

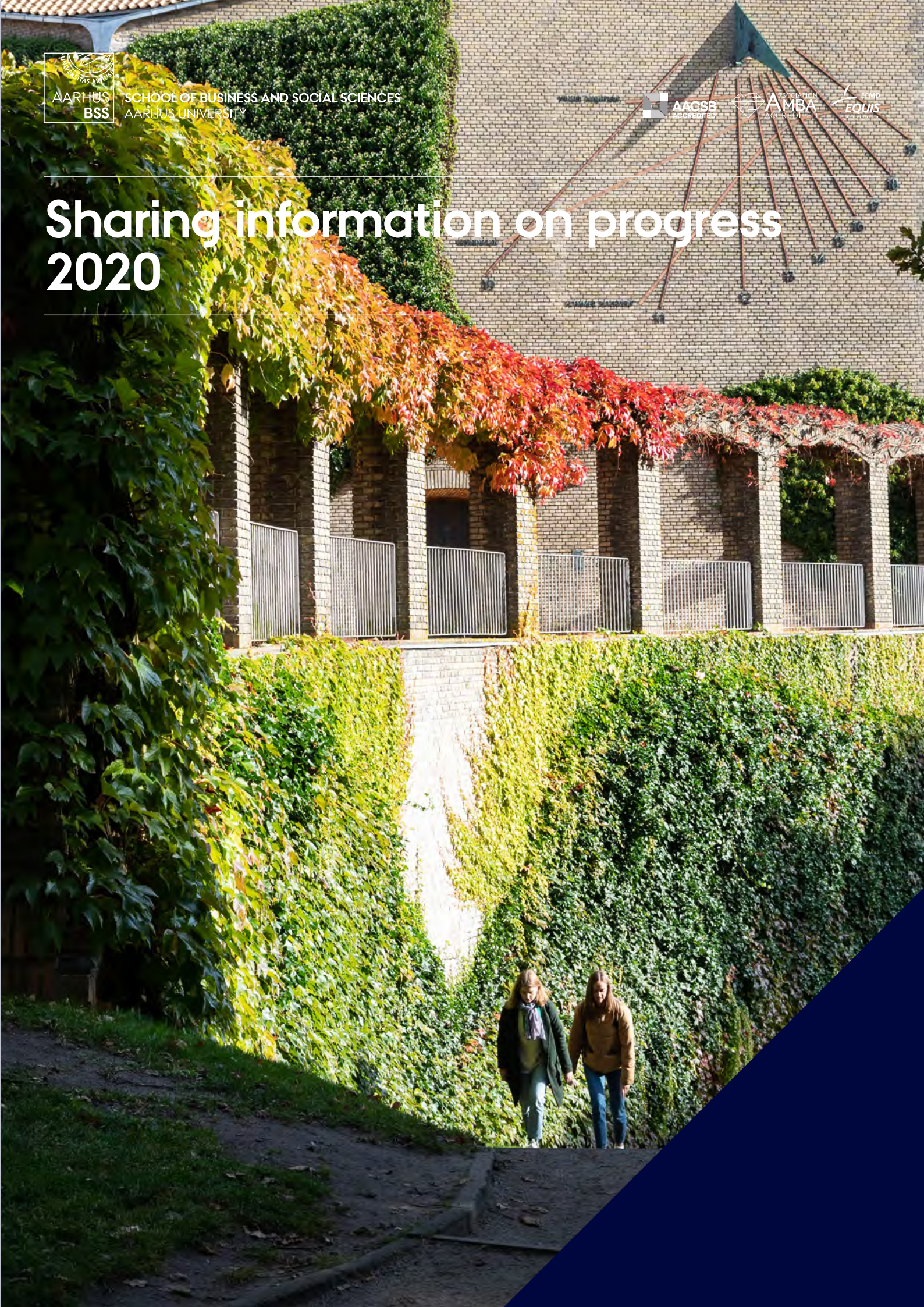


SCHOOL OF BUSINESS AND SOCIAL SCIENCES  
AARHUS UNIVERSITY

AMBA ACCREDITED



# Sharing information on progress 2020





12

BACHELOR'S DEGREE PROGRAMMES

24

MASTER'S DEGREE PROGRAMMES

10

CONTINUING EDUCATION PROGRAMMES

7

PHD FIELD PROGRAMMES

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11,768

FULL DEGREE STUDENTS

2,675

PART-TIME STUDENTS

527

FACULTY MEMBERS

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Aarhus BSS is one of the five faculties at Aarhus University.

