBS delegation of two Heads of Departments (Management, Politics and Philosophy and International Business Communication) and the CBS Vice President for International Affairs attended the Carnegie Foundation Consortium on Undergraduate Education Conference together with the University of St. Gallen and ESADE as the European representatives at Washington University in the spring of 2012. CBS' participation was motivated by the Humanities in Business Initiative started by CBS to explore relevant opportunities and challenges as well as to further consolidate the strengths CBS already has as a business school.

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### **Sustainable Fashion Symposium**

In spring 2012, CBS hosted an international symposium on sustainable fashion. Both researchers and practitioners participated in the symposium and discussed the potential for mainstreaming sustainability within the fashion industry. Focus was placed on the opportunities and barriers for integrating social and environmental issues in different stages of the fashion lifecycle – from design to final disposal and reuse of clothes.

*Contact: Associate Professor Esben Rahbek Pedersen [erp.ikl@cbs.dk](mailto:erp.ikl@cbs.dk)*



*Michael Etter*

### **Social Technologies for Social Purposes**

In autumn 2011, CBS organised and hosted an international conference on social technologies for social and environmental purposes. Ninety-five academics and practitioners participated and twenty-five academic papers were presented. A year later the conference was followed up by an international conference on social technologies for business and social entrepreneurs. The 2012 conference represented a collaborative initiative between Danish Technical University, CBS and the University of Copenhagen.

*Contact: Assistant Professor Michael Etter [me.ikl@cbs.dk](mailto:me.ikl@cbs.dk) and Assistant Professor Anne Vestergaard Jørgensen [av.ikl@cbs.dk](mailto:av.ikl@cbs.dk)*

### **Biofuel Research Initiative**

Sustainability in biofuels has become a matter of market access, as EU regulation now requires biofuel to be certified as sustainable through one of seven certification schemes approved so far. It is therefore no longer just an environmental, social or economic concern. This was the topic of a biofuel conference hosted by CBS in collaboration with the Copenhagen Biofuels Research Network.

*Contact: Assistant Professor Stine Haakonsson [sh.dbp@cbs.dk](mailto:sh.dbp@cbs.dk), Professor Stefano Ponte [sp.dbp@cbs.dk](mailto:sp.dbp@cbs.dk) and Associate Professor Janus Hansen [jh.dbp@cbs.dk](mailto:jh.dbp@cbs.dk)*



*Elise Lind Jacobsen*

### **The History and Future of CSR**

As a way of celebrating the CBS Centre for Corporate Social Responsibility's ten-year anniversary, CBS hosted a seminar on the history and future of corporate social responsibility. The seminar had over 100 attendees from CBS, corporations and NGOs. Keynote speakers included CBS President Per Holten-Andersen, Annette Stube (Maersk), Susanne Stormer (Novo Nordisk), Professor Andreas Rasche, Professor Lucia Reisch, Associate Professor Steen Vallentin (CBS) and Simon Pickard (EABIS).

*Contact: Centre Manager Elise Lind Jacobsen [elj.ikl@cbs.dk](mailto:elj.ikl@cbs.dk)*

### **Social Media for Social Purposes Conference**

How can social purposes (i.e. issues of health, human rights and climate change) be stimulated by cyber-entrepreneurs who are able to engage multiple online audiences and innovate with products and services? This question was the focus of the social media conference, which also had a special emphasis on building capacities for interdisciplinary teaching (i.e. how to build courses that combine sociological and technical perspectives on social media and CSR).

*Contact: Professor Mette Morsing [mm.ikl@cbs.dk](mailto:mm.ikl@cbs.dk)*



# STAKEHOLDER ENGAGEMENT PRINCIPLE 6 – DIALOGUE

We will facilitate and support dialogue and debate among educators, businesses, governments, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



As a signatory to and leader in implementing PRME, CBS was an official sponsor of the 3<sup>rd</sup> PRME Global Forum, which was held just a few days prior to the Global Earth Summit on Sustainable Development, RIO+20. CBS met with other business schools and corporations to discuss and disseminate best practices on how to educate responsible business leaders. The Rio visit also set the scene for meeting future business school partners in Brazil. CBS was represented by four faculty members and the Vice Dean of Education.

