

PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

REPORT ON PROGRESS 2015

COPENHAGEN BUSINESS SCHOOL

EXECUTIVE SUMMARY

This is the Copenhagen Business School's (CBS) third Sharing Information on Progress (SIP) report on the United Nations (UN) Principles for Responsible Management Education (PRME). It summarises CBS' achievements and our ambition to become a leading business school in responsible management education. The six principles provide the structure of the report, facilitating ease of comparison with past reports.

Since the last report in March 2013, CBS would like to highlight five achievements that we are particularly proud of.

- 1) In 2013 CBS was invited to join the PRME Champions group, which is a reflection of our active commitment and various contributions. We are pleased to be one of 32 schools, out of almost 600 signatories, invited to be a member of this group.
- 2) The CBS full-time MBA programme was identified as one of the ten leading MBA programmes worldwide in the first edition of *Corporate Knights* Global Green MBA Survey in 2013. The full-time MBA programme was also listed tenth in Net Impact's global Business as UNusual Guide to sustainable MBA programmes.

- 3) CBS published its free *CBS Case Collection on Responsible Management* in January 2014, which currently comprises 10 teaching cases written by CBS faculty. The cases have been downloaded by faculty in almost 60 countries.
- 4) CBS Executive hosted the first PRME educational programme, for external faculty in May 2014. The programme was attended by 20 participants from 11 countries.
- 5) CBS was the primary driver behind the creation of PRME Chapter Nordic, launched in 2014 by nine leading Nordic universities.

EDITORS: MARIE KOUSTRUP FRANDBSEN
LENE METTE SØRENSEN
KAI HOCKERTS

LAYOUT: MARIE TORP DANDANEL
MARIE KOUSTRUP FRANDBSEN

PRINTING: GRAFISK RÅDGIVNING APS

CONTACT: LENE METTE SØRENSEN
PRME@CBS.DK
+45 3815 2651

WWW: CBS.DK/PRME

PUBLISHED: FEBRUARY 2015

The CBS Office of Responsible Management Education would like to express its appreciation to everyone who offered their support and collaborated in compiling this report.



Photos: CBS (pp. 23, 25-26, 31-33, 35-36, 40, 43, 45), Bjarke MacCarthy (pp. 7, 13, 23-24, 26, 29-33, 35-41, 43-45), Henriette Frausing (p. 12), Jakob Boserup (cover photo), Janni Thusgaard Pedersen (p. 49), Jonathan Baez (pp. 20, 26, 29, 31), Lise Søstrom (pp. 18, 22, 25, 27, 29, 41), Mads Nissen (p. 5), Niels Utoft Andersen (p. 27), oikos Copenhagen (p. 8), Oliver Folkmann (p. 19), Tao Lytzen (pp. 11, 42) and Visual Storm (p. 10).

TABLE OF CONTENTS

LETTER FROM PER HOLTEN-ANDERSEN, PRESIDENT OF CBS	5
PURPOSE OF RESPONSIBLE MANAGEMENT EDUCATION · PRINCIPLE 1	6
INCORPORATING VALUES INTO THE CURRICULUM · PRINCIPLE 2	10
METHODS FOR RESPONSIBLE MANAGEMENT EDUCATION · PRINCIPLE 3	17
RESEARCH ON RESPONSIBLE MANAGEMENT · PRINCIPLE 4	20
PARTNERSHIPS WITH BUSINESS · PRINCIPLE 5	46
DIALOGUE AND DEBATE WITH STAKEHOLDERS · PRINCIPLE 6	48
ORGANISATIONAL PRACTICES · PRINCIPLE 7	50
FUTURE OBJECTIVES	51

CBS AT A GLANCE

Founded in 1917, CBS is one of the largest business schools in Europe with approximately 22,000 students and 2,100 staff. Offering a wide range of business-oriented university programmes, CBS provides an innovative research environment with 15 different departments.

BUSINESS IN SOCIETY

CBS is following the Business in Society Strategy it launched in 2011. For CBS, doing business in society involves not only taking the societal responsibilities of business seriously, but also being open to new ways of thinking and working – including new teaching programmes and new ways of delivering education.

The flagships of this strategy are the Business in Society Platforms that support knowledge production based on context-driven, problem-oriented and interdisciplinary research that addresses complex societal and business challenges. The platforms have a time horizon of five years. Read more about the activities of these platforms that are related to responsible management education under Principle 4, p. 20.

57 PROGRAMMES

CBS offers a comprehensive range of university degrees in economics and business administration. A defining trait of CBS' success with educational programmes is how the programmes combine business administration with social sciences and the humanities, making it possible to offer programmes covering e.g. IT, philosophy, politics, language, sociology and communication. CBS has:

- 19 bachelor programmes
- 38 master programmes

Besides full-time bachelor, master and PhD programmes, CBS offers executive courses and triple-accredited MBA programmes. Read more about the educational activities related to responsible management education under Principle 2, p. 10.

ACCREDITATIONS

CBS is accredited by the European Quality Improvement System (EQUIS), the British Association of MBAs (AMBA), and the American Association to Advance Collegiate Schools of Business (AACSB). In addition CBS is also 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.



	2010	2011	2012	2013	2014
Student population	18,038	19,264	19,999	20,819	22,471
Non-Danish students	2,415	2,942	3,106	3,474	4,237
PhD students	202	210	258	239	239
Full-time academic staff	594	614	690	748	736
Part-time academic staff	797	792	730	712	844
Administrative staff	628	617	549	586	610
Income (million EUR)	158.6	169.3	164.9	164.9	166.4
Expenses (million EUR)	147.6	145.9	157.4	161.2	171.4

FOR MORE INFORMATION VISIT CBS.DK

LETTER FROM PER HOLTEN-ANDERSEN PRESIDENT OF CBS

Education is free in Denmark, which is a privilege that implies, first of all, a responsibility toward society. Our commitment to PRME is vital to meet this obligation and we constantly work to enhance and develop a sense of commitment to society among our students.

Responsible management education is already implicit in all CBS degree programmes. However, as part of our PRME commitment we are verifying this assumption. We have called on our bach-

elor programmes to reflect upon how they enact responsible management education and to make these practices more explicit. I welcome their different interpretations of what constitutes responsible management education and see this approach as representative of our core value of diversity.

Furthermore, I take a personal interest in the UN PRME Working Group on Faculty Development that we are co-leading together with Babson College and the Institute for Integrated Learning in

Management (IILM). Since 2013 CBS has trained its faculty on PRME issues as part of our Assistant Professor Programme. We are happy to share our PRME practices with interested business schools. So far faculty and administrators from business schools in 11 countries have attended the CBS programme on *Launching and Implementing a Responsible Management Education Programme*.

We have a clear strategy focusing on CBS' role in business and society and a distinct profile based on disciplinary diversity with special focus on Scandinavian leadership, ethics, sustainability and corporate social responsibility. I am happy to see our efforts echoed in the three accolades CBS received in 2013. Our full-time MBA has been listed twice in the top ten in the world for sustainability. Finally, being awarded Champion status within the UN PRME community gives us the opportunity and obligation to enhance our contribution to the implementation of PRME at CBS and on a global scale.

Ensuring responsible management education is an ongoing challenge that requires exploration and development. On that note I would like to confirm CBS' continued commitment to UN PRME.

Yours sincerely



Per Holten-Andersen
President of CBS



PURPOSE OF RESPONSIBLE MANAGEMENT EDUCATION

PRINCIPLE 1

The PRME highlights listed below reflects CBS' efforts to generate students capable of creating sustainable value. CBS takes pride in its active students. With extensive connections to business, high aspirations and strong reflectivity, the students are an indispensable driver for CBS to deliver responsible management education.

PRME HIGHLIGHTS

2013	2014
<ul style="list-style-type: none">• CBS' full-time MBA programme ranks among the top ten business schools in the world on sustainability in business education in <i>Corporate Knights</i> Global Green MBA Survey• CBS' full-time MBA programme rates among the top ten business schools in the world in Net Impact's global Business as UNusual Guide to sustainable MBA programmes• UN PRME selects CBS as a PRME Champion	<ul style="list-style-type: none">• CBS becomes a founding member of PRME Chapter Nordic• CBS launches its free <i>CBS Case Collection on Responsible Management</i>• CBS establishes the World-Class Research Environment Governing Responsible Business• CBS Executive introduces PRME programme for external faculty and administrators

PRME CHAMPION

At the UN Global Compact Leaders' Summit, held in New York in September 2013, CBS was selected to be a member of the PRME Champions group. This is an honour awarded to only 32 schools out of almost 600 signatories, reflecting CBS' active commitment and contribution to the PRME initiative. One of the tasks of PRME Champions is to further explore and develop responsible management education.

This includes more active engagement with UN agencies, foundations and programmes, as well as with companies participating in the UN Global Compact. CBS' commitment to its role as a PRME Champion is reflected in particular in the establishment of the PRME Chapter Nordic and co-leadership of the UN PRME Working Group on Faculty Development.

32 schools out of almost 600 signatories have been selected as PRME Champions. CBS is one of them

INTRODUCTION FROM THE CBS OFFICE OF RESPONSIBLE MANAGEMENT EDUCATION



Kai Hockerts



Lene Mette Sørensen

It is a great pleasure for the CBS Office of Responsible Management Education to introduce its third SIP report, which covers activities related to responsible management education at CBS in 2013-2014. The aim of this report is to share our experiences and to indicate the direction of our future endeavours.

All 15 CBS departments, various programme administrations, assorted student organisations and other entities have contributed to the development of this report. Importantly, this process has enabled valuable critical discussions on the topic of responsible management and its role across CBS.

We would like to take the opportunity to thank the individuals and organisations – internal and external – who actively contribute to and support this agenda at CBS.

We would especially like to thank the study boards and faculty from the bachelor programmes that have been involved in curriculum development so far. Your interest and commitment are vital for ensuring up-to-date programmes and the generation of skilled graduates capable of leading the businesses of tomorrow.

Yours sincerely



Kai Hockerts
Academic Director
CBS Office of Responsible Management
Education
kho.ikl@cbs.dk



Lene Mette Sørensen
Director of Secretariat
CBS Office of Responsible Management
Education
lms.edu@cbs.dk

STUDENTS DRIVE THE AGENDA

OIKOS COPENHAGEN

With 40 active members and 1,100 followers on social media platforms, oikos Copenhagen is one of oikos' largest chapters, bringing together students interested in environmental, social and financial sustainability. Its activities include initiatives such as oikos Academy, which gathers professors, company representatives, policymakers and students to discuss and learn about sustainability. Furthermore, oikos Copenhagen hosted the 2014 oikos Spring Meeting, which drew 120 participants. Because Copenhagen was designated as the 2014 European Green Capital by the European Commission, the year's theme was Sustainable Cities: Challenges and Strategies. In spring 2015, oikos will also organise the annual CBS Green Week.

president@oikos-copenhagen.org

180 DEGREES CONSULTING

This pro-bono student consultancy primarily helps non-profit organisations achieve greater social impact. With training provided by leading consultancies such as PA Consulting, Boston Consulting Group and Implement Consulting, students develop the knowledge and skill set necessary to work as professional consultants. An asset for clients, student consultants simultaneously gain relevant experience, boosting their CVs.

180 Degrees Consulting is present in more than 20 countries worldwide and its international executives selected Copenhagen as the Best Overall Branch in 2013.

copenhagen@180dc.org

NET IMPACT

Net Impact is a global non-profit network of professionals and students interested in using their careers to tackle the world's toughest problems. The CBS MBA Net Impact chapter has 10 active student members and represents a significant global connection between CBS MBA students and business students from other leading universities.

Activities range from shared learning within the group to wider involvement with external partners. Examples include a company visit to Carlsberg, screening of a documentary film on social entrepreneurs and a site visit to a sustainable city being developed in Copenhagen.

netimpactcbs@gmail.com



oikos Spring Meeting 2014 at CBS

CBSMUN

Founded in 2012 the key purpose of CBS Model United Nations (CBSMUN) is for students to gain a deeper understanding of international issues and their implications for the ongoing development of the global political economy.

In spring 2015 CBSMUN will send a delegation of 28 dedicated and talented students to represent CBS at the MUN conference in New York, which gathers 5,000 students from around the world. Prior to the conference is an intense period of preparation that involves writing position papers, debate training, speeches by high profile speakers and a visit to UN City in Copenhagen.

cbsnmun2015@gmail.com

DIVERSITY DAY

In March 2014 CBS hosted Diversity Day to promote awareness among students and faculty on issues concerning diversity and inclusion. The day included short presentations on diversity issues by CBS and external researchers, interactive theatre and a Gospel choir flash mob. A variety of interest groups also participated to acquaint the CBS community with their work on diversity and inclusion.

CBS Diversity Day 2015 will be designed and coordinated primarily by volunteer students who want to convey the topic of diversity and inclusion to fellow students.

Equal Opportunities Office
eoo@cbs.dk

ENERGY ECONOMICS

Danish Students in Energy Economics is the newly founded student chapter of the Danish Association for Energy Economics, which is an affiliate of the International Association for Energy Economics.

A group of students from CBS and the University of Copenhagen established the chapter, which aims to gather students, companies and researchers to discuss future energy solutions in order to fill a gap in the energy debate in Denmark. The chapter will host events related to energy policy, research and business.

lbo.eco@cbs.dk

SCHOOL OF ENTREPRENEURSHIP

The Copenhagen School of Entrepreneurship (CSE) hosts more than 100 student-driven start-ups. By supporting students in starting and running businesses, CSE aims to foster the development of skilled young people capable of contributing to growth, sustainability and innovative development in society. A large number of the start-ups developed in 2013-2014 have integrated sustainability into their business models. This includes companies such as GreenGo, which makes solar cells; Recwatches, which sells watches made from scrapped cars; and Drop Bucket, which produces foldable bins made of recycled cardboard. CSE receives an average of 500 new business ideas every year.

Karina Rothoff
kr.edu@cbs.dk



180Degrees
CONSULTING



CSE
Entrepreneurship
in society



INCORPORATING VALUES INTO THE CURRICULUM

PRINCIPLE 2

CBS Responsibility Day, held on the first day of school for all new bachelor students, is dedicated to the topic of responsible management. CBS strives to maintain this focus through a curriculum development project and by offering a variety of electives that allow students to specialise in areas related to responsible management. Finally, the MBA and executive programmes are recognised for their particular focus on sustainability.

CURRICULUM DEVELOPMENT

Coordinated by the CBS Office of Responsible Management Education, the curriculum development project seeks to understand and anchor responsible management practices in all CBS bachelor programmes and to make these practices more explicit using a multi-step process.

Initially, the curriculum for a specific degree programme is reviewed to identify existing content related to responsible management. This analysis is then expanded upon through focus group interviews with first, second and third-year students in order to understand how they encounter responsible management education in their

particular programmes. These findings are used as a point of departure for a faculty focus group interview to help understand how faculty see responsible management education in their teaching and to discuss how it could possibly be made more explicit.

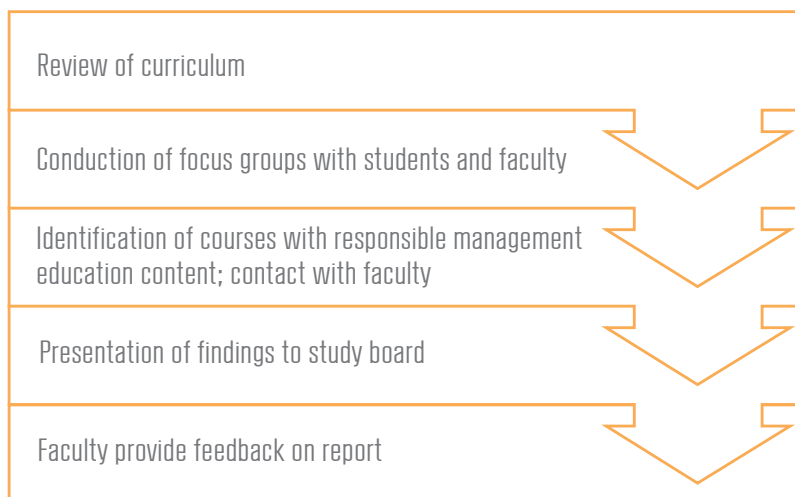
To make these findings evident, the courses with the most significant responsible management education content are highlighted in a course overview. The findings are summarised in a report and presented to the study board, which is made up of faculty and students in charge of programme content.

To ensure internal coordination and help articulate a given programme's understanding of responsible management education, faculty are invited to provide inputs and assistance. Furthermore plans are being made for these faculty members to meet in 2015 to introduce the diversity of perspectives of responsible management education within the various study programmes and to support and inspire knowledge sharing.