The school ranks among the largest business schools in Europe and **is accredited by the international accreditation organisations AACSB, AMBA and EQUIS.**

# Introduction

Core distinctiveness of Aarhus BSS rests on three academic pillars: **business, social sciences and the interface between them.**

Aarhus University's School of Business and Social Sciences (Aarhus BSS) is pleased to present its 2020 SIP report, which addresses the developments at the school since our last progress report from 2018. With our 2020 Sharing Information on Progress report, Aarhus BSS confirms its commitment to the Principles of Responsible Management Education.

The core distinctiveness of Aarhus BSS rests on three academic pillars: business, social sciences and the interface between them. The foundations of these pillars are continuously strengthened by the school ethos: invest or eliminate. Aarhus BSS comprises a core faculty group of 527 academics from 40 different nationalities, who cover research and teaching within the business and social science disciplines.

Aarhus BSS attracts high-quality students, and the strategic ambition is to educate graduates who will make a continuous impact on society by being responsible professionals. Monitoring graduate employment and remuneration is an important element in this regard. The school has more than 11,700 full time students and approx. 280 exchange agreements with prominent business schools/universities across 41 countries. The school also has numerous connections with practice, which contributes greatly to its advancement.

The following chapters demonstrate how the school has worked with the six principles since its last SIP reporting, and lastly, we reflect on how we will proceed with activities and operations in the next couple of years.



### **Principle 1 | Purpose**

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



### **Principle 2 | Values**

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



### **Principle 3 | Method**

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



### **Principle 4 | Research**

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



### **Principle 5 | Partnership**

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



### **Principle 6 | Dialogue**

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

# Principle 1 | Purpose

As part of Aarhus University, Aarhus BSS abides by the university's vision for the period 2020-2025 to be a research-intensive university that aspires to the highest international quality and excels in creating value through knowledge, new insights and collaboration, in addition to facilitating connections between Denmark and the world.

Since the last SIP reporting, the school has further increased its focus on Ethics, Responsibility and Sustainability. In 2019, a Committee for Diversity and Equality was established at university and school level, while more transparent and comprehensive basic rules for the university's collaborative projects with external parties have been developed to ensure freedom of research. In addition to this, all courses at the university are mapped against the UN's Sustainable Development Goals (see figure below), and the university has developed its

first ever climate strategy.

## MSC IN COMMERCIAL AND RETAIL MANAGEMENT

From autumn 2020, Aarhus BSS is offering a new Master's degree programme in Commercial and Retail Management together with a number of key actors in the Danish retail and brand sector. The programme is the first of its kind in Denmark and aims to accommodate the development in the sector, which is characterised by an increasing use of digitisation and big data, multiple sales channels, growing global competition and a different producer-consumer value chain.

The programme will prepare the students for a career within the entire retail and brand sector and enable them to assume a number of key functions in relevant companies and with optimal opportunities for career advancement within and across the sector. The students will acquire

competences within areas that have a particular focus on the consumer goods industry such as retail strategy and innovation, pricing, performance and margin management, stock and waste management as well as range, category, and brand management. A number of these topics connect directly to the UN SDGs.

Digital transformation and the use of big data will play a prominent role in the programme and will recur in many courses.

The ten companies in the group of Founding Partners are funding a professorship at Aarhus BSS in Commercial and Retail Management. The companies are: Arla, Bestseller, Danish Crown, Dagrofa, JYSK, KFI Industrial Foundation, The Branded Manufacturers Association – MLDK.dk, Rema 1000 and Salling Group.



For more information, go to [bss.au.dk](https://bss.au.dk)



# Principle 2 | Values

Open dialogue, tolerance and diversity are the very foundation of Aarhus University's vocation.

The new vision for Aarhus University developed for the period 2020-2025 demands that the university applies its academic strength and breadth and its international position to the creation of value for society, both in Denmark and internationally. In the context of this strategy, value must be understood in a broad sense, as including the social, economic and cultural development of society as a whole.