**NEW NETWORK ON SOCIAL INNOVATION AND CIVIC ENGAGEMENT (SICE)**  
SICE hosts multi-stakeholder seminars bringing together leading academics and practitioners to discuss the role of civic engagement in

volunteering and public-private partnerships. The network is divided into three thematic hubs: 1) engaging civil society in social innovation, 2) developing democratic cross-sector partnerships and 3) social innovation and social media. The first SICE seminar, Social Media and Civic Engagement: Contesting the Mainstream, took place in November 2012.

*Contact: Assistant Professor Julie Uldam  
ju.ikl@cbs.dk*

#### **PUBLIC DEBATE ON INCREASED PUBLIC REGULATION OF CSR**

In spring 2012, CBS organised and hosted a public debate meeting on the increased public regulation of CSR and how companies can organise effective responses. The meeting brought

together practitioners and academics to discuss the effects of government CSR regulation on the internal operation of Danish businesses operating globally.

*Contact: Associate Professor Jette Steen Knudsen jsk.dbp@cbs.dk*

#### **CBS CONTRIBUTION TO PRME INSPIRATIONAL GUIDE**

While the PRME initiative is set to increase to 1,000 participants by 2015, it is equally important to cultivate actively engaged participants. Therefore, the PRME Secretariat in New York invited a group of PRME signatories – among these CBS – to contribute to an inspirational guide for the implementation of PRME. The guide was presented at the 3<sup>rd</sup> PRME Global



Hans Krause Hansen at PRME Global Forum 2012

Forum in Rio de Janeiro in June 2012 and later published. The guide is designed to answer the most frequently asked questions on the implementation of PRME by highlighting real-world examples of the principles in practice.

#### CBS PARTICIPATION IN PRME ANTI-CORRUPTION WORKING GROUP

In spring 2011, CBS hosted the first meeting of the PRME Anti-corruption Working Group. Since then, CBS has been actively engaged in the group, attending the second meeting at the Management and Business School of Universidad de Austral in Buenos Aires in December 2011 and the third meeting during the PRME Global Forum in Rio de Janeiro in June 2012. The main objective of the group is to develop a flexible toolkit for business schools and universities to design or adapt anti-corruption modules, or to integrate anti-corruption content within existing curricula. As such, the working group develops thematic and topical areas for teaching anti-corruption procedures, techniques and methods. It also creates specific pedagogical strategies for teaching this sensitive topic in a case-based format. More broadly, CBS participation in this working group reflects widespread concerns about high levels of corruption around the world.

Contact: Associate Professor Hans Krause Hansen [hkh.ikl@cbs.dk](mailto:hkh.ikl@cbs.dk)

#### COPENHAGEN INNOVATION AND ENTREPRENEURSHIP LAP (CIEL)

Initiated through funding from the EU Social Foundation, this project is a collaboration between CBS, University of Copenhagen and Danish Technical University (DTU) with the purpose of promoting research and teaching that focuses on innovation and entrepreneurship. CIEL supports both educational initiatives (EEP programmes) and research initiatives (ERA projects). All CIEL activities are built on a strong mandate to collaborate across disciplines and universities. At CBS the project brings together sustainability engineers from DTU and business school students from CBS. Among other things CIEL has supported a teaching case on Specialisterne, a Danish software testing company employing people diagnosed with Autism Spectrum Disorder, research applications in the area of social entrepreneurship and projects focusing on sustainable living, microfinance and the sustainable integration of minorities and green innovation in cities.

Contact: Project Manager Luise Noring Høner [lnh.ino@cbs.dk](mailto:lnh.ino@cbs.dk)

#### SUSTAINABILITY DEFINITION DEBATES

The idea of the sustainability definition debates is to engage in and encourage an interdisciplinary debate on the heterogeneity of perspectives on sustainability seen from the point of view of

various academic disciplines. The sustainability debate seminars have engaged twenty-eight scholars representing eleven out of fifteen departments at CBS. CBS also arranges a guest lecture series on a regular basis, where renowned national and international guest lecturers are invited to present and discuss their work on business and sustainability. The lectures are open to all students and faculty members. By arranging these seminars CBS aims to raise awareness of sustainability related issues and opportunities across departments and to heighten interest in cross-departmental collaboration on sustainability research and education.