Martiina Srkoc
tmms.ikl@cbs.dk

Kai Hockerts
kho.ikl@cbs.dk

THE CURRICULUM DEVELOPMENT PROCESS



“By the end of 2014, 17 out of the 19 bachelor programmes were involved in the curriculum development project. All of them have been shown to address dimensions of responsible management education specific to the programme throughout the semesters.”

Jan Molin
Dean of Education



EXAMPLES OF RESPONSIBLE MANAGEMENT EDUCATION IN BACHELOR PROGRAMMES

INTERDISCIPLINARY CASE

BA in Intercultural Marketing Communication

The aim of the *Interdisciplinary Case* course is to enable students to explore and discuss the correlation between intercultural marketing communication and responsible management. This includes analysing and solving empirical cases as well as suggestions on how to transform strategy into concrete communication products. Scheduled in the sixth semester, the course provides the opportunity to bring together earlier references to responsible management and to integrate them with the entire profile of the Intercultural Marketing Communication programme. The curriculum development project helped to hone the course's focus on responsible management education. A new version of the course will be taught for the first time in 2016.

Sine Nørholm Just
snj.dbp@cbs.dk

STRATEGY

BSc in Economics and Business Administration

The *Strategy* course, offered in the fourth semester, emphasises how responsible corporate strategies depend on an understanding of societal issues. Working with empirical cases, students analyse situations where the legitimacy of organisations is challenged. They reflect, for example on how the dairy producer Arla handled the Muhammad cartoons controversy; how the pharmaceutical company Lundbeck responded when one of its products was used for executions in US prisons; and how the oil company Shell had to reverse its decision to dump an oil rig at sea. Overall the strategy course teaches students to consider how public interests and political demands require adequate strategic responses.

Lise Justesen
lj.ioa@cbs.dk

Ursula Plesner
up.ioa@cbs.dk

SMART CITY

BSc in Business Administration and Information Systems

In the fourth semester of the BSc in Business Administration and Information Technology, the Smart City case is used to frame the final exam, which covers three courses (22.5 ECTS in total). Students work to facilitate a sustainable and energy efficient lifestyle with the use of information technology, including big data and the Internet of Things. Smart City enables students to apply new ideas in using technology to better bridge the gap between humans and their energy consumption. This includes exploration of how citizens, governments and corporations can take ideas from research to market.

Janni Nielsen
jn.itm@cbs.dk

Jesper Sonne
js.itm@cbs.dk



RESPONSIBILITY DAY



In 2014 almost 3,000 new students started their first semester in one of the 19 bachelor programmes at CBS. The students' first day on campus, Responsibility Day, is dedicated to the topic of responsible management.

The aim of the day is to provide students with an opportunity to reflect upon social responsibility and ethical dilemmas, both in their new role as CBS students and in their future role as business managers, and furthermore to set expectations for what role responsible management education should and will play over their next three years at CBS.

Responsibility Day starts with morning sessions where students in each bachelor programme discuss a relevant case on responsible management together with a designated teacher. In 2014 the case focused on Claus Meyer Holding A/S, which comprises a number of food and catering businesses established by CBS alumnus and gastronomic entrepreneur Claus Meyer. In the afternoon students are assembled and welcomed to CBS by senior management, followed by real-life examples of responsible management, in

2014 presented by Claus Meyer and Steen Halbye, CEO of Claus Meyer Holding A/S. Responsibility Day gives students the opportunity to submit a case solution to a problem or dilemma revealed in the case. A jury selects three case solutions to be pitched at the finals, where the winning group is announced.

The case on Claus Meyer Holding challenges our students to reflect upon issues of responsible management and the complexity of doing business.

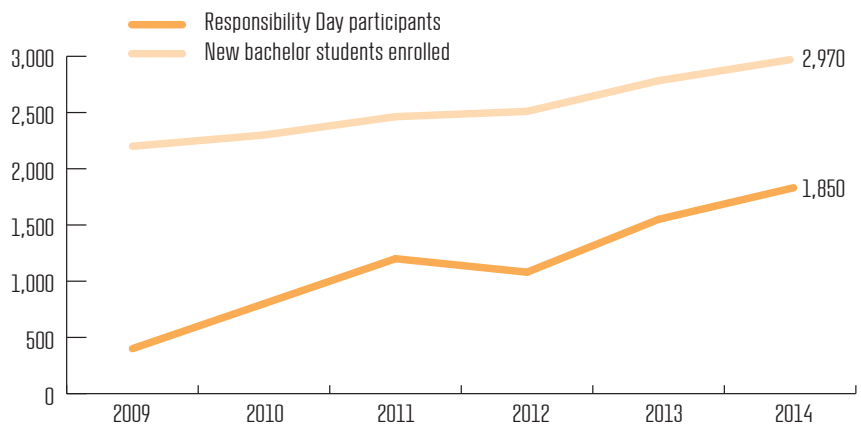
Dean of Education Jan Molin

By engaging faculty in Responsibility Day, the initiative creates ownership and encourages teachers and study board members to focus on responsible management throughout the bachelor programme.

In 2014 more than 1,850 students participated in CBS Responsibility Day at Falconer Hall.

Lene Mette Sørensen
lms.edu@cbs.dk

Jan Molin
jm.edu@cbs.dk



KEY MBA AND EXECUTIVE PROGRAMMES

MBA

FULL-TIME MBA PROGRAMME

The full-time MBA programme has gained international recognition via top ten rankings in both the *Corporate Knights* Global Green MBA Survey and Net Impact's global Business as UNusual Guide. Sustainability, responsibility and ethics are woven into the programme. Specifically, students meet responsible management content in the core course *Sustainable Business Practices* and in two elective courses, *Leading Responsible Business Corporations* and *Clean Tech*.

Associate Dean Birthe Larsen
bl.eco@cbs.dk

EXECUTIVE MBA PROGRAMME

The Executive MBA offers an intensive 20-month programme that takes students through a rigorous case study approach and beyond, featuring simulations, experiential learning, debates and discussions with business leaders. Classes are taught in four different geographic areas: Europe (Denmark), the US, Africa and in a BRIC country. Students meet responsible management content in the core courses *Business, Innovation and Sustainability* and *Corporate Social Responsibility*.

Associate Dean Jesper Rangvid
jr.fi@cbs.dk

EXECUTIVE PROGRAMME

SUSTAINABLE URBANISATION

The international executive Sustainable Urbanisation Leadership Programme (SULP) offers a series of intensive one-week modules. Each module takes place at a different partner university and focuses on a theme reflecting the strengths of the university and host city. The universities are CBS, Delft University of Technology, University of Oxford, Peking University and INSEAD. The modules are designed to provide valuable insights into the opportunities and challenges of sustainable urbanisation, both locally and globally.

Programme Director Luise Noring
ln.mp@cbs.dk



2013 *Corporate Knights* Global Green MBA Survey
Integration of sustainability into curricula: **CBS No. 10 worldwide**



2013 Net Impact's global Business as UNusual Guide
Environmental sustainability programmes: **CBS No. 10 worldwide**

WHAT DID YOU GAIN FROM YOUR CBS MBA?

"The CBS MBA focuses on sustainable business and that's one of the main reasons I chose it. I really liked the combined theoretical and practical approach followed by CBS's team of knowledgeable and engaged professors. The course assignments opened the door for me to engage directly with companies I cared about. Combined with organised company visits and lots of opportunities to participate in sustainability related case competitions, the programme exceeded my expectations."

Aimee Wielechowski
MBA Alumna 2014
Commercialisation Director
VoiceBoxer



SUSTAINABILITY IS A KEY PART OF THE FULL-TIME MBA.

"We know that many of our international MBA students choose to study here at CBS precisely because we're at the forefront when it comes to integrating corporate responsibility into the curriculum. That's why we're thrilled to receive international recognition in the form of the Net Impact and Corporate Knights rankings, which confirm that we more than live up to expectations and can compete on a global stage."

Birthe Larsen
Associate Dean
Full-time MBA programme

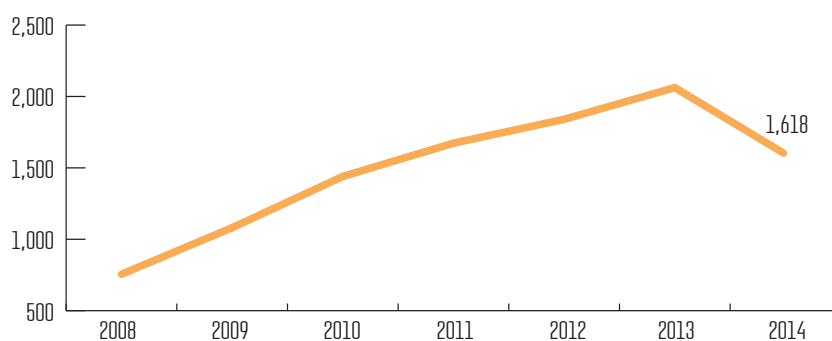


ELECTIVES

In 2014 CBS offered 386 electives at the master and bachelor levels, of which 28 had responsible management content as the core component. In addition, 21 electives addressed responsible management as a sub-theme, which is a 50% increase compared to 2013.

Furthermore approximately 1,600 students were enrolled in the 28 core responsible management electives in 2014. This is a reduction compared with 2013, where more students attended each of the core responsible management electives offered.

STUDENTS ENROLLED IN RESPONSIBLE MANAGEMENT ELECTIVES



2014 ELECTIVES WITH CORE RESPONSIBLE MANAGEMENT CONTENT

BACHELOR

Business, Politics and Society, Benedikte Brincker, beb.dbp@cbs.dk

Corporate Governance, Therese Strand, ts.int@cbs.dk

The Humane Perspective in Business Administration (in Danish), Øjvind Larsen, ol.mpp@cbs.dk

Introduction to Social Entrepreneurship, Gurli Jakobsen, gj.ikl@cbs.dk

Introduction to Sustainable Business, Karin Buhmann, kbu.ikl@cbs.dk

Introduction to Sustainable Business, Morten Thanning Vendelø, mtv.ioa@cbs.dk

Scandinavian Sustainability and Corporate Social Responsibility, Jeremy Moon, jmo.ikl@cbs.dk

Social Entrepreneurship and Innovation Theory, Gurli Jakobsen, gj.ikl@cbs.dk

Strategic Corporate Social Responsibility, Anne Mette Christiansen, amc.ikl@cbs.dk

MASTER

Advanced Topics in Diversity Management, Brooke Harrington, bh.dbp@cbs.dk

Business, Government and Society, Andreas Rasche, ara.ikl@cbs.dk

Business Plan Writing for Social Enterprises, Kai Hockerts, kho.ikl@cbs.dk, Sudhanshu Rai, sra.ikl@cbs.dk

Business Responsibilities for Human Rights, Lynn Roseberry, lr.mpp@cbs.dk

Corporate Social Responsibility in Action: A Path to Sustainable Development?, Peter Lund-Thomsen, plt.ikl@cbs.dk

Corporate Social Responsibility in Global Supply Chains, Esben Rahbek Pedersen, erp.ikl@cbs.dk

Corporate Social Responsibility: Challenges and Opportunities for Business Leaders, Karin Buhmann, kbu.ikl@cbs.dk

Creating Markets for Sustainable Products, Trine Pallesen, tp.ioa@cbs.dk

CSR - Managing the Social Impact of Business, Andreas Rasche, ara.ikl@cbs.dk, Steen Vallentin, sv.mpp@cbs.dk

Development Strategy in a Global Economy, Peter Wad, pw.ikl@cbs.dk

Diversity Management - Diversity, Gender and Equality in Organisations, Annette Risberg, ari.ikl@cbs.dk

Entrepreneurship and Private Sector Development in Uganda, Thilde Langevang, tl.ikl@cbs.dk, Søren Jeppesen, sj.ikl@cbs.dk

Entrepreneurship for Development, Thilde Langevang, tl.ikl@cbs.dk

Cultural Theory: About Culture, Ethics and Values (in Danish), Ole Thyssen, ot.mpp@cbs.dk

Poverty, Development and the Private Sector, Andrew Crabtree, ac.ikl@cbs.dk

Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship, Kai Hockerts, kho.ikl@cbs.dk

Social Innovation Camp: Creating Sustainable Tools and Business Models, Kristjan Jespersen, kje.ikl@cbs.dk

Sustainable Business Strategy and Innovation, Anders Ørding Olsen, aoo.ino@cbs.dk

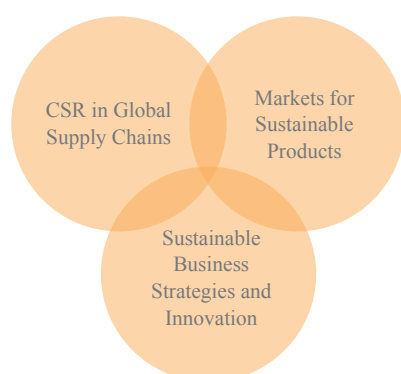
Sustainable Management Accounting and Finance, Cristiana Parisi, cp.om@cbs.dk

MINORS FOR SPECIALISATION

SUSTAINABLE BUSINESS

The purpose of this minor is to supply students with the theories, concepts and methods necessary to develop sustainable business strategies. This includes exploration of opportunities and barriers for responsible supply chain management and sustainability driven innovation.

Anders Ørding Olsen
aoo.ino@cbs.dk



BUSINESS AND DEVELOPMENT

This minor in business and development studies works to strengthen student competences and skills in relation to future positions in firms and organisations that work with and in developing countries and emerging markets.

Michael Wendelboe Hansen
mwh.ikl@cbs.dk



SOCIAL ENTREPRENEURSHIP

This minor equips students with the tools needed to develop earned-income strategies for charities and to launch social enterprises, as well as to manage humanitarian and not-for-profit organisations more efficiently.

Kai Hockerts
kho.ikl@cbs.dk



WHAT IS A MINOR?

Comprised of three elective courses totalling 22.5 ECTS, minors are shorter programmes that award students with a certificate upon conclusion as part of a master diploma. 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.

EXAMPLES OF ELECTIVES

STUDENT FIELD STUDY IN UGANDA

For the past three years CBS has taken 20 master students on a 20-day field study trip to Uganda as part of the elective course *Entrepreneurship and Private Sector Development in Uganda*. In Uganda CBS students work in groups with students from Makerere University Business School in Kampala and carry out research projects on entrepreneurship and private sector development.

Søren Jeppesen
sj.ikl@cbs.dk

Thilde Langevang
tl.ikl@cbs.dk

GREEN INNOVATION IN CITIES

Developed by Copenhagen Innovation and Entrepreneurship Lab (CIEL), this programme consists of eight elective courses at master level and two summer schools, all of which address the themes of urban greening, urban flows and green energy. The courses are cross-disciplinary and attended by students from CBS, the University of Copenhagen and the Technical University of Denmark. In addition the programme offers the cross-disciplinary, cross-institutional and cross-cultural courses *The Beijing-Copenhagen Climate Challenge* and *The Delhi-Copenhagen Urban Challenge*.

Luise Noring
ln.mp@cbs.dk

SUSTAINABLE MANAGEMENT ACCOUNTING AND FINANCE

This course aims to provide students with an appreciation of the broader context of corporate performance, disclosure and finance in the context of sustainability and social justice. At the end of the course students are expected to have gained both a sound theoretical understanding and a practical grasp of sustainability in relation to the fields of accounting, management accounting and finance.

Christiana Parisi
cp.om@cbs.dk

MASSIVE OPEN ONLINE COURSES

CBS MOOC SERIES

CBS began offering massive open online courses (MOOCs) on the online platform Coursera in 2014. This type of teaching enables participants to expand their business skills regardless of geographical location, occupation or educational level.

Through the CBS MOOC series we now have the great pleasure to offer free learning opportunities to people who previously may not have had access to quality business school level education.

Vice Dean for Learning
Annemette Kjærgaard

Current CBS MOOC courses include *Social Entrepreneurship* and *Neuromarketing*, while *Leadership in the 21st Century* will be offered in 2015. Updates available on Twitter: @cbsCOURSERA.

Annemette Kjærgaard
amk.ikl@cbs.dk

SOCIAL ENTREPRENEURSHIP MOOC

In September 2014 CBS introduced its first MOOC on social entrepreneurship (S-ENT). In excess of 26,000 people from more than 180 countries signed up for this 12-week online course on how to create societal impact through S-ENT. Students were introduced to S-ENT examples and guided through the process of identifying an opportunity to address social problems, in addition to how to outline their ideas in a business plan. At the end of the course business plans were submitted by 270 participants and five of those plans made it to the finals. This MOOC is based on the S-ENT minor (p. 15). Updates available on Twitter: @cbsSENT.