Within the framework of Aarhus University, Aarhus BSS aspires to be recognised as an educational institution that conducts research-based education at the highest academic and professional levels, generates new knowledge and shapes individuals with an ability to find and execute effective solutions to the challenges they will face during their professional careers. This pervades the school's mission to produce graduates highly valued by national and international job markets.

The vision demands that the school applies its academic strengths and breadths, i.e. its three academic pillars that constitute the broad business school – business, social sciences and the interface between them, as well as its international position to the creation of value for society, both in Denmark and internationally.

In Aarhus University's new strategy 2020-2025, democracy and sustainability are highlighted as central themes. One of the university's tasks is to contribute to a democracy in which opinions are debated and decisions are made on an informed basis and on the background of the latest knowledge. In terms of challenges facing society in the transition to sustainable development, the university's task is to contribute with solutions through research, education and collaboration. Aarhus BSS is a very active contributor in this regard, as many of the school's faculty members conduct research within these fields.

A new initiative currently in the process of development is a platform for inequality research, which aims to gather top researchers from Aarhus BSS, the Faculty of Health, and from universities worldwide. Inequality is widely recognised as one of the most pressing challenges of our time. Although there has been steady progress in research, inequality's causes, dynamics and consequences are still far from fully understood. Deficient knowledge also stands in the way of informing policy. It is therefore necessary to increase academic research efforts to improve our understanding of the drivers and ramifications of inequality and to explore potential remedies and research-based policy interventions vis-à-vis the adverse consequences of inequality. Aarhus BSS will be at the forefront of this

endeavour.

## NEW CLIMATE STRATEGY

At the beginning of 2020, the university developed its first ever climate strategy. The overall goal of the ambitious strategy, which covers the period up to and including 2025, is a significant reduction in the university's carbon emissions. This will take structural changes and more climate-friendly choices on the part of employees and students, as well as close follow-up.

Building operations, transportation, procurement and waste are the areas in which the university sees the greatest potential for reducing its climate footprint, and a number of initiatives to reduce the consumption of electricity, water and heat have already been launched.

In order to succeed, the university will involve faculty, staff and students, who will realise the strategy in practice through their everyday behaviour. Large numbers of students, staff and guests visit the campus every day, which means that the university also has a major responsibility to encourage climate-friendly behaviour on its premises.





SØAJIDTORIERNE



# Principle 3 | Method

To keep up with the developments in society, Aarhus BSS needs to be innovative and continuously review and adjust its degree programmes and interdisciplinary collaborations.

With its strong core academic fields and academic breadth, Aarhus BSS is able to engage in dialogue across sectors and meet their increasing demands for degree programmes and research that combine strong academic fields and collaboration across disciplines and that have a lasting impact on society.

New advances and breakthroughs in knowledge materialise both within individual disciplines and in the encounter between them. The globalised economy is deeply interconnected; the challenges of society and business are complex and require a new way of cooperation between government, business and civil society. Future leaders need new skills to be able to navigate this complex agenda, while society needs new knowledge in order to find solutions to the great challenges. Collaboration is therefore an essential part of the school's strategy.

Specifically, the school's goal is to strengthen interdisciplinary collaboration and its collaboration with the private and public sectors. In this way, the value of the school's contribution to society increases as its interdisciplinary take on management education combining relevant core disciplines

in an interdisciplinary setting, allows for new knowledge and breakthroughs to foster, thus allowing Aarhus BSS to maintain its relevance in society and its position as a provider of graduates highly valued in national and international job markets.

A selected number of courses offered in the semester 2020 are featured below as examples where responsible leadership is promoted and which equip students with valuable skills for future careers.

## LEADERSHIP, MOTIVATION AND PERFORMANCE

The seminar provides students with advanced and in-depth knowledge about public leadership, employee motivation and performance in the public sector. Public managers must be able to ensure that the employees' delivery of services is both effective and efficient – without demotivating the employees (e.g. by excessive monitoring of what the employees do). They must also understand the employees' professional norms and values, and they must be able to utilise the employees' motivation to do good for others and society.

At the same time, public managers are