Contact: Sustainability Platform Manager Elisabeth Crone Linding [ecl.ikl@cbs.dk](mailto:ecl.ikl@cbs.dk)

#### LEADING DIVERSITY WORKSHOP

Addressing the challenges of leading diversity this workshop focused on: 1) leading people with different national, cultural, religious, gender, age and educational backgrounds, 2) how best to motivate a diversity of employees to work towards a common goal, 3) the role of corporate culture, values and norms in facilitating cooperation and understanding and 4) the business advantages of managing diversity and inclusion effectively.

Contact: Professor Dana Minbaeva [dm.smg@cbs.dk](mailto:dm.smg@cbs.dk)

# PART THREE

## FUTURE OBJECTIVES

Part three of this report describes future objectives in implementing PRME.

## ACADEMIC DEVELOPMENT PROGRAMME ON PRME



*Maribel Blasco*

CBS intends to launch a faculty training programme for all faculty members taking part in the obligatory Academic Development Programme. The course requests faculty to elaborate on what they consider to be their responsibilities as management educators. Examples and guidelines are based on the latest research in the field of responsible management education and on interviews with faculty at CBS. Participant experiences will also be integrated in order to address a wide variety of teaching contexts.

*Contact: Associate Professor Maribel Blasco  
mb.ibc@cbs.dk*

## PRACTICES OF RESPONSIBLE MANAGEMENT EDUCATION

CBS is planning to arrange a seminar for faculty and administrators, inviting current and potential PRME schools to participate in a seminar on responsible management education. In addition to supporting the PRME initiative, the seminar will allow CBS to share its knowledge with society at large. Key individuals driving the PRME agenda at CBS will present their experiences and offer advice about both successful and unsuccessful initiatives. We believe that it is not only important to secure a large number of signatories, but also to ensure that a large number of schools are deeply committed to PRME, thus allowing PRME to achieve a lasting impact on society.

*Contact: Professor Kai Hockerts  
kho.ikl@cbs.dk and Sebastian Damm  
sd.ikl@cbs.dk*

## LAUNCH OF THE NORDIC CENTRE FOR SUSTAINABILITY



*Robert Strand*

With a tradition of strong sustainability performances and commitment to stakeholder engagement, the Scandinavian and broader Nordic context represents a uniquely stimulating setting in which to explore issues of sustainability and social responsibility in business. The Nordic Centre for Sustainability is a reinvigorated launch of the Nordic Centre for Corporate Responsibility, which was originally established with a generous Novo Nordisk research grant in 2006 from its then chairman, Mads Øvlisen. The Nordic Centre for Sustainability will serve as a platform to bring together scholars and practitioners from around the world to consider sustainability in a Scandinavian and broader Nordic context. Attention will be given to explore areas where inspiration can be drawn from elsewhere in the world by considering the Scandinavian and Nordic experiences while also encouraging continued critical reflection on impending challenges in the Scandinavian and Nordic contexts.

*Contact: Director of Nordic Centre for  
Sustainability Assistant Professor  
Robert Strand rs.ikl@cbs.dk*

## WORKING GROUP ON FACULTY DEVELOPMENT

Realising the important role of faculty development CBS has championed a new PRME working group on faculty development. The group plans to arrange virtual seminars as well as sessions at the PRME Global Forum and the Academy of Management, thus allowing PRME schools to share experiences about best practices in faculty development.

*Contact: Professor Kai Hockerts  
kho.ikl@cbs.dk and Edward Danholt  
ed.ikl@cbs.dk*

## BOARD ENGAGEMENT PROGRAMME



*Andreas Rasche*

CBS is supporting the creation of the GC LEAD PRME Board Engagement Programme (BEP), which aims to raise awareness and educate boards of directors about corporate social and environmental sustainability. Professor Andreas Rasche (CBS) and Professor Joanne Lawrence (Hult International Business School) are designing and implementing this programme, which will be pilot tested in early 2013 with selected GC participants. Broad adoption and oversight of corporate sustainability is one of the elements of the Blueprint for Corporate Sustainability Leadership launched by UNGC in June 2010. As a result, the BEP programme will make an important contribution to further embedding corporate sustainability into business practices.