Kai Hockerts
kho.ikl@cbs.dk

Kristjan Jespersen
kje.ikl@cbs.dk

Social Entrepreneurship MOOC's Business Plan Competition

1st prize: 6,000 USD

Sun for Life

Aims to empower Indian women to produce and market solar dried foods

2nd prize: 3,000 USD

Robin Goods

French-based fair trade importer that provides market access for marginalised artisans from developing countries

3rd prize: 1,000 USD

Amount individually awarded to three different business plans

CBS CONGRATULATES PHD GRADUATES

In 2013-2014 CBS awarded 91 PhD degrees, of which 19% involved a topic related to responsible management education. The vast majority of these PhD graduates now have assistant professor positions at CBS.

Of the PhD students enrolled at CBS in 2014, 21% were conducting research on a topic related to responsible management education. These PhD projects are listed in detail under Principle 4 according to topic (p. 20).

Winner of 2013 PhD Cup

Maja Rosenstock won the 2013 Danish PhD Cup for her PhD thesis, which focused extensively on the Danish retail-chain Coop and its CSR dilemmas.

Maja Rosenstock, PhD
Founder of CSR Praksis
maja@csrpraksis.dk



21%

of ongoing PhD projects at CBS in 2014 were related to responsible management

METHODS FOR RESPONSIBLE MANAGEMENT EDUCATION

PRINCIPLE 3

The aim of CBS' case writing initiative is to energise the development of teaching cases across CBS and has led to publication of the free *CBS Case Collection on Responsible Management Education*. In 2013-2014 CBS also expanded its work with faculty development beyond CBS by hosting a programme for external faculty and by co-leading the UN PRME Working Group on Faculty Development.

CASE WRITING INITIATIVE

Coordinated by the CBS Office of Responsible Management Education, the case writing initiative has become an established vehicle for developing teaching cases of high quality. As a result the free *CBS Case Collection on Responsible Management* was launched in January 2014 and currently consists of 10 cases, with more than six cases expected to be added in 2015.

To promote teaching of the cases worldwide, they are available free of charge at casecentre.org. At the close of 2014, in excess of 270 universities from almost 60 countries had downloaded cases. This represents not only a stepping stone

towards integrating responsible management in business school curricula at CBS and beyond, but it also engages faculty across all CBS departments in responsible management education.

My cases have been closely related to the learning objectives of the courses that I teach, but also to my research. By focusing on responsible management the cases help students realise the complexity of decision making.

Assistant Professor Jacobo Ramirez

Compared to especially North American universities, CBS does not have a long tradition for case-based teaching. Hence

developing cases related to responsible management also signifies a committed effort to energise the discipline of writing and teaching cases in general. In that regard this is a welcome opportunity to thank the experienced case writers at CBS who kindly assisted in developing the case writing initiative as well as the cases.

Marie Koustrup Frandsen
mkf.ikl@cbs.dk

Dana Minbaeva
dm.smg@cbs.dk

CASES RECENTLY DEVELOPED THROUGH THE CASE WRITING INITIATIVE

Marius the Giraffe

By: Lisbet Pals Svendsen
lps.ibc@cbs.dk

Keywords: Corporate communication, crisis communication, organisational behaviour, ethics, reputation management, social media, Copenhagen Zoo

Origo Resurs

By: Ester Barinaga
eb.mpp@cbs.dk

Keywords: Social entrepreneurship, Sweden, rehabilitation, leadership, stakeholder management, social capital, social change, scale-up strategy, value-driven organisation

Lundbeck

By: Karin Buhmann
kbu.ikl@cbs.dk

Keywords: Human rights, lethal injections, international business, corporate communications, ethics, crisis management, UN Guiding Principles

A 'Milky Way' from Denmark to Latin America

By: Jacobo Ramirez
jra.ikl@cbs.dk

Keywords: Arla, Latin America, market creation, emerging markets, international business, dairy industry, Mexico, low-income consumers

FACULTY DEVELOPMENT RESPONSIBLE MANAGEMENT EDUCATORS

INTERNAL FACULTY TRAINING

New assistant professors at CBS are required to follow the Assistant Professor Programme to development their teaching competences. As part of the programme CBS offers an elective academic development course focusing on responsible management.

The aim of the programme is to inspire and help educators, course coordinators and programme directors to think about their role as management educators, posing the question of what a responsible management educator does. This includes discussions of how a responsibility dimension could be implemented in teaching and degree programmes – specifically as regards to curriculum design, didactics and interactional aspects. Twenty-six CBS faculty participated in the programme in 2013-2014.

Kai Hockerts
kho.ikl@cbs.dk

Maribel Blasco
mbl.ibr@cbs.dk

UN PRME WORKING GROUP

As UN PRME Champions, CBS, Babson College and IILM initiated and are leading the UN PRME Working Group on Faculty Development, which involves 12 international business schools. The working group maps ongoing faculty development activities and identifies needs for further development.

As part of this initiative the group is developing a survey that examines how business schools work with faculty development in regards to responsible management education. The pilot survey was introduced at the PRME Champions meeting in July 2014 in New York. Based on feedback from the pilot, the final survey was adjusted and sent to PRME signatories in autumn 2014. The ambition is to present the survey results at the Global Forum for Responsible Management Education in June 2015 in New York.

Kai Hockerts
kho.ikl@cbs.dk

Martiina Srkoc
tmms.ikl@cbs.dk

Preliminary Results of Faculty Development Survey

The survey was responded to by 171 people from 146 PRME schools worldwide.

Results showed a general correlation between the disciplines respondents felt needed faculty development training related to PRME and the actual training received. A significant discrepancy existed, however, between perceived need and actual training within the finance and economics disciplines.

Of the respondents, 52% indicated that their schools had formal PRME faculty development activities.

In 2015, 7-10 qualitative interviews will also be conducted to:

- Elicit more in-depth knowledge on faculty development activities in the schools worldwide
- Showcase good practices





PRME PROGRAMME FOR EXTERNAL FACULTY

In May 2014 CBS hosted a three-day programme, *Launching and Implementing a Responsible Management Education Programme*, for the first time and gathered 20 business school staff from 11 countries at CBS to learn and share experiences on implementing PRME.

Co-hosted by CBS Executive, the programme targeted schools in the launch phase of implementing PRME and schools that have promoted PRME and its implementation for many years but who would like to compare notes with their peers in a dedicated environment.

The attendees discussed how to implement the philosophy of responsible management into teaching, research and administration at business schools. This included topics such as responsible management in core and elective curricula; social outreach; and the inclusion of responsible management education into the university brand and related communication activities.

We came to this programme mainly to learn from the very best. This helps us to better prepare for how we plan to implement PRME and gain the inspiration of our colleagues.

Associate Dean Alison Lloyd
Hong Kong Polytechnic University

CBS plans to offer the programme again in 2015.

Kim Pedersen
kp@cbs-executive.dk

Kai Hockerts
kho.ikl@cbs.dk



External Faculty Programme, May 2014

RESEARCH ON RESPONSIBLE MANAGEMENT PRINCIPLE 4

CBS has an excellent research track record in areas related to responsible management, such as CSR, sustainability, social entrepreneurship and development studies in the form of journal articles, books, research projects, conferences, workshops and PhD projects.

PUBLICATIONS

Relevant research projects active in 2013-2014, conferences and workshops are listed on the following pages according to topic. This list also includes relevant centres, clusters and platforms that drive research activities related to responsible management. Related ongoing PhD projects are also mentioned.

On the next page a few examples of articles published in recognised journals are mentioned, in addition to selected books recently published by CBS faculty.

	2009	2010	2011	2012	2013	2014
Total number of peer-reviewed articles	411	458	467	449	521	563
Peer-reviewed articles related to responsible management	32	57	62	52	71	86
FT45 ¹⁾ articles related to responsible management	-	-	4	7	15	15

¹⁾ The top 45 journals used by the *Financial Times* to compile the business school research rank.

SUPPORT FOR PUBLICATIONS

In an effort to further strengthen research publications, the CBS Office of Responsible Management Education has invited CBS faculty to apply for funding to support research publications in responsible management that have already progressed significantly but are in need of additional work before they can be submitted for publication.

Bersant Hobdari
bh.int@cbs.dk

27%

of the articles by CBS faculty in FT45 journals published in 2014 covered a topic related to responsible management

“I am proud that CBS is consistently ranked among top business schools in international comparisons, when it comes to publications in the area of responsible management education. In 2013-2014, CBS faculty published 30 articles related to responsible management in FT45 journals, which clearly reflects CBS’ commitment to the area.”

Peter Møllgaard
Dean of Research



SELECTED JOURNAL ARTICLES PUBLISHED BY CBS FACULTY	
<p>Complete and Partial Organizing for Corporate Social Responsibility Andreas Rasche, Frank de Bakker, Jeremy Moon <i>Journal of Business Ethics</i>, 115(4), 2013, pp. 651-663.</p>	<p>CSR as Aspirational Talk Lars Thøger Christensen, Mette Morsing, Ole Thyssen <i>Organization</i>, 20(3), 2013, pp. 372-393.</p>
<p>Top Management Team Nationality Diversity and Firm Performance: A Multilevel Study Bo Bernhard Nielsen, Sabina Nielsen <i>Strategic Management Journal</i>, 34(3), 2013, pp. 373-382.</p>	<p>Discussion of Accounting and Sweatshops: Enabling Coordination and Control in Low-Price Apparel Production Chains Jan Mouritsen <i>Contemporary Accounting Research</i>, 31(2), 2014, pp. 347-353.</p>
<p>Combining Purpose with Profits Julian Birkinshaw, Nicolai Juul Foss, Siegwart Lindenberg <i>MIT Sloan Management Review</i>, 55(3), 2014, pp. 49-56.</p>	<p>Corporate Social Responsibility and Sustainability in Scandinavia: An Overview Robert Strand, Edward Freeman, Kai Hockerts <i>Journal of Business Ethics</i>, forthcoming.</p>
<p>Automatically Green: Behavioral Economics and Environmental Protection Cass Sunstein, Lucia Reisch <i>Harvard Environmental Law Review</i>, 38(1), 2014, pp. 127-158.</p>	<p>Conscience as Control: Managing Employees through CSR Jana Costas, Dan Kärreman <i>Organization</i>, 20(3), 2013, pp. 394-415.</p>

RESEARCH TALENT AWARD

Robert Strand, assistant professor, received the Nykredit Foundation's 2013 Research Talent Award for his extensive pioneering CSR research on topics such as sustainability in a Scandinavian context, the commitment of top management teams to sustainability and CSR, and the Scandinavian cooperative advantage, a concept he developed in collaboration with Professor Edward Freeman.

Empirically Strand's work draws on and compares data from the US and Scandinavia, adding a valuable and relevant dimension to the advance of the theory and practice of sustainability and CSR in context. In autumn 2014 Strand became the executive director of the Haas Center for Responsible Business, but is still affiliated with CBS.

Robert Strand
rs.ikl@cbs.dk

SELECTED BOOKS RECENTLY PUBLISHED BY CBS FACULTY

Corporate Social Responsibility: A Very Short Introduction



Jeremy Moon. Oxford University Press, 2014, 152 pages.

This short guide explores the role of CSR in various economic, social, political and managerial contexts and considers not only the many positives but also the challenges CSR can present for companies, societies and governments worldwide.

Blod, sved og tårer: Om ansvar og skyld i ledelse (in Danish)



Camilla Sløk. Djøf, 2014, 113 pages.

This book provides examples of managers who explain how guilt and responsibility are negotiated in their organisations. In the past 15 years the salary of top management has increased steadily. This is due to an increase in responsibility towards the development of the organisations and their relevance to society. But are managers ready to take on the responsibility if things are going wrong?

Corporate Social Responsibility



Esben Rahbek Pedersen. SAGE Publications Ltd., 2015, 312 pages.

This textbook provides not only comprehensive knowledge about and an understanding of the history of CSR, its key drivers, main theoretical perspectives and dominant practices in the business community, but also, more crucially, it explains how to implement CSR in practice.

CORPORATE SOCIAL RESPONSIBILITY



INTRODUCTION TO RESEARCH ON CORPORATE SOCIAL RESPONSIBILITY AT CBS

Recognising the broad and diverse nature of CSR, CBS embraces research from a variety of perspectives spearheaded by the CBS Centre for Corporate Social Responsibility (cbsCSR), which unites more than 40 scholars from e.g. communication, philosophy, political science, behavioural science and law. Recent key CSR activities include establishment of the World-Class Research Environment Governing Responsible Business and the From Rio to Roskilde Roundtrip project (p. 49). An emerging research group on diversity has also contributed to strengthening CSR at CBS.

CORPORATE SOCIAL RESPONSIBILITY

GOVERNING RESPONSIBLE BUSINESS

Through its World-Class Research Environment initiative, CBS established Governing Responsible Business (GRB) in 2014, which will run for a five-year period. Emerging from the Department of Intercultural Communication and Management, GRB is dedicated to create a thriving context for research located at the intersection of socio-economic governance and responsible business. The 13 researchers associated with GRB reflect on the ways in which businesses act as governance takers and governance makers, and how these roles affect firms' responsibilities towards society.

Andreas Rasche
ara.ikl@cbs.dk

Janni Thusgaard Pedersen
jtp.ikl@cbs.dk



GLOBAL VALUES

This EU-funded project is designed to develop a framework for assessing tools measuring the impact multinational corporations have on issues like sustainable development, human rights, transparency and anti-corruption. Based on cases from Tanzania, Bangladesh and South Africa the project sheds light on institutional arrangements; analyses systems of governance for responsible business practices; explores responsible competitiveness; assesses the complementarity of public and private sector activities; and provides recommendations for decision makers in business, policymaking and NGOs.

Lucia Reisch
lr.ikl@cbs.dk

Andrea Farsang
anfa.ikl@cbs.dk



CORPORATE SOCIAL VOLUNTARISM

This project, supported by the Danish Council for Independent Research, aims to understand the political conditions under which multi-national corporations engage in voluntary CSR activities. A survey of 60 Danish firms doing business in China showed that, apart from role models such as Novozymes and Novo Nordisk, involvement in CSR activities was rather low. In addition, an increased professionalisation of CSR was also observed.

Antje Vetterlein
av.dbp@cbs.dk



CORPORATE SOCIAL RESPONSIBILITY

IMPACT OF CSR

Concluded in the fall 2013 the overall objectives of the *IMPACT* project were to assess, measure and monitor the economic, societal and environmental impacts arising from CSR practices in Europe.

As one of 16 research institutions in the consortium, CBS has specifically contributed to writing national actions plans on CSR and company best practices and recommendations, including the *Practitioners' Handbook on Assessing and Developing CSR Impact*. The EU Commission's Directorate General for Research provided funding for the project.

Jette Steen Knudsen
jsk.dpb@cbs.dk

Steen Thomsen
st.int@cbs.dk



GLOBAL SHIPPING AND CSR

This international workshop gathered 24 participants from industry and academia at CBS in November 2013 to address CSR and sustainability challenges in the shipping industry. In particular this included the rise of new modes of public-private co-regulatory governance.

The workshop was organised by Hans Krause Hansen and Henrik Sornn-Friese in collaboration with Jane Lister from the University of British Columbia, Canada.

Hans Krause Hansen
hkh.ikl@cbs.dk



CENTER FOR CORPORATE GOVERNANCE

The Center for Corporate Governance (CCG) focuses on enhancing corporate governance standards in a domestic and an international context. CCG firmly believes that this is one of the most impactful ways to create a better society for all stakeholders.

During 2013-2014, CCG focused particularly strongly on training board members and other top executives in various industries, with emphasis on sharing best practices combined with leading research findings.

Lars Christian Ohnemus
lco.int@cbs.dk



CBS CENTRE FOR CORPORATE SOCIAL RESPONSIBILITY (CBSCSR)

Founded in 2002 cbsCSR brings together a strong interdisciplinary network of international researchers. The centre is internationally recognised as a leading academic knowledge hub for CSR, sustainability and business ethics.

Upon publication of this report, the centre had 41 members, consisting of seven professors, eight associate professors, four assistant professors, 13 PhD students, three research assistants, one centre manager, one professor emeritus and four adjunct professors. Moreover cbsCSR has numerous international guests joining the centre as visiting professors and guest PhD students.

In 2013-2014 cbsCSR was involved in a number of research projects, including: MISTRA Future Fashion; I.Family Study; Nordic Network for Sustainability; Nudge-it; EU-InnovatE; Global Values; Water Efficient Dairies; Multi-Stakeholder Initiatives in the Cotton Value Chains of South Asia; From Rio to Roskilde Roundtrip; and Business and Human Rights. The centre was also the driving force behind the establishment of the World-Class Research Environment Governing Responsible Business in 2014 (p. 23).

Centre Director Esben Rahbek Pedersen
erp.ikl@cbs.dk

Centre Manager Janni Thusgaard Pedersen
jtp.ikl@cbs.dk

COMMUNICATION AND MEDIA

RESPONSIBLE BUSINESS IN THE BLOGOSPHERE

This project, run by CBS and the Technical University of Denmark, investigated how the reputations of companies as being responsible are constructed online in virtual social networks. The project concluded in 2013 and resulted in two main tools: a sentiment tracking tool for online stakeholder conversations on CSR and a tool for tracking changes in company descriptions on Wikipedia.

Mette Morsing
mm.ikl@cbs.dk



THE PARADOX OF ACTIVISM

This project explores the ways in which management of a company's visibility and reputation can impact the empowerment activists can potentially achieve by using social media platforms. This includes exploration of how social media provides corporate actors and governments with new possibilities for monitoring activists they deem to be a potential risk. The project is funded by the Danish Research Council for Independent Research.

Julie Uldam
ju.ikl@cbs.dk



TALK & ACTION ON SUSTAINABILITY

This project endeavours to examine the theoretical, conceptual and empirical dimensions of organisational discourse and behaviour in relation to sustainability, primarily focusing on companies with well-integrated sustainability communication practices and branding to further understand the tension between talk and action. The project is a pilot study designed to support a future research proposal on this topic.

Lars Thøger Christensen
ltc.ikl@cbs.dk

Mette Morsing
mm.ikl@cbs.dk



CSR AND COMMUNICATION

In June 2013 Julie Uldam, Anne Vestergaard and Dennis Schoeneborn organised a preconference to the annual International Communication Association conference. With CSR and communication as the common theme, the preconference consisted in a series of keynote talks from some of the field's most prominent scholars and a number of parallel paper sessions. Cass Business School hosted the preconference.

Anne Vestergaard
av.ikl@cbs.dk



CORPORATE CITIZENSHIP

Jeremy Moon and Dirk Matten (York University, Canada) co-convoked a panel symposium on Corporations, Citizenship and Emerging Digital Technologies at the Academy of Management (AoM) Annual Meeting in August 2014. CBS faculty Andreas Rasche, Dennis Schoeneborn and Mette Morsing were involved in the symposium, which was selected as a showcase symposium because of its alignment with the overall AoM 2014 theme of The Power of Words.

Jeremy Moon
jmo.ikl@cbs.dk



NON-FINANCIAL REPORTING

In September 2013 the 9th EIASM Interdisciplinary Workshop was held at CBS and the overall theme was intellectual capital measurement and management. The workshop focused especially on integrated reporting, which is becoming increasingly relevant in the CSR and sustainability literature, as well as globally for scholars and practitioners, especially due to the forthcoming EU Directive on non-financial reporting. Approximately 80 people participated in the workshop.

Cristiana Parisi
cp.om@cbs.dk

Jan Mouritsen
jm.om@cbs.dk



COMMUNICATION AND MEDIA

DECOUPLING IN CORPORATE RESPONSIBILITY STANDARDISATION

This project focuses on theory building in the dynamics of decoupling and (re-) coupling in global corporate responsibility (CR) standardisation, which is the semi-voluntary self-regulation of global industries. Drawing on computer-based simulations, the study explores the boundary conditions and mechanisms under which the ceremonial adoption of CR standards by organisations leads to the substantive adoption of CR standards in a field or industry.

Dennis Schoeneborn
dsc.ikl@cbs.dk

Patrick Haack
patrick.haack@business.uzh.ch



GENDER AND DIVERSITY

WOMEN IN BUSINESS SCHOOLS

Based on a survey sent to the European members of the European Foundation for Management Development (EFMD), this study examines how management at European business schools addresses the issue of ensuring that similarly qualified male and female researchers advance through the academic pipeline at roughly the same rate. Based on statistics for PhD students, business schools have been unable to recruit or retain female faculty members in numbers reflecting the gender composition of the potential talent pool. The project is funded by EFMD.

Lynn Roseberry
lr.mpp@cbs.dk



THE SPECIALISTS

Working jointly with Thorkil Sonne, the founder of Specialisterne, which is a Danish company that has pioneered bringing people with autism into the technology workforce, this project rethinks the traditional practice of human resource management to make it more inclusive of differently-abled people. In view of expected talent shortages in the tech industry, and also in view of the need for innovation, there are both practical and responsible management reasons for doing so. Notable collaborators in this project include the German software company SAP.

Robert Austin
rb.mpp@cbs.dk



WOMEN ON BOARDS

The aim of this project is to explore the role of networks in women gaining access to board positions. This project will look at networking as a bottom-up phenomenon for board access compared to more top-down measures such as quotas, and will examine individual, organisational and institutional tools that can support networking for women to improve gender balance and equality. A Marie Curie Intra-European Fellowship provided support for this project.

Florence Villeseche
fv.int@cbs.dk



LEADERSHIP AND DIVERSITY

During the reporting period, CBS hosted two key workshops on diversity and inclusion. The first workshop took place in January 2013, had 60 participants and focused on organisational diversity practices in order to create interdisciplinary dialogue between researchers and practitioners.

Held in December 2014 the other workshop had 50 attendees and was aimed at strengthening the ties between CBS scholars and international collaborators.

Robyn Remke
rr.ikl@cbs.dk

Annette Risberg
ari.ikl@cbs.dk



DIVERSITY IN JAPAN

This study on seven multinational companies (MNCs) in Tokyo shows that even though diversity management and the inclusion of women in the workforce are highly prioritised by the Japanese government, Japanese companies are not geared for this task. While they are proficient in their inclusion of employees with disabilities, Japan could benefit from looking at MNCs to help with the inclusion of women in the workforce. The project was funded by the Japan Foundation and its results will be published in a book in 2015.

Lisbeth Clausen
lc.ikl@cbs.dk



BUSINESS AND HUMAN RIGHTS

BUSINESS AND HUMAN RIGHTS

The objective of this three-day workshop, held at CBS in March 2014, was to explore the need and opportunities for interdisciplinary research, academic publications and teaching in the emerging field of business and human rights and its management implications. The workshop was funded by the European Science Foundation and gathered 19 scholars from European institutions. It resulted in the establishment of an interdisciplinary research and teaching network called The BHRight Initiative, which has participants from various European business and law schools.

Karin Buhmann
kbu.ikl@cbs.dk



THE POWER OF HUMAN RIGHTS

Initiated by the German Philosophical Society's Research Group on Philosophy, Economics and Ethics, this two-day workshop gathered 15 international experts and professors at CBS and Roskilde University in November 2013. The participants discussed the notion of human rights with regard to e.g. ethics and legal theory, CSR and the globalisation of business markets. They also compared the UN Global Compact initiative with the Guiding Principles approach.

Jacob Dahl Rendtorff
jdr.mpp@cbs.dk



CSR LEGAL RESEARCH NETWORK

CBS is represented in the CSR Legal Research Network (CSRLRN) by Karin Buhmann as chair and Eskil Riskær as a board member (until September 2014). The main goal of the network is to connect scholars in the combined fields of CSR and law. In November 2013 CSRLRN co-organised an international meeting for scholars and practitioners held at Aarhus University, Denmark. The meeting focused on National Contact Points, mediation and complaint handling institutions based on the OECD's Guidelines for Multinational Enterprises.

Karin Buhmann
kbu.ikl@cbs.dk

ONGOING PHD PROJECTS ON CORPORATE SOCIAL RESPONSIBILITY

The Intersection of Ethics & Compliance and CSR Angeli Weller, aw.ikl@cbs.dk	CSR in Afghanistan: The Mobile Telecommunication Industry Sameer Azizi, saa.ikl@cbs.dk
Social Risk Management in Emerging Market Mining Jacob Taarup, jta.ikl@cbs.dk	Responsible Business and Governance in the Faroese Oil Industry Arni Jóhan Petersen, ajp.ikl@cbs.dk
Sustainable Public Procurement of Medical Technology Giovanna Vettorato, gv.om@cbs.dk	The Role of CSR in Joint Ventures Morten Hove Henriksen, mhh.ikl@cbs.dk
Big Gift: Public Philanthropic Partnering in Praxis Henrik Mahncke, hm.dbp@cbs.dk	Sustainability-Focused Identity Construction Stine Hedegaard, shj.ioa@cbs.dk
Managing Institutional Complexity in Hybrid Organisations Janni Thusgaard Pedersen, jtp.ikl@cbs.dk	Selling Institutional Change through Relational Work Verena Girschik, vg.dbp@cbs.dk
CSR in the Danish Shipping Industry Jan Skovgaard, js.ino@cbs.dk	The Impact of Public Supplier Requirements on the Work Environment Dorte Boesby Dahl, dbd.ikl@cbs.dk
Leadership to Prevent Absenteeism Due to Mental Health Problems Pernille Pedersen, ppe.mpp@cbs.dk	Work Uniforms for Women in Male Dominated Professions Mari Bjerck, mbj.ikl@cbs.dk
Immigrants as Managers in Norway Tanya Skjønhaug, ts.ikl@cbs.dk	Design Principles for Developing Big Social Data Analytics Tools Abid Hussain, ah.itm@cbs.dk

FØDEVARER

Der er store miljømæssige udfordringer forbundet med fødevarer. Forbruget lægger beslag på mange naturessourcer, og omkring en tredjedel af alle fødevarer når aldrig frem til forbrugernes maver. Derfor skal vi finde måder at reducere vores forbrug og minimere madspild og økologisk belastning på. Det kan gøres på mange måder, og her er nogle ideer til, hvordan man kan gøre det i forbindelse med arrangementer og på arbejdspladser.

Formålet med dette delprojekt er at undersøge, hvordan man kan optimere produktion og forbrug af fødevarer, og hvordan man kan placering, musik og lys kan påvirke vores adfærd og reducere vores eterspørgslen.

Resultaterne fra delprojektet viser, at der er mange muligheder for at reducere madspild og økologisk belastning. Det kan gøres på mange måder, og her er nogle ideer til, hvordan man kan gøre det i forbindelse med arrangementer og på arbejdspladser.

Resultaterne fra delprojektet viser, at der er mange muligheder for at reducere madspild og økologisk belastning. Det kan gøres på mange måder, og her er nogle ideer til, hvordan man kan gøre det i forbindelse med arrangementer og på arbejdspladser.

Delprojektet samarbejder med firmaet for at undersøge, hvordan man kan optimere produktion og forbrug af fødevarer, og hvordan man kan placering, musik og lys kan påvirke vores adfærd og reducere vores eterspørgslen.

På arbejdspladser kan man gøre det ved at optimere produktion og forbrug af fødevarer, og hvordan man kan placering, musik og lys kan påvirke vores adfærd og reducere vores eterspørgslen.

SUSTAINABILITY



INTRODUCTION TO SUSTAINABILITY RESEARCH AT CBS

Supported by CBS Sustainability Platform and external funds from, for example the EU Commission, the Danish Council for Strategic Research, the Carlsberg Foundation, the VELUX Foundation and the Rockwool Foundation, CBS has a broad variety of research streams related to sustainability represented by faculty from a variety of disciplines across CBS. In addition to topics such as strategy and management of sustainability issues, research on climate, the environment and innovation is gaining a strong foothold at CBS, as reflected by the large number of PhD projects originating from nine different departments. The research is characterised by a high degree of interdisciplinarity and close affiliation with practice.

STRATEGY AND LEADERSHIP

TIME HYBRIDS IN STRATEGY

Global sustainability challenges increasingly put pressure on companies to combine traditional short-term strategies with longer time frames and non-financial targets. This project examines the empirical and theoretical premises for new temporal orientations in sustainability strategising through qualitative data (interviews with corporate managers, reports, ethnographic observations) and the sociological theorising of time and agency. The project is funded by Carlsberg Foundation.

Christina Berg Johansen
cbjo.ioa@cbs.dk



A MARKETING PERSPECTIVE

This project addresses the role and impact of a marketing perspective on the commitment of companies to sustainability. Based on a quantitative survey of 500 marketing executives in Danish and Swedish firms, the project clarifies what a strong commitment to sustainability presupposes in terms of leadership style, company values and strategic orientations. Another primary contribution concerns the potential for marketing to make a difference as well as suggestions on how to enact a champion role in a sustainability context.

Karin Tollin
kt.marktg@cbs.dk



SCANDINAVIAN SUSTAINABILITY

This project explores the foundations for claims that Scandinavian companies are leaders in CSR and sustainability. It covers a number of supporting initiatives, including the launch of the Nordic Network for Sustainability, which comprises universities across the Nordic region and beyond, in particular in North America. The network builds on the Nordic Centre for Corporate Responsibility, launched in 2006 and originally made possible by a generous grant from Mads Øvlisen. The *Journal of Business Ethics* will also publish a special issue on the topic by Robert Strand, Edward Freeman and Kai Hockerts.

Another outcome of the project was the Sustainability in a Scandinavian Context Conference hosted at CBS in June 2013, which gathered more than 125 scholars and practitioners to address sustainability in the Scandinavian context and the possibilities for transferring these insights to a wider context. As a complementary initiative, the inaugural meeting of the PRME Chapter Nordic was held at the conference (p. 48).

Robert Strand
rs.ikl@cbs.dk



COPENHAGEN SUSTAINABILITY INITIATIVE

Together with the University of Copenhagen and the Technical University of Denmark, CBS Sustainability Platform launched the Copenhagen Sustainability Initiative (COSI) in November 2014. This cross-disciplinary cooperation endeavours to build a regional platform for sustainability in Copenhagen by establishing joint activities for research, education and outreach, such as public-private partnerships and a joint certificate programme in sustainability offered to students at master level.

Mette Morsing
mm.ikl@cbs.dk



Stefano Ponte
sp.dbp@cbs.dk



CLIMATE AND ENERGY

SUSTAIN

This project addresses how the concept of sustainability can be operationalised and transformed into strategic performance measures for national transport planning, and how this type of knowledge about organisational forms and planning processes contributes to the achievement of such sustainability measures. The project is being carried out in collaboration with the Technical University of Denmark supported by the Danish Council for Strategic Research.

Carsten Greve
cg.dbp@cbs.dk



INTERNATIONAL SHIPPING

Financed by the Danish Maritime Fund this project is working to identify ways to enhance maritime energy efficiency. International shipping contributes approximately three percent of global CO₂ emissions and maritime emission levels are expected to rise further in the coming decades. Technologies for fuel saving and emission reduction are available but incentives within the industry work against technology take-up.

René Taudal Poulsen
rtp.ino@cbs.dk



DENMARK'S CO₂ FOOTPRINT

The purpose of this project is to construct a comprehensive measure of Denmark's CO₂ footprint using an aggregate consumption-based measure of CO₂ emissions. The indicator is the total emissions from Danish production consumed domestically, plus the emissions of the net imports of goods and services. It was found that relative to the country's GDP, the level of Denmark's emissions is low, but CO₂ emissions per person are high compared to the other countries, such as China, Brazil and India. The Rockwool Foundation has provided EUR 400,000 for this project.

Anders Sørensen
as.eco@cbs.dk



SUSTAINABILITY PLATFORM – A BUSINESS IN SOCIETY PLATFORM

Launched in 2011 the Sustainability Platform engages in research, education and outreach activities to promote and enhance focus on sustainability across CBS. To date the platform has provided seed funding to more than 55 cross-departmental research projects at CBS. Research activities also include the establishment of five cross-disciplinary research clusters in an effort to identify CBS' approach to sustainability within the following themes:

- Sustainable transitions in developing and emerging economies
- Governing sustainability
- Communicative dimensions of sustainability
- Corporate governance and leadership for sustainability strategy
- Sustainability in the post-growth economy

Professor Jeremy Moon, formerly at Business University of Nottingham, was given the VELUX Chair of Corporate Sustainability in May 2014. With his appointment, CBS gained a top researcher who for many years has garnered global recognition for his pioneering research, award-winning teaching and influential collaboration with companies and politicians.

The platform hosts the Sustainability Seminar Series with internationally renowned researchers and CBS colleagues; supports student organisations engaged in sustainability; and engages with external partners, such as the Maersk Group, Deloitte, the Confederation of Danish Industries and the Danish Business Authority.

Since 2011 the platform has secured EUR 4.5 million in external funds, which includes a EUR 2.04 million grant from the VILLUM Foundation to recruit a VELUX Professor of Corporate Sustainability, one postdoc and one PhD student. In addition the grant includes EUR 135,000 to support CBS student activities on sustainability.

Academic Director Mette Morsing
mm.ikl@cbs.dk

Academic Director Stefano Ponte
sp.dbp@cbs.dk

Project Manager Luisa Murphy
lmu.ikl@cbs.dk

SMART ELECTRICITY MARKETS

The *TotalFlex* project's vision is to develop a cost-effective, market-based system that utilises total flexibility in energy demand and production while simultaneously taking balance and grid constraints into account. This approach will support Denmark in reaching its goal of 50% renewables in 2020 and freedom from fossil fuels in 2050. Energinet.dk has awarded EUR 3.6 million to the research consortium.

In a similar vein CBS, represented by Peter Møllgaard, is involved in the *5s – Future Electricity Markets* project, which is being led by the Technical University of Denmark and supported with EUR 1.5 million in funding from the Danish Council for Strategic Research. This project focuses on what future electricity markets may look like, with new consumption patterns and increased coupling with neighbouring power systems.

Peter Møllgaard
hpm.eco@cbs.dk



Peter Bogetoft
pb.eco@cbs.dk

CITYLOGSITIK-KBH

With the goal of reducing congestion and the negative environmental side effects of the transportation of goods in Copenhagen, this three-year demonstration project established a consolidation centre where transport operators can deliver their goods. From there, Citylogistik-kbh then delivers the goods to consignees in the city centre in optimised electric vehicles. The project is supported by the Danish Transport Authority and is a collaboration between the City of Copenhagen and researchers from CBS and the Technical University of Denmark.

Britta Gammelgaard
bg.om@cbs.dk



WASTE MANAGEMENT

After joining CBS in 2014 Maria Zapata continues her research projects with the University of Gothenburg. This includes the project *From Waste Management to Waste Prevention*, which aims to identify and explain gaps between planning and implementation for sustainable development based on the case of waste prevention in Sweden.

Another research project will work to explain the challenges and potential solutions for the co-production of participatory waste management services in informal settlements based on a case study of the city of Kisumu, Kenya.

Maria Zapata
mz.ioa@cbs.dk



NETWORKS IN RENEWABLE ENERGY

With China being the largest market for renewable energy, the focus of this project is to study innovation strategies in the wind turbine, solar and bio-fuel industries of Danish firms in China and of Chinese firms in Europe. The project is supported by the Sino-Danish Center for Research and Education in Beijing and involves CBS, Aarhus University (Denmark), the University of Chinese Academy of Science and Tsinghua University (China).

Stine Haakonsson
sh.dbp@cbs.dk



WATER EFFICIENT DAIRIES

This project aims to reduce water consumption in the Danish dairy industry while also taking into account the dairies' finances, food safety, work environment and environmental conditions. The project is a partnership between industry, NGOs, interest organisations and knowledge institutions, one of which is CBS. The Danish Hydraulic Institute (DHI) is the main applicant for the project, which is supported by the Danish Nature Agency.

Esben Rahbek Pedersen
erp.ikl@cbs.dk



GREEN ASIA CONFERENCE

Organised by the CBS Asia Research Centre, this two-day conference gathered more than 30 researchers and practitioners at CBS in May 2014 to discuss how Asia is facing the challenging transition towards a more sustainable and climate friendly economic trajectory. Particular attention was paid to the dynamics and impacts of new energy industries as well as new initiatives on climate governance in Asia. The best papers from the conference will be published in a special issue of the *Copenhagen Journal of Asian Studies* in spring 2015.

Nis Høyrup Christensen
nhc.int@cbs.dk



RESPONSIBLE CONSUMERISM

MISTRA FUTURE FASHION

Funded by MISTRA, the Swedish foundation for strategic environmental research, this project has the overall object of delivering insights and solutions that will be used by the Swedish fashion industry and other stakeholders to improve environmental performance and strengthen global competitiveness. CBS is responsible for two sub projects: *Sustainable Consumption and Consumer Behaviour* and *Changing Markets and Business Models*. CBS has also hosted numerous events and workshops that gathered academics and industry representatives.

Esben Rahbek Pedersen
erp.ikl@cbs.dk

Wencke Gwozdz
wg.ikl@cbs.dk



CHILD OBESITY

Building on data from over 10,000 children in the IDEFICS Study, the *I.Family Study* will provide further insight into the most important influences on Europe's young people, their lifestyle behaviours and their eating habits. The project will help understand the biological, behavioural, social and environmental factors that drive dietary behaviour as children journey towards adulthood. The project is funded by the European Commission.

Wencke Gwozdz
wg.ikl@cbs.dk

Lucia Reisch
lr.ikl@cbs.dk



NUDGE-IT

Funded by the European Commission this project aims to develop a strong evidence base to understand connections between neurobiological data on eating behaviour and the behavioural and economic reasons behind individual consumer choices. Under the leadership of Lucia Reisch on two work packages, both consulted by Professor Cass Sunstein, Harvard University, CBS' primary contribution is the development of policy applications.

Lucia Reisch
lr.ikl@cbs.dk



DOMINANT DESIGN DEBACLE

With the electric car in focus, this research project is based on a longitudinal study that will produce a historical account of the struggle between multiple transport technologies to help decision makers to understand the dynamics of transport technologies, and what factors and events make life difficult for electric cars.

Claus Varnes
cv.om@cbs.dk

John Christiansen
jc.om@cbs.dk



THE SUSTAINABLE CAR ALTERNATIVE

This project investigates the internal and external drivers of and barriers to the adoption of sustainable cars, such as environmental care, green self-identity, moral obligation, perceived costs and personal values. An explanatory model of sustainable behaviour will be tested using survey data collected in Denmark, Belgium and Italy in collaboration with the University of Antwerpen and the Luiss University in Rome.

Suzanne Beckmann
scb.marktg@cbs.dk



APPOINTMENT OF HONORARY DOCTOR: CASS SUNSTEIN

On 20 March 2015, Professor Cass Sunstein, Harvard University, will be awarded an honorary doctorate at CBS and the Department of Intercultural Communication and Management. Sunstein serves as a regular visitor and expert to cbsCSR and CBS Sustainability Platform, as well as the newly launched WCRE GRB (p. 23).

INNOVATION

CINANO – A HOUSE OF SENSES

The focus of this project was to explore the potential of nanotechnologies and nano-structured materials for sustainable products to design and construct sustainable houses according to cradle-to-cradle principles. This includes aspects such as water management, energy, building physics and design aesthetics. The project involved joint cooperation between universities and organisations in Denmark, Sweden, Austria, Spain and Argentina.

Leif Bloch Rasmussen
lbr.itm@cbs.dk

Janni Nielsen
jn.itm@cbs.dk



INNOVATION FOR SUSTAINABILITY

This project examines sustainability-driven innovation as an emergent supra-disciplinary phenomenon. It uses innovative research methods to respond to pressure for rapid progress in terms of research, practice and the training of researchers and experts in the field and in terms of disseminating their findings.

Grounded in a collaboration between eight academic institutions and eight associated business partners, this project is funded by EUR 2.5 million from the European Commission's Marie Skłodowska-Curie funding scheme.

Andreas Rasche
ara.ikl@cbs.dk



EU-INNOVATE

Together with 13 other European research institutions CBS is contributing to this three-year interdisciplinary, EU-funded research project, which addresses the obstacles and prospects for sustainable lifestyles and a green economy in Europe. With focus on three separate strands: sustainable innovation, sustainable entrepreneurship and sustainable lifestyles, the key idea is to examine the creative, innovate and entrepreneurial role of users in developing sustainable novel products, services and systems.

Lucia Reisch
lr.ikl@cbs.dk



ONGOING PHD PROJECTS ON SUSTAINABILITY

Collaborative Innovation and Technology Diffusion Anders Ørding Olsen, aoo.ino@cbs.dk	Nature's role in Environmentally Sustainable Consumption Marianne Gordon Ringberg, mgr.marktg@cbs.dk
Standards in the Advancement of Sustainable Building Lara Hale, lha.ikl@cbs.dk	Public-Private Partnerships in Waste Management Sofie Dam, sd.dbp@cbs.dk
Translating Sustainability in Urban Development Projects Gabriela Garza De Linde, ggl.ioa@cbs.dk	Business Model Innovation and Sustainability Adela Michea, am.om@cbs.dk
Fad or Fashion? Consumer Behaviour in the Sharing Economy Sarah Netter, sn.ikl@cbs.dk	Design Thinking for Organisational Change towards Sustainability Kirsti Reitan Andersen, kra.ikl@cbs.dk
Business Models for Post-Retail Sustainability of Fashion Kerli Kant Hvass, kkh.ikl@cbs.dk	An Inquiry into China's Pragmatics of Green Marketisation Julia Kirch Kirkegaard, jkh.dbp@cbs.dk
Payments for Environmental Services Kristjan Jespersen, kje.ikl@cbs.dk	The Crowd and Sustainable Innovation Kristian Roed Nielsen, krn.ikl@cbs.dk
Global Linkages for Innovation Gouya Harirchi, gh.ino@cbs.dk	Practices of Valuation in Secondhand Markets Frederik Larsen, fl.ikl@cbs.dk
Trading Flexibility in Power Markets Luis Boscan, lbo.eco@cbs.dk	Sustainability in Contracts Lene Tolstrup Christensen, ltc.dbp@cbs.dk

DEVELOPMENT STUDIES



7 UNITS OF BOY
ADOLESCENCE'S PUBERTY
SEXUALITY
SEXUAL HEALTH AND HIV/AIDS
FAMILY PLANNING
LEADERSHIP

REPRODUCTION
What is a...
- This is the time
person grows from
adult hood
- This is the time
person develops from
an
into adulthood
What is reproductive
- Reproductive health
sexual and reproductive
functions and system at a
of life

Charts of human
reproductive system of
A Female
fallopian tubes
Cervix
Vagina

INTRODUCTION TO RESEARCH ON DEVELOPMENT STUDIES AT CBS

At CBS development studies combines business economics and management disciplines with other social science disciplines to study business strategy, organisation and management in developing countries, especially in Africa, Latin America and Asia. The majority of this research springs from the Centre for Business and Development Studies, which comprises more than 15 researchers aided by a newly established task force for developing countries and emerging markets that seeks to further facilitate cross departmental collaboration.

DEVELOPMENT STUDIES

SUCCESSFUL AFRICAN FIRMS

The *Successful African Firms and Institutional Change* (SAFIC) project examines how and why African firms are able to succeed in changing business and institutional environments. The project will contribute to the capacity building of the involved African universities, including senior researchers, five PhD students and 21 master students. From 24-28 February 2014 CBS hosted a joint workshop with SAFIC partners from Roskilde University, the University of Nairobi, the University of Dar-es-Salaam and the University of Zambia.

Søren Jeppesen
sj.ikl@cbs.dk

Thilde Langevang
tl.ikl@cbs.dk



SMES AND CSR

By examining small and medium-sized enterprises (SMEs) in the context of developing countries, this study shows that institutional contexts may not necessarily have a deterministic, constraining influence on the commitment of SMEs to CSR. It was shown that SMEs in fact often actively seek to shape the broader institutional environment to make themselves look good. A special issue of *Business & Society* was written based on the project, which was conducted in collaboration with four universities and practitioners from the Inter-American Development Bank, the Antea Group and the International Labour Organization.

Peter Lund-Thomsen
plt.ikl@cbs.dk



AFRICAN MINING INDUSTRY

The purpose of this project, based on literature reviews and fieldwork in Mozambique, Tanzania and Uganda, is to identify the main factors that influence African countries to use industrial policies and other measures to create linkages between extractive multinational companies and local firms so as to generate jobs, sustain growth and alleviate poverty. Conducted under the auspices of the Danida ReCom initiative, the project is being carried out in collaboration with the Danish Institute for International Studies (DIIS), which aims at assessing aid effectiveness.

Michael Wendelboe Hansen
mwh.ikl@cbs.dk



DEVELOPMENT STUDIES

THE MILKY WAY TO DEVELOPMENT

The abolition of EU milk quotas in 2015 will lead to an explosion in EU milk production and a demand for new markets. EU dairy enterprises are planning to target the West African market, which will put additional pressure on local producers. This project aims to help promote a socially responsible approach by European enterprises towards the West African dairy market. CBS will contribute with knowledge on partnerships and multi-stakeholder dialogue.

Esben Rahbek Pedersen
erp.ikl@cbs.dk



BRIC COUNTRIES AND CSER

The purpose of this research project was to develop a new research agenda that links the emergence of Brazil, Russia, India and China (BRIC) as world economic powers to the future of corporate social and environmental responsibility (CSER) in global supply chains. This project has resulted in the publication of a special issue of *Competition and Change* on global value chains, local economic organisation and CSR in the BRIC countries co-edited by Peter Lund-Thomsen and Peter Wad from CBS.

Peter Lund-Thomsen
plt.ikl@cbs.dk



BUILDING STRONGER UNIVERSITIES

As part of this project, supported by the Danish International Development Agency (Danida), Mette Morsing and Søren Jeppesen engage in an initiative that aims to establish a platform for research and teaching of CSR at the University of Ghana.

Søren Jeppesen also represents CBS in Access²innovation's steering committee, an initiative that unites the third world market, NGOs, universities and the world of commerce to work out solutions and allow business partners to access vast new markets with sustainable products that are in demand.

Søren Jeppesen
sj.ikl@cbs.dk

Mette Morsing
mm.ikl@cbs.dk



CENTRE FOR BUSINESS AND DEVELOPMENT STUDIES (CBDS)

CBDS is a multi-disciplinary centre that combines business economics and management disciplines with other disciplines within the social sciences to study business strategy, organisation, and management in developing countries. This includes studies of intra-firm issues, inter-firm issues and the relationships developing-country firms have with the broader economic, social, environmental and cultural environments within the developing country and in the wider global economy.

CBDS comprises ten researchers involved in mainly three types of activities.

Research:

- Firm strategies in developing countries, BRIC countries and beyond
- Value chains, subsidiary mandates and management
- Entrepreneurship, CSR, development and global value chains

Teaching:

- The Business and Development Studies master programme, which enrolls more than 70 students annually
- Various education programmes at CBS that include developing country/emerging market perspectives, e.g. the MSc Programme in International Business and Politics

Capacity building:

- Partnering with the Danish International Development Agency (Danida) and other development organisations
- Partnering with business associations and firms working in and with developing countries
- Engaging in the capacity building of universities in developing countries

Centre Director Michael Wendelboe Hansen
mwh.ikl@cbs.dk

ENTREPRENEURSHIP IN GHANA

A pilot project, *Sustainability Entrepreneurship in Ghana* aimed at gaining new insights into sustainability entrepreneurship in an African context and at further developing a partnership with colleagues from the University of Ghana. To that end a workshop with faculty from CBS, the University of Ghana and Loughborough University was held in January 2014.

Based on the pilot project a funding application for future research collaboration has been submitted.

Thilde Langevang
tl.ikl@cbs.dk



GREEN ECONOMY IN THE SOUTH

This international conference, co-hosted by CBS at the University of Dodoma, Tanzania, 8-10 July 2014, gathered researchers and activists to critically examine different tools and approaches that inform Africa's green economy strategies. Complemented by field-based research with theoretical ideas about framing and context, the conference sparked a lively debate on topics such as eco-tourism, biofuels, ecosystem payments, large-scale farming and the spread of genetically modified organisms in Africa.

Stefano Ponte
sp.dbp@cbs.dk



MULTI-STAKEHOLDER INITIATIVES

The overall objective of this project is to analyse how multi-stakeholder initiatives (MSIs) for sustainable cotton production are drawn up, implemented and monitored in the cotton value chains of South Asia. The project also seeks to explore whether the processes through which MSIs are institutionalised in South Asia make any difference to the income, work and environmental conditions of cotton farmers and on-farm workers in this region. The project is funded by the Danish Social Science Research Council.

Peter Lund-Thomsen
plt.ikl@cbs.dk



ONGOING PHD PROJECTS ON DEVELOPMENT STUDIES

Eradicating Poverty through Profits
Henrik Gundelach, hg.ikl@cbs.dk

New Cooperativism: Producer Organisations in India
Mathew Abraham, ma.int@cbs.dk

Maersk and Economic Development in Emerging Markets
Majbritt Greve, mgr.ikl@cbs.dk

Global Value Chains and Industrial Clusters
Anjum Fayyaz, afa.ikl@cbs.dk

SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION



INTRODUCTION TO RESEARCH ON SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION AT CBS

Social entrepreneurship concerns organisations that pursue explicit social missions through business-inspired, earned-income strategies, with the express goal of creating market disequilibria. In 2014 CBS launched the Social Entrepreneurship (S-ENT) Research Cluster, which brings together 15 scholars from different departments. One important goal of the cluster is to research the impact of CBS' efforts concerning social entrepreneurship education in CBS' minor electives and in the new MOOC (p. 15). Other key activities at CBS include the international conference on Co-Creating Social Entrepreneurship for Growth and the activities of the Center for Civil Society Studies.

SOCIAL ENTREPRENEURSHIP

SCALE VALIDATION

As the field of social entrepreneurship matures the need for validated and relevant scales to measure social entrepreneurship constructs has become increasingly clear. The *Social Entrepreneurial Antecedents Scale* (SEAS) project has developed and validated measures of the antecedents of social entrepreneurial intentions such as empathy, moral obligation, self-efficacy and perceived social support. These measures will prove crucial in testing hypotheses about intentions formation.

Kai Hockerts
kho.ikl@cbs.dk



ART AND SOCIAL COHESION

Conducted in collaboration with the social entrepreneurial initiative *Suburbs at the Centre*, the objective of this project was to set up and study a community-engaged scholarly collaboration in Stockholm and Malmö, Sweden. The initiative used the production of public mural art through community collaboration to catalyse a social movement that changes the reputation of the suburbs and the social relations taking place there. The initiative was funded by the Swedish Inheritance Fund.

Ester Barinaga
eb.mpp@cbs.dk



CO-CREATING INNOVATION

Led by Sudhanshu Rai and funded by the Danish Agency of Science, Technology and Innovation, the key objective of *Co-Creating Experience Based Innovation* (CCEBI) is to study the co-creation of innovation. The primary focus of this endeavour is to create an environment where industry, academia and relevant stakeholders seek solutions to an existing challenge or discover where the next disruption might arise.

As part of the project CBS hosted the two-day conference Co-Creating Social Entrepreneurship for Growth in April 2014, which had 130 participants. The focus was to bring to the forefront the role social entrepreneurs play in their societies by presenting various social enterprises in Brazil, India, Bulgaria, the UK, Finland and Denmark. The overall objectives were to disseminate cross-country case studies on how social entrepreneurs co-create their solutions across four regions of the world; to clarify the implications for theory building based on the case studies; and to explore how to develop management teaching around social enterprises.

Sudhanshu Rai
sra.ikl@cbs.dk



SOCIAL ENTREPRENEURSHIP

DOES S-ENT EDUCATION MATTER?

The aim of this longitudinal research project is to understand the effect social entrepreneurship education has on intention formation in nascent social entrepreneurs. Initial results suggest that participation in social entrepreneurship courses increases student's moral obligation towards marginalised people, social entrepreneurial self-efficacy, as well as the perceived social support for social entrepreneurial behaviour. No effect was found for empathy.

Kai Hockerts
kho.ikl@cbs.dk



YOUTH AND EMPLOYMENT

A lack of employment opportunities for young people is directly hindering development in Sub-Saharan African countries. The *Youth, Entrepreneurship and Employment* project, led by the University of Copenhagen, will examine the role of entrepreneurship in employment generation for young people in Ghana, Uganda and Zambia. A two-day conference was held at CBS in June 2013 as part of the project.

Søren Jeppesen
sj.ikl@cbs.dk

Thilde Langevang
tl.ikl@cbs.dk



SOCIAL ENTERPRISE MODELS

CBS has joined the *International Comparative Social Enterprise Models* (ICSEM) project, which seeks to provide detailed descriptions of and to build typologies of social enterprise models as they have emerged and developed in different countries. Jointly with Roskilde University, CBS is responsible for covering the Danish context. One of the first steps is to develop a database of social enterprises in Denmark. The Belgian Science Policy Office has provided funding for the project.

Kai Hockerts
kho.ikl@cbs.dk

PUBLIC-PRIVATE PLATFORM – A BUSINESS IN SOCIETY PLATFORM

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. The goal of the platform is to initiate dialogue across the traditional divides between public and private, thus facilitating the creation of novel forms of diagnosis and intervention.

A key feature of this engagement takes place through the platform's yearly Public-Private Week, in what is known as the Collaboratory. Business leaders, politicians, managers and academics come together to exchange views and discuss approaches to specific problems with the aim of initiating collaborative programmes and discreet projects to explore novel solutions to these issues. CBS Public-Private Platform is furthermore engaged in several strategic partnerships, of which the Danish Ministry of the Environment became a part in 2013.

Academic Director Paul du Gay
pdg.ioa@cbs.dk

Academic Director Carsten Greve
cg.dbp@cbs.dk

ENTREPRENEURSHIP PLATFORM – A BUSINESS IN SOCIETY PLATFORM

The Entrepreneurship Platform connects CBS' resources in entrepreneurship research and education, including CBS' global networks to business leaders and experts, with entrepreneurship in Denmark and in the Nordic region.

The Entrepreneurship Platform hosts, among others, the Social Entrepreneurship (S-ENT) Research Cluster, which seeks to enhance collaborative and interdisciplinary research in S-ENT related areas, drawing on expertise from across departments at CBS. Currently the cluster gathers 15 researchers and aims to facilitate interdisciplinary S-ENT related research at CBS. The cluster also organises S-ENT workshops and seminars with the participation of scholars from in and outside CBS as well as speakers from businesses, NGOs and governments.

Academic Director Toke Reichstein
tr.ino@cbs.dk

Academic Director Daniel Hjorth
dh.mpp@cbs.dk

SOCIAL INNOVATION AND CIVIC ENGAGEMENT

SOCIAL INNOVATION AND CIVIC ENGAGEMENT (ITSSOIN)

This EU-funded project focuses on the relationship between social innovation and civic engagement and seeks to explore the oft-made assertion that the third sector is better equipped to foster social innovation than either the state or the market. The CBS team, led by the CBS Center for Civil Society Studies, will be responsible for co-ordinating the work package on environmental sustainability and consumer protection in finance. The project is co-ordinated by the Center for Social Investment, University of Heidelberg

Anker Brink Lund
abl.dbp@cbs.dk



NETWORK ON SOCIAL INNOVATION

Established by Julie Uldam, the Network on Social Innovation and Civic Engagement (nSICE) unites more than 60 international academics, civil society representatives and consultants from voluntary/public sector partnerships. The network is funded by the Danish Ministry of Social Affairs and aims to critically explore three thematic strands: engaging civil society in social innovation; developing democratic cross-sector partnerships; and social innovation and social media. In October 2014 the network met at CBS for an international seminar.

Julie Uldam
ju.ikl@cbs.dk



CENTER FOR CIVIL SOCIETY STUDIES

CBS Center for Civil Society Studies is systematically mapping key agents of the mediating third sector, supplementing market players and government actors. With inspiration from cutting-edge research dealing with blended value creation, stakeholder relations and social entrepreneurship, the centre studies the current and future promises of civil society in a historical perspective. Three senior researchers, two postdocs, and three PhD students are currently affiliated with the centre.

Anker Brink Lund
abl.dbp@cbs.dk

ONGOING PHD PROJECTS ON SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION

Governing with Social Entrepreneurship
Catarina Pessanha Gomes, cpg.ikl@cbs.dk

Impact Investment: Social Innovation or Market Opportunity
Anirudh Agrawal, aag.ikl@cbs.dk

Impact of Social Entrepreneurship
Linus Älverbrandt, lin.dbp@cbs.dk

Social Entrepreneurship: Transformation in Indian Slum
Anne Sofie Fischer, asf.mpp@cbs.dk

Between Mission and Market
Paula Guillet de Monthoux, pgdm.mpp@cbs.dk



GLOBAL POLITICAL ECONOMY

INTRODUCTION TO RESEARCH ON GLOBAL POLITICAL ECONOMY AT CBS

At CBS this research field focuses on the global governance and political aspects of globalisation. This includes research on topics such as the role of non-state actors, changing boundaries between public and private, anti-corruption, risk management, post-growth economy and the financial crises. In addition to research projects, CBS researchers have connected with international scholars and have engaged representatives from business, governments and NGOs through a variety of conferences and workshops hosted at CBS in 2013-2014.

ANTI-CORRUPTION AND TRANSPARENCY

ANTI-CORRUPTION POLICIES REVISITED

The *ANTICORP* project, funded by the European Commission, investigates factors that promote or hinder the development of effective anti-corruption policies. CBS' role involves using extensive survey methods, inquiring how people assess the quality of public services, examining how impartially these services are allocated, and studying how people view and experience corruption in the public sector. This project will provide data on the quality of 206 sub-national public sectors in 24 European countries.

Nicholas Charron
nc.dbp@cbs.dk



ANTI-CORRUPTION CONFERENCE

Held at CBS in May 2013 this two-day conference explored the role of the private sector in the fight against corruption. Co-hosted by CBS, Transparency International and the Confederation of Danish Industries the first day gathered around 100 representatives from Danish companies, NGOs and government. The second day, hosted by CBS, brought together a group of international scholars who explored the premises of the contemporary aspiration of corruption control. A follow-up conference is in the pipeline for 2015.

Hans Krause Hansen
hkh.ikl@cbs.dk



SYSTEM OF TAX EVASION

The *System of Tax Evasion and Laundering* (STEAL) project focuses on how the construction of wealth chains has an adverse impact on developing countries and creates tax leaks in developed countries that international entities can take advantage of. It also addresses the conditions under which tax evasion and money laundering are most likely to occur and when international institutions are on the mark or off target in addressing evasion and laundering.

Duncan Wigan
dw.dbp@cbs.dk



GLOBAL POLITICAL ECONOMY

GLOBAL CRISIS

The 3rd Organizational Governance Conference was held at CBS in August 2013, gathering 25 delegates under the heading Financial, Environmental Sustainability and CSR Crises in the Aftermath of the Subprime Mortgage Crises 2007. The two-day conference focused on how the 2007 financial crisis has affected other crises such as environmental, sustainability and CSR crises on a global scale. Another aim of the conference was to enhance the CSR/sustainability network of research with organisational governance researchers.

Linne Marie Lauesen
lml.ikl@cbs.dk



INTERNATIONAL POLITICAL ECONOMY

Comprised of six research teams, the *Professions in International Political Economies* (PIPES) project involves mapping how various professions fight over how to solve policy problems in the relationship between changes in economic practices and markets related to international financial governance, environmental governance, health governance and capacity building governance. PIPES receives support from the European Research Council Starting Independent Researcher Grant.

Leonard Seabrooke
ls.dbp.@cbs.dk



ECONOMY, PEOPLE AND THE PLANET

At this international conference held at CBS in September 2014 more than 200 participants from business, research and civil society discussed new ways of thinking about the concept of economy and how to create a more sustainable future for society. The conference was arranged by the Danish network organisation Transition Now.

Ole Bjerg
ob.mpp@cbs.dk



POST-GROWTH ECONOMY

The goal of this conference, held at CBS in May 2014, was to bring together researchers, practitioners and activists who share an interest in the issue of economic growth and sustainability. The participants discussed the paradoxes of a post-growth economy and the interrelated themes of sustainability and entrepreneurship, in addition to exploring the cultural and political context out of which they emerged.

Ole Bjerg
ob.mpp@cbs.dk



RISK MANAGEMENT

Held at CBS in June 2013 the 6th International Risk Management Conference assembled 135 scholars to discuss sustainable governance mechanisms to deal with systemic risks in the global economy. The special topic on Managing Risk in an Unstable Environment encouraged discussion on how organisations can deal more effectively with issues such as climate change, natural and man-made disasters, political conflicts, economic recessions and income inequalities.

Torben Juul Andersen
tja.int@cbs.dk

Bjarne Astrup Jensen
ba.fi@cbs.dk



ACCOUNTABILITY

ACCOUNTABILITY AND THE UN

This project examines the intersection between accountability and the implementation of accrual-based International Public Sector Accounting Standards (IPSAS) within the UN system. The project attends to questions of how strengthened transparency and accuracy of financial data created through the implementation of IPSAS better support responsible management, performance management and governance, as well as the accountability relationships between UN agencies and its stakeholders. The project is driven by action research, document reviews, surveys and interviews.

Caroline Aggestam Pontoppidan
cap.acc@cbs.dk



NON-FINANCIAL ACCOUNTING

This project studies the regulatory process related to non-financial accounting regulation in the EU by examining documents associated with the regulatory process and through interviews with European Commission officials and experts. Two papers are to be developed from the project, one on the role of impact assessments in purifying outcomes of disclosure regulation processes, and the other on how the Danish government simultaneously influences regulation at the European and national level.

Thomas Riise Johansen
trj.acc@cbs.dk

Peter Skærbæk
ps.acc@cbs.dk



ONGOING PHD PROJECTS ON GLOBAL POLITICAL ECONOMY

Hydropower Sustainability in China Louise Lyngfeldt Gorm Hansen, llgh.int@cbs.dk	A Political-Philosophical Analysis: Foundations of EU-Social Rights Christiane Mossin, cm.dbp@cbs.dk
Tragic Hybridity of Global Governance Eskil Riskær, ekr.ikl@cbs.dk	Public Management of Cross-Sector Welfare Production Stine Hald, sh.mpp@cbs.dk
Towards a Fair Global Economic Regime Juan Ignacio Staricco, jis.dbp@cbs.dk	Anti-Counterfeiting Measures: Pharmaceuticals Sector Vishv Priya Kohli, vpk.jur@cbs.dk
Engineering Markets for Wind Power Integration Rasmus Ploug Jenle, rpj.ioa@cbs.dk	The Battle for Day-Care Institutions: The Prism of Partnership Charlotte Biil, cbi.mpp@cbs.dk
Exploring Consumer Dishonesty Magnus Ressem, mre.marktg@cbs.dk	A Real Options Approach to Determining Power Prices Nihat Misir, nm.eco@cbs.dk
Energy Markets and Finance Nina Lange, nl.fi@cbs.dk	The Conduct and Justification of Responsible Research Cecilie Glerup, cg.ioa@cbs.dk

PARTNERSHIPS WITH BUSINESS

PRINCIPLE 5

Collaborating with business and society at large is a strong focus in both research and teaching. A member of the Academy of Business in Society, CBS has many adjunct professors and drives knowledge clubs open to NGOs, companies and local authorities. CBS also coordinates a sustainability alumni network and actively works to support the establishment of thesis partnerships.



THESIS MATCHMAKING

The CBS Office of Responsible Management Education invites companies and organisations to participate in matchmaking events with graduate students who would like to write their thesis on corporate responsibility.

At the event representatives from various organisations meet with graduate students in small groups, thus providing students with a unique opportunity to receive the organisations' undivided attention. Just as importantly, the organisations gain insight into how the students' theoretical knowledge and skills can be combined with their specific needs.

We have engaged in two thesis partnerships and it was rewarding to interact with the students, who were eager to apply their knowledge and theoretical perspectives on our business reality.
Project Portfolio Manager Anthony Abbotts, ROCKWOOL International

In 2013-2014, matchmaking events were attended by 23 organisations and led to 17 thesis partnerships, more of which are expected to come to fruition in 2015.

Marie Koustrup Frandsen
mkf.ikl@cbs.dk

ABIS

As a global network, Academy of Business in Society (ABIS) is comprised of over 130 companies and academic institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society. Vice President for International Affairs Dorte Salskov-Iversen represents CBS in ABIS' Supervisory Board and Professor Esben Rahbek Pedersen is member of ABIS' Management Board.

Dorte Salskov-Iversen
dsi.ikl@cbs.dk

SELECTED COMPANY PARTICIPANTS



KNOWLEDGE GROUP ON CSR

This group bridges the academic and practical aspects of CSR by gathering researchers and practitioners from some of the largest Scandinavian companies. Lively debates allow practitioners to gain insight into recent theory, while the experiences and challenges of practitioners work to inspire researchers.

In 2014 the group critically discussed CSR implementation, creating shared value and its discontents, the corporation as a political actor and environmental sustainability. In 2014 ten group members were CSR practitioners from: Arla Foods, Maersk Group, Carlsberg, Novozymes, Novo Nordisk, Pension Fund of Early Childhood Teachers, Tryg, COWI, Deloitte and Engagement International.

Steen Vallentin
sv.mpp@cbs.dk

VOLUNTEER KNOWLEDGE CLUB

This club, open to organisations that work with volunteer social work, was run by Anders La Cour from 2005-2014. In collaboration with CBS researchers, the knowledge club created a forum for knowledge sharing for discussions on, for example the unique aspects of managing volunteers as opposed to paid employees. The club's members also acted as an advisory board for new areas of research and the development of educational activities at CBS.

A new knowledge club will be launched in February 2015 that will work with local authorities but still maintain volunteering as its focus.

Anders La Cour
al.mpp@cbs.dk

SUSTAINABILITY ALUMNI

At the end of 2014 the online network counted almost 500 CBS alumni working with sustainability in public, private, research and NGO communities. Using LinkedIn as a platform, the network serves as a tool to bridge academia and business.

Associate Professor Peter Lund-Thomsen worked, for example with a group of alumni representatives in 2012-2013 to share perspectives on sustainable supply chain management, which resulted in a number of journal articles that are now included as course material in a master-level elective on CSR.

Lene Mette Sørensen
lms.edu@cbs.dk

ADJUNCT PROFESSORSHIPS

CBS uses adjunct professorships not only to energise collaboration across universities but also to create strong links between business and society. As a result CBS also appoints people with non-academic careers who have valuable business experience and are highly recognised in society.

Annette Stube
Adjunct Professor,
Corporate Strategies for Sustainability
in a Transnational Context

Head of Group Sustainability
Maersk Group



Claus Meyer
Adjunct Professor, Sustainable
Gastronomic Entrepreneurship

Gastronomic Entrepreneur
Claus Meyer Holding A/S



Mads Øvlisen
Adjunct Professor,
Corporate Social Responsibility

Special Advisor to the
United Nations Global Compact



Edward Freeman
Adjunct Professor,
Stakeholder Management

Professor of Business Administration
Darden School, University of Virginia



Susanne Stormer
Adjunct Professor,
Corporate Sustainability

Vice President of Corporate
Sustainability
Novo Nordisk



DIALOGUE AND DEBATE WITH STAKEHOLDERS PRINCIPLE 6

CBS supports dialogue and debate with internal and external stakeholders through active participation in the PRME Chapter Nordic and the Anti-Corruption Working Group. In addition, CBS has contributed to the development of the Board Engagement Programme. Interdisciplinary collaboration and active engagement with the wider society are also core elements of conference activities and events.

PRME CHAPTER NORDIC

CBS drove the creation of PRME Chapter Nordic, initiated in 2013 and formally established in 2014, with nine leading Nordic universities as founding members: CBS and Aarhus School of Business, Denmark; Hanken School of Economics, Turku School of Economics, Aalto University School of Business, JAMK University of Applied Sciences and School of Business and Services, Finland; Reykjavik University School of Business, Iceland; and Jönköping International Business School and Lund University School of Economics and Management, Sweden.

The chapter works to strengthen the commitment to PRME in the region and to improve collaboration with businesses through the UN Global Compact Nordic Network.

Since initiation of the chapter, CBS has hosted the chapter secretariat, headed by Robert Strand. In October 2014 the Hanken School of Economics took over this responsibility.

Robert Strand
rs.ikl@cbs.dk

Nikodemus Solitander
Hanken School of Economics
Nikodemus.solitander@hanken.fi

ANTI-CORRUPTION

Represented by Hans Krause Hansen, CBS is part of the PRME Anti-Corruption Working Group (ACWG), which aims to promote ethical decision making and anti-corruption competences. To that end ACWG has developed a comprehensive anti-corruption toolkit that provides guidance and step-by-step approaches on successful guidelines, methods, mechanisms and processes for effective changes in responsible management curricula.

In December 2014, ACWG met in New York to celebrate the ten-year anniversary of the tenth Principle of the UN Global Compact, providing an opportunity to discuss the potential development of the anti-corruption toolkit and the future endeavours of the working group.

Hans Krause Hansen
hkh.ikl@cbs.dk

Morten Hove Henriksen
mhh.ikl@cbs.dk

BOARD PROGRAMME

Andreas Rasche has engaged in the development of a Board Engagement Programme jointly with the UN Global Compact LEAD platform and UN PRME. The aim of the programme is to develop two modules and related materials to support boards of directors to effectively oversee and help drive their company's sustainability strategy. With a view to protecting and supporting financial value creation, the modules and materials have a flexible design to customise delivery and contextualise relevant discussions.

Six Global Compact LEAD companies from Europe, Asia and Africa piloted the programme as part of their 2013/2014 board meetings and retreats. Guided by these experiences, the programme was launched globally and made available to all UN Global Compact participants – along with relevant governance models – in November 2014.

Andreas Rasche
ara.ikl@cbs.dk



FROM RIO TO ROSKILDE ROUNDTrip – A LIVING LABORATORY

In 2013 Roskilde Festival and CBS (CBS CSR and the Department of Operations Management) established a partnership to analyse sustainability barriers and opportunities at the festival. By involving a broad range of stakeholders the objective was to create awareness about how global sustainability challenges from the Rio+20 Summit were manifested in a local setting, in this case, Roskilde Festival, and how these challenges could generate business opportunities.

For two weeks in June and July Roskilde Festival, the second biggest music festival in Europe, becomes a temporary city with 130,000 residents. It represents a perfect laboratory for combining research with the development of business models related not only to the festival's challenges, but also to sustainability challenges in society at large. The project involves a number of other research institutions, private companies and industry organisations, including the University of Copenhagen, Aalborg

University, the Royal Danish Academy of Fine Arts – School of Architecture, Design and Conservation, Implement Consulting Group, Rockwool, the Confederation of Danish Industry and the Federation of German Industries. The partners work in three teams, each focusing on a sustainability theme:

- Sustainable food production and waste management
- Temporary housing
- Waste as a resource

During the festival in 2013 and 2014 the teams observed behaviour, conducted interviews, wrote blogs, worked at the festival and recorded photo/video documentation for research, teaching and dissemination purposes. The results from 2013 and 2014 will lead to the development of concrete innovations and activities for Roskilde Festival in 2015, when the collaboration will continue.

CONFERENCE

Jointly with the Confederation of Danish Industry and Roskilde Festival, CBS organised a conference in January 2014 that presented results emerging from research conducted at Roskilde Festival in 2013.

In 2014, the collaboration also focused on dissemination of new knowledge on sustainable business models. Informal workshops brought together approximately 100 participants from business, public institutions, NGOs and the media to focus on sustainable business models in the dairy, food and fashion industries. This included visits to research sites and sustainability events at the festival.

Per Østergaard Jacobsen
pj.om@cbs.dk

Esben Rahbek Pedersen
erp.ikl@cbs.dk

SCIENCE IN THE CITY

In June 2014 Copenhagen hosted the international academic congress Euroscience Open Forum (ESOF) and the Science in the City Festival. CBS had displays on, among others, the research projects MISTRA Future Fashion (p. 32) and From Rio to Roskilde Roundtrip.

Esben Rahbek Pedersen
erp.ikl@cbs.dk

GLOBAL BUSINESS SCHOOL NETWORK

As a member of the Global Business School Network (GBSN), CBS, together with other leading business schools, is engaged in capacity building programmes with colleagues in the developing world. The programmes draw on the expertise and experience of the network to support management education and create long-term developmental impact.

Michael Wendelboe Hansen
mwh.ikl@cbs.dk



Roskilde Festival, 2014

ORGANISATIONAL PRACTICES

PRINCIPLE 7

By considering environmentally sustainable solutions and by valuing diversity and inclusion among staff and students, CBS aims to serve as a good example of the values presented to students.

CAMPUS EXTENSIONS

Determined to create the best city campus possible to support its world-class teaching and research, CBS has tendered, jointly with the City of Frederiksberg and the Metro Company supported by Realdania, for proposals from leading architects around the world to expand its capacity by 30-35,000 m².

Although still in the planning phase, the project focuses on sustainable construction, the buildings' environmental impact and greening of the surrounding urban open space, which also will be designed to cope with heavy rainfall.

Another goal is to make smart buildings with flexible space that can easily be adapted to serve multiple purposes, meet future needs and to integrate new technologies. Besides enabling efficient, creative use of the buildings, the aim is to encourage more interaction with the local community.

Peter Jonasson Pedersen
pjp.ls@cbs.dk

Charlotte Felumb
cf.cs@cbs.dk

SUSTAINABLE CONFERENCES

Sustainability issues are often a concern when hosting conferences and events, particularly the significant use of resources such as food, printed materials and transport. Based on an international conference held at CBS in October 2014 on tourism and hospitality research attended by 190 people, CBS has worked to set new standards for sustainable event management.

Besides dedicating a special track to sustainable development in tourism, the organising committee worked hard to reduce the environmental impact of the organisation and delivery of the conference. This included the development of a responsibility manifesto and adoption of a gender equality policy, which will serve as inspiration for future events at CBS.

Adriana Budeanu
abu.int@cbs.dk

DIVERSITY AND INCLUSION

In 2014 the senior management established a Diversity and Inclusion Council comprised of six employees and one student representative and chaired by CBS President Per Holten-Andersen. The council will review current policies and initiatives and prepare an action plan with suggestions to improve diversity and inclusion for academic and administrative staff and students. So far CBS has focused on complying with legislation and on issues regarding academic staff. The council will work to enhance the effort and highlight the importance of diversity and the development of the overall talent pool.










Lead by Lynn Roseberry, the CBS Equal Opportunities Office organised a mentoring network for researchers in 2013-2014 to make more experienced mentors available to junior researchers. To date 18 mentoring pairs have been established.

Lynn Roseberry
lr.mpp@cbs.dk

FUTURE OBJECTIVES

CBS' 2012 SIP report listed activities that were to be initiated in 2013-2014. Six out of nine of these have been executed, two are in the process and one will no longer be pursued. Without losing sight of the portfolio of existing projects, additional commitments for the coming years will guide future endeavours.

PROGRESS ON 2012 OBJECTIVES

2012 COMMITMENTS		ACHIEVEMENTS AND PROGRESS
Internal Faculty Training		One-day elective courses held each semester as part of the CBS Assistant Professor Programme (p. 18).
PRME Programme for External Faculty		CBS hosted the three-day programme, <i>Launching and Implementing a Responsible Management Education Programme</i> , in May 2014 (p. 19).
Working Group on Faculty Development		CBS, Babson College and IILM initiated a UN PRME Working Group on Faculty Development consisting of 12 international business schools (p. 18).
Launch of Nordic Centre for Sustainability		The Nordic Network for Sustainability was launched in 2013 (p. 29) and CBS was a founding member of the PRME Nordic Chapter in 2014 (p. 48).
Thesis Matchmaking Partnerships		CBS hosted its first thesis matchmaking event in 2013. The events have attracted the participation of 23 companies to date (p. 46).
Board Engagement Programme		Jointly with the UN Global Compact LEAD platform and the UN PRME initiative, Andreas Rasche worked to develop the Board Engagement Programme, which was launched in November 2014 (p. 48).
Volunteer Programme at CBS		Recognising frivilligjob.dk as the preferred place to locate volunteer job openings, CBS' corporate website links to the platform, which contains more than 1,500 job ads.
Departmental Debates on Responsible Management Education		Instead of convening formal debates, though one was held in 2012, the CBS Office of Responsible Management Education regularly engages with departments as part of the curriculum development project (p. 10) and when collecting data for SIP reports.
NGO-SME Knowledge Group on Sustainability		CBS' existing knowledge clubs (p. 47) and additional activities targeting NGOs and SMEs were reviewed and deemed sufficient to meet current needs.

FUTURE OBJECTIVES FOR 2015-2016

THE COPENHAGEN SUSTAINABILITY INITIATIVE

This initiative is a joint collaboration on research, teaching and outreach on sustainability by CBS, the University of Copenhagen and the Technical University of Denmark. COSI endeavours to build a regional platform for sustainability in Copenhagen to meet the need for cross-disciplinary approaches and solutions on sustainability.

Launched in November 2014, COSI will work on formalising the partnership in the coming years. One of the current initiatives is the development of a joint MSc certificate on sustainability challenges.

Stefano Ponte
sp.dbp@cbs.dk

Mette Morsing
mm.ikl@cbs.dk

REPORT ON FACULTY DEVELOPMENT

As part of the co-leadership of the UN PRME Working Group on Faculty Development, CBS, jointly with Babson College and IILM, will publish a report in June 2015 on responsible management education initiatives in faculty development across PRME signatory business schools.

Based on a survey of 171 PRME signatories completed in autumn 2014, the report will identify ongoing faculty development activities, good practices and gaps in existing faculty development efforts. The report aims at establishing a desire for continued work on and resource allocation to PRME related faculty development at business schools. The working group's co-leadership will write the report with support from the other group members.

Kai Hockerts
kho.ikl@cbs.dk

RESPONSIBLE MANAGEMENT EDUCATION SURVEY

As part of its curriculum development programme, CBS will develop and validate quantitative measures that will allow the school to assess the intentions of students regarding responsible management behaviour. This data will be collected on an annual basis to allow longitudinal comparisons.

The project studies, for instance the effect of different management courses on the attitudes students have towards responsible management behaviour, their perceived social norms and their self-efficacy regarding responsible behaviour.

Kai Hockerts
kho.ikl@cbs.dk

DIVERSITY AND INCLUSION COUNCIL

The newly established Diversity and Inclusion Council chaired by CBS President Per Holten-Andersen meets 4-6 times a year. The initial focus of the council will be to prepare an action plan. In that process the council aspires to explore the current state and development potential of the following areas: talent development and equal opportunities in research; sustained implementation of current CBS policies relevant to diversity and inclusion; and inclusion of students with disabilities. Furthermore the council will involve CBS colleagues across the organisation in order to raise awareness and stimulate integration of current policies and practices.

Per Holten-Andersen
pha.ls@cbs.dk

STUDENT ORGANISATIONS

CBS will continue to back student organisations and the CBS Office of Responsible Management Education will work, in particular, to assist the oikos Copenhagen Chapter with CBS Green Week in March 2015. Dedicated to the topic of sustainability, CBS Green Week invites students and faculty to attend multiple guest lectures, events and activities on campus (p. 8).

CBS will also support CBSMUN in sending a delegation of 28 dedicated and talented students to represent CBS at the Model United Nations conference in New York in March 2015, which will gather 5,000 students from around the world (p. 9).

Lene Mette Sørensen
lms.edu@cbs.dk

KEY PERFORMANCE INDICATORS (KPI)

	2011	2012	2013	2014	2015	2016
PRINCIPLE 1						
SIP report	1 st	-	2 nd	-	3 rd	-
PRINCIPLE 2						
Curriculum development initiated in bachelor programmes	-	1	8	8	2	-
Curriculum development initiated in master programmes	-	-	0	0	0	14
Responsibility Day (participants)	1,200	1,080	1,550	1,850	2,000	2,000
PRINCIPLE 3						
Case writing initiative (published cases)	3	2	7	3	6	6
PRME programme for external faculty (participants)	-	-	-	20	20	20
Internal faculty training on PRME (participants)	-	-	9	17	25	25
PRINCIPLE 4						
Peer-reviewed articles related to responsible management	62	52	71	86	90	90
PRINCIPLE 5						
Thesis matchmaking partnerships entered into	-	-	10	7	5	-
Sustainability alumni network (new members)	200	120	98	73	75	75

ADDITIONAL INFORMATION

Curriculum development: Launch of curriculum development at master level (see 2012 CBS SIP report) has been postponed until fully realised in all bachelor programmes.

Discontinued KPIs on CBS Goes Green: KPIs related to CBS Goes Green (see 2012 CBS SIP report) have been discontinued as part of the restructuring of the initiative in 2014. The student initiative oikos Copenhagen will take over the organisation of Green Week in spring 2015.

STAFF MENTIONED IN THIS REPORT

DEPARTMENTS

DEPARTMENT OF ACCOUNTING AND AUDITING (ACC)

Johansen, Thomas Riise, associate professor, trj.acc@cbs.dk	45
Pontoppidan, Caroline Aggestam, professor, cap.acc@cbs.dk	45
Skærbæk, Peter, associate professor, ps.acc@cbs.dk	45

DEPARTMENT OF BUSINESS AND POLITICS (DBP)

Älverbrandt, Linus, PhD student, lin.dbp@cbs.dk	41
Brincker, Benedikte, associate professor, beb.dbp@cbs.dk	14
Charron, Nicholas, associate professor, nc.dbp@cbs.dk	43
Christensen, Lene Tolstrup, PhD student, ltc.dbp@cbs.dk	33
Dam, Sofie, PhD student, sd.dbp@cbs.dk	33
Girschik, Verena, PhD student, vg.dbp@cbs.dk	27
Greve, Carsten, professor, cg.dbp@cbs.dk	30, 40
Haakonsson, Stine, associate professor, sh.dbp@cbs.dk	31
Harrington, Brooke, associate professor, bh.dbp@cbs.dk	14
Just, Sine Nørholm, associate professor, snj.dbp@cbs.dk	11
Kirkegaard, Julia Kirch, PhD student, jkh.dbp@cbs.dk	33
Knudsen, Jette Steen, associate professor, jsk.dbp@cbs.dk	24
Lund, Anker Brink, professor, abl.dbp@cbs.dk	41
Mahncke, Henrik, PhD student, hm.dbp@cbs.dk	27
Mossin, Christiane, PhD student, cm.dbp@cbs.dk	45
Seabrooke, Leonard, professor, ls.dbp@cbs.dk	44
Staricco, Juan Ignacio, PhD student, jis.dbp@cbs.dk	45
Vetterlein, Antje, associate professor, av.dbp@cbs.dk	23
Wigan, Duncan, assistant professor, dw.dbp@cbs.dk	43

DEPARTMENT OF ECONOMICS (ECON)

Bogetoft, Peter, associate professor, pb.eco@cbs.dk	31
Boscan, Luis, PhD student, lbo.eco@cbs.dk	9, 33
Larsen, Birthe, associate professor, bl.eco@cbs.dk	13
Misir, Nihat, PhD student, nm.eco@cbs.dk	45
Sørensen, Anders, professor, as.eco@cbs.dk	30

DEPARTMENT OF FINANCE (FI)

Jensen, Bjarne Astrup, professor, ba.fi@cbs.dk	44
Lange, Nina, PhD student, nl.fi@cbs.dk	45
Rangvid, Jesper, professor, jr.fi@cbs.dk	13

DEPARTMENT OF INNOVATION AND ORGANIZATIONAL ECONOMICS (INO)

Harirchi, Gouya, PhD student, gh.ino@cbs.dk	33
Olsen, Anders Ørding, PhD student, aoo.ino@cbs.dk	14-15, 33
Poulsen, René Taudal, associate professor, rtp.ino@cbs.dk	30
Reichstein, Toke, professor, tr.ino@cbs.dk	40
Skovgaard, Jan, PhD student, js.ino@cbs.dk	27

DEPARTMENT OF INTERCULTURAL COMMUNICATION AND MANAGEMENT (ICM)

Agrawal, Anirudh, PhD student, aag.ikl@cbs.dk	41
Andersen, Kirsti Reitan, PhD student, kra.ikl@cbs.dk	33
Azizi, Sameer, PhD student, saa.ikl@cbs.dk	27
Bjerck, Mari, PhD student, mbj.ikl@cbs.dk	27
Buhmann, Karin, associate professor, kbu.ikl@cbs.dk	14, 17, 27
Chrisensen, Lars Thøger, professor, ltc.ikl@cbs.dk	21, 25
Christiansen, Anne Mette, external lecturer, amc.ikl@cbs.dk	14

Clausen, Lisbeth, associate professor, lc.ikl@cbs.dk	26
Crabtree, Andrew, external lecturer, ac.ikl@cbs.dk	14
Dahl, Dorte Boesby, PhD student, dbd.ikl@cbs.dk	27
Farsang, Andrea, post doc, anfa.ikl@cbs.dk	23
Fayyaz, Anjum, PhD student, afa.ikl@cbs.dk	37
Gomes, Catarina Pessanha, PhD student, cpg.ikl@cbs.dk	41
Greve, Majbritt, PhD student, mgr.ikl@cbs.dk	37
Gundelach, Henrik, PhD student, hg.ikl@cbs.dk	37
Gwozdz, Wencke, associate professor, wg.ikl@cbs.dk	32
Hale, Lara, PhD student, lha.ikl@cbs.dk	33
Hansen, Hans Krause, professor, hkh.ikl@cbs.dk	24, 43, 48
Hansen, Michael Wendelboe, associate professor mwh.ikl@cbs.dk	15, 35-36, 49
Henriksen, Morten Hove, PhD student, mhh.ikl@cbs.dk	27
Hvass, Kerli Kant, PhD student, kkh.ikl@cbs.dk	33
Jakobsen, Gurli, external lecturer, gj.ikl@cbs.dk	14
Jeppesen, Søren, associate professor sj.ikl@cbs.dk	14, 16, 35-36, 40
Jespersen, Kristjan, PhD student, kje.ikl@cbs.dk	14, 16, 33
Kärreman, Dan, professor, dk.ikl@cbs.dk	21
Kjærgaard, Annemette, vice dean for learning, amk.ikl@cbs.dk	16
Langevang, Thilde, associate professor tl.ikl@cbs.dk	14-15, 35, 37, 40
Larsen, Frederik, PhD student, fl.ikl@cbs.dk	33
Lauesen, Linne Marie, PhD student, lml.ikl@cbs.dk	44
Lund-Thomsen, Peter, associate professor plt.ikl@cbs.dk	14, 35-37, 47
Moon, Jeremy, professor, jmo.ikl@cbs.dk	14, 21, 25, 30, 102
Netter, Sarah, PhD student, sn.ikl@cbs.dk	33
Nielsen, Kristian Roed, PhD student, krn.ikl@cbs.dk	33
Pedersen, Esben Rahbek, professor, erp.ikl@cbs.dk	14, 21, 24, 31-32, 36, 49
Pedersen, Janni Thusgaard, centre manager jtp.ikl@cbs.dk	23, 24, 27, 49
Petersen, Árni Jóhan, PhD student, ajp.ikl@cbs.dk	27
Rai, Sudhanshu, associate professor, sra.ikl@cbs.dk	14, 39
Ramirez, Jacobo, assistant professor, jra.ikl@cbs.dk	17
Rasche, Andreas, professor ara.ikl@cbs.dk	14, 21, 23, 25, 33, 48, 51
Reisch, Lucia, professor, lr.ikl@cbs.dk	23, 32-33
Remke, Robyn, associate professor, rr.ikl@cbs.dk	26
Risberg, Annette, associate professor, ari.ikl@cbs.dk	14, 26
Riskær, Eskil, PhD student, ekr.ikl@cbs.dk	27, 45
Salskov-Iversen, Dorte, head of department and vice president for international affairs, dsi.ikl@cbs.dk	46
Schoeneborn, Dennis, professor, dsc.ikl@cbs.dk	25-26, 28
Schultz, Friederike, associate professor, fs.ikl@cbs.dk	21
Skjønhaug, Tanya, PhD student, ts.ikl@cbs.dk	27
Strand, Robert, assistant professor, rs.ikl@cbs.dk	21, 29, 48
Taarup, Jacob, PhD student, jta.ikl@cbs.dk	27
Uldam, Julie, assistant professor, ju.ikl@cbs.dk	25, 41
Vestergaard, Anne, associate professor, av.ikl@cbs.dk	25
Wad, Peter, associate professor, pw.ikl@cbs.dk	14
Weller, Angeli, PhD student, aw.ikl@cbs.dk	27

DEPARTMENT OF INTERNATIONAL BUSINESS COMMUNICATION (IBC)

Blasco, Maribel, associate professor, mbl.ibc@cbs.dk.....	18
Svendsen, Lisbet Pals, associate professor, lps.ibc@cbs.dk.....	17

DEPARTMENT OF INTERNATIONAL ECONOMICS AND MANAGEMENT (INT)

Abraham, Mathew, PhD student, ma.int@cbs.dk.....	37
Andersen, Torben Juul, professor, tja.int@cbs.dk.....	44
Budenaus, Adriana, associate professor, abu.int@cbs.dk.....	50
Christensen, Nis Høyrup, assistant professor, nhc.int@cbs.dk...	31
Hansen, Louise Lyngfeldt Gorm, PhD student, llgh.int@cbs.dk	45
Hobdari, Bersant, associate professor, bh.int@cbs.dk.....	20
Nielsen, Sabina, professor, sta.int@cbs.dk.....	21
Ohnemus, Lars Christian, senior advisor, lco.int@cbs.dk.....	24
Strand, Therese, assistant professor, ts.int@cbs.dk.....	14
Villeseche, Florence, assistant professor, fv.int@cbs.dk.....	26

DEPARTMENT OF IT MANAGEMENT (ITM)

Hussain, Abid, PhD student, ah.itm@cbs.dk.....	27
Nielsen, Janni, professor, jn.itm@cbs.dk.....	11, 33
Rasmussen, Leif Bloch, associate professor, lbr.itm@cbs.dk.....	33
Sonne, Jesper, external lecturer, js.itm@cbs.dk.....	11

DEPARTMENT OF MANAGEMENT, POLITICS AND PHILOSOPHY (MPP)

Austin, Robert, professor, ra.mpp@cbs.dk.....	26
Barinaga, Ester, professor, eb.mpp@cbs.dk.....	17, 39
Biil, Charlotte, PhD student, cbi.mpp@cbs.dk.....	45
Bjerg, Ole, associate professor, ob.mpp@cbs.dk.....	44
Fischer, Anne Sofie, PhD student, asf.mpp@cbs.dk.....	41
Guillet de Monthoux, Paula, PhD student, pgdm.mpp@cbs.dk	41
Hald, Stine, PhD student, sh.mpp@cbs.dk.....	45
Hjorth, Daniel, professor, dh.mpp@cbs.dk.....	40
La Cour, Anders, associate professor, al.mpp@cbs.dk.....	47
Larsen, Øjvind, associate professor, ol.mpp@cbs.dk.....	14
Pedersen, Pernille, PhD student, ppe.mpp@cbs.dk.....	27
Rendtorff, Jacob Dahl, visiting professor, jdr.mpp@cbs.dk.....	27
Roseberry, Lynn, associate professor, lr.mpp@cbs.dk.....	14, 26, 50
Thyssen, Ole, professor, ot.mpp@cbs.dk.....	14, 21
Vallentin, Steen, associate professor, sv.mpp@cbs.dk.....	14, 47

DEPARTMENT OF MARKETING (MARKTG)

Beckmann, Suzanne, professor, scb.marktg@cbs.dk.....	32
Ressem, Magnus, PhD student, mre.marktg@cbs.dk.....	45
Ringberg, Marianne Gordon, PhD student, mgr.marktg@cbs.dk	33
Tollin, Karin, associate professor, kt.marktg@cbs.dk.....	29

DEPARTMENT OF OPERATIONS MANAGEMENT (OM)

Christiansen, John, professor, jc.om@cbs.dk.....	32
Gammelgaard, Britta, professor, bg.om@cbs.dk.....	31
Michea, Adela, PhD student, am.om@cbs.dk.....	33
Mouritsen, Jan, head of department, jm.om@cbs.dk.....	21, 25
Parisi, Cristiana, assistant professor, cp.om@cbs.dk.....	14, 15, 25
Varnes, Claus, associate professor, cv.om@cbs.dk.....	32
Vettorato, Giovanna, PhD student, gv.om@cbs.dk.....	27
Østergaard, Per Jacobsen, external lecturer, pj.om@cbs.dk.....	49

DEPARTMENT OF ORGANIZATION (IOA)

De Linde, Gabriela Garza, PhD student, ggl.ioa@cbs.dk.....	33
Du Gay, Paul, professor, pdg.ioa@cbs.dk.....	40
Glerup, Cecilie, PhD student, cg.ioa@cbs.dk.....	45
Hedegaard, Stine, PhD student, shj.ioa@cbs.dk.....	27

Jenle, Rasmus Ploug, PhD student, rpj.ioa@cbs.dk.....	45
Johansen, Christina Berg, assistant professor, cbjo.ioa@cbs.dk	29
Justesen, Lise, associate professor, lj.ioa@cbs.dk.....	11
Pallesen, Trine, assistant professor, tp.ioa@cbs.dk.....	14
Plesner, Ursula, associate professor, up.ioa@cbs.dk.....	11
Sløk, Camilla, associate professor, csl.ioa@cbs.dk.....	21
Vendelø, Morten Thanning, associate professor, mtv.ioa@cbs.dk.....	14
Zapata, Maria, associate professor, mz.ioa@cbs.dk.....	31

DEPARTMENT OF STRATEGIC MANAGEMENT AND GLOBALIZATION (SMG)

Foss, Nicolai Juul, professor, njf.smg@cbs.dk.....	21
Minbaeva, Dana, professor, dm.smg@cbs.dk.....	17
Nielsen, Bo Bernhard, professor, bn.smg@cbs.dk.....	21

LAW DEPARTMENT (LAW)

Kohli, Vishv Priya, PhD student, vpk.jur@cbs.dk.....	45
--	----

OTHER ENTITIES

CAMPUS SERVICE

Felumb, Charlotte, project manager, cf.cs@cbs.dk.....	50
---	----

COPENHAGEN SCHOOL OF ENTREPRENEURSHIP

Rothoff, Karina, managing director, kr.edu@cbs.dk.....	9
--	---

MBA AND EXECUTIVE MBA

Larsen, Birthe, associate dean, bl.eco@cbs.dk.....	13
Noring, Luise, senior advisor, ln.mp@cbs.dk.....	13, 15
Pedersen, Kim, programme director, kp@cbs-executive.dk.....	19
Rangvid, Jesper, associate dean, jr.fi@cbs.dk.....	13

OFFICE OF RESPONSIBLE MANAGEMENT EDUCATION

Hockerts, Kai, academic director	
kho.ikl@cbs.dk.....	2, 7, 10, 14-16, 18-19, 29, 39-40, 52
Frandsen, Marie Koustrup, research assistant	
mkf.ikl@cbs.dk.....	2, 17, 46
Srkoc, Martiina, research assistant, tmms.ikl@cbs.dk.....	10, 18
Sørensen, Lene Mette, director of secretariat	
lms.edu@cbs.dk.....	2, 7, 12, 47, 52

SENIOR MANAGEMENT

Holten-Andersen, Per, President of CBS, pha.ls@cbs.dk.....	5, 50
Molin, Jan, Dean of education, jm.edu@cbs.dk.....	10, 12
Møllgaard, Peter, Dean of research, pm.research@cbs.dk...	20, 31
Pedersen, Peter Jonasson, University director, pjp.ls@cbs.dk...	50

STUDENT ORGANISATIONS

CBSMUN, cbsnmun2015@gmail.com.....	9
Danish Students in Energy Economics, lbo.eco@cbs.dk.....	9
Net Impact, netimpactcbs@gmail.com.....	8
oikos Copenhagen, president@oikos-copenhagen.org.....	8
180 Degrees Consulting, copenhagen@180dc.org.....	8

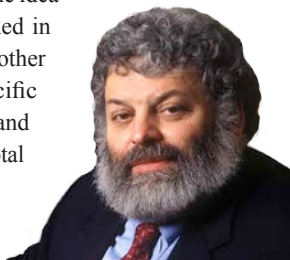
SUSTAINABILITY PLATFORM

Morsing, Mette, professor, mm.ikl@cbs.dk.....	21, 25, 30, 36, 52
Murphy, Luisa, research assistant, lmu.ikl@cbs.dk.....	30
Ponte, Stefano, professor, sp.dbp@cbs.dk.....	30, 35, 37, 52

WHAT OUR PEERS ARE SAYING

EDWARD FREEMAN, PROFESSOR DARDEN SCHOOL, UNIVERSITY OF VIRGINIA

For many years CBS has been a world leader in educating responsible managers. Their approach to business education is unique, combining business and organisational skills, philosophy, politics and a concern with the impacts of business on society. They embrace the idea of capitalism as firmly embedded in society and deeply connected to other societal institutions. The specific courses on CSR, sustainability and other topics are only part of the total CBS experience.



JØRGEN GLENTHØJ, MAYOR CITY OF FREDRIKSBERG

CBS is firmly located in the city of Frederiksberg and we enjoy the energy and international atmosphere that CBS brings to the city. CBS plays an important role in the development of Frederiksberg as a dynamic centre of knowledge in the capital. I look forward to our collaboration in exploring the possibilities of developing a new and vibrant campus area, which will not only benefit the study and research environment, but also contribute positively to the local community.



ELIZABETH SWANSON GOLDBERG, PROFESSOR BABSON COLLEGE

At Babson College we enjoy collaborating with CBS in leading the UN PRME Working Group on Faculty Development. CBS brings enthusiasm to the partnership and contributes to the advancement of the PRME community. I congratulate CBS on the publication of the new Sharing Information on Progress report.



SUSANNE STORMER, VICE PRESIDENT CORPORATE SUSTAINABILITY, NOVO NORDISK

The role of business in society is undergoing dramatic change, and a new discourse is emerging on the purpose of the corporation. Similarly, business schools must reorientate and renew their social contract as an incubator for tomorrow's leaders. This is the objective of the UN PRME, and CBS's efforts are admirable in their ambition, scope and impact. Teach the teachers and learn with the learners is a winning recipe for a world class practice – at school and in business.



JEREMY MOON, PROFESSOR COPENHAGEN BUSINESS SCHOOL

Two key issues for UN PRME progress at the organisational level are 'transparency and accountability' and 'organisational and institutional embedding'. The 2015 CBS Sharing Information on Progress report is a great example on both counts. It gives a clear and detailed, as well as inspiring, account of progress in responsible management education. Moreover, it evidences that these have become increasingly embedded in the life and work of CBS, as well as in its wider environment.



TWITTER:
[@CBSsph](https://twitter.com/CBSsph)
[@cbsPRME](https://twitter.com/cbsPRME)