*Contact: Professor Andreas Rasche  
ara.ikl@cbs.dk*

## DEPARTMENT DEBATE ON RESPONSIBLE MANAGEMENT EDUCATION

What constitutes responsible management education can differ considerably from department to department. For this reason CBS will encourage department-centric debates about what responsible management education means for members of a specific department. Moreover, the intention is to host cross-departmental roundtable discussions that invite faculty teaching similar classes across all seventeen study programmes.

*Contact: Professor Kai Hockerts  
kho.ikl@cbs.dk*

## VOLUNTEER PROGRAMME AT CBS

In order to enhance and facilitate volunteer work at CBS, CBS will launch a volunteering initiative. The purpose of the initiative is to increase the number of students and CBS employees participating in volunteer activities as well as add to classroom discussions by facilitating real-life experience in applying business school theories in practice. As a starting point the volunteering initiative will function as a hub for the existing initiatives at CBS by creating a common virtual entry point. The next step will involve new partnerships with NGOs in Copenhagen in need of volunteers with the competencies CBS students have, such as management, strategy, communication, accounting and the ability to do social science analyses. Being involved in these projects allows students to address social issues and link their academic and business competences with an impact on society.

Contact: Rasmus Hovedskov  
rho.ikl@cbs.dk

## THESIS WRITING PARTNERSHIPS

In an effort to bring education and practice closer together, CBS will launch a thesis writing workshop, where Danish organisations and students interested in the area of responsible management will meet and discuss the mutual benefits of writing a thesis project on this topic. The purpose of the initiative is to increase the number of collaborations between students and organisations. As such, the initiative seeks to increase not only the learning experience of the students but also familiarise organisations with the skill set of CBS graduates.

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snc.ikl@cbs.dk, Marie Koustrup Frandsen  
mkf.ikl@cbs.dk and Sofia Washuus de  
Carvalho swdc.ikl@cbs.dk

## NGO-SME KNOWLEDGE GROUP ON SUSTAINABILITY

A group of small and medium-sized enterprises have approached CBS to organise a knowledge group on sustainability with particular emphasis on the challenges faced by SMEs. The group is based on an informal commitment between NGOs, SMEs and CBS. The purpose is to create a forum, where the organisations can have a free and open debate about the challenges they face in regards to CSR and sustainability. The nature of the group is a sign of not only deep trust but also of CBS' commitment to society. It is our hope that this cooperation will lead to innovative new approaches by SMEs and NGOs, but also an increased research focus on the challenges SMEs and NGOs face.

Contact: Project initiator at CBS PhD Jani  
Thusgaard Pedersen jip.ikl@cbs.dk

PRIME	2011	2012	2013	2014	2015
Academic Development Programme (participants)			20	30	40
Responsibility Day (participants)	1,200	1,080	1,200	1,300	1,400
Sustainability Alumni Network (members)	200	320	400	500	600
Full-time MBA core courses on responsible management			1	1	1
Full-time MBA electives on responsible management	1	2	2	2	2
PRIME Working Group on Faculty Development (events)			1	1	1
PRIME Report	1 <sup>st</sup>		2 <sup>nd</sup>		3 <sup>rd</sup>
Case Writing Initiative (cases)	3	2	14	2	2
Equal Opportunities (mentors)			5	10	15
Nordic Centre for Sustainability (member institutions)			3	5	7
Thesis Writing Partnerships (events)			2	2	2
Practices of Responsible Management Education (events)			1	1	1
Debates on PRIME principles in all 15 departments		7%	27%	60%	100%
PhDs touching upon responsible management		22	20	20	20
Peer review articles touching upon responsible management	86	58	60	65	70
Members of 360° - Students for Sustainability (Copenhagen chapter of Oikos)	552	796	850	900	1,000
Student participation in electives touching upon responsible management	1,673	1,840	1,700	1,725	1,750

CURRICULUM DEVELOPMENT	2011	2012	2013	2014	2015
All 17 bachelor study programmes		7%	47%	100%	100%
All 36 master study programmes			11%	44%	100%

CBS GOES GREEN	2011	2012	2013	2014	2015
Green Ambassadors (members)	1,500	2,600	3,000	3,500	4,000
Green Associates (participants)		25	25	25	25
Green Week (events)	6	8	8	8	8
Green Lounge (events)			1	1	1
Green Intro Trips (participating study programmes)		2	3	4	5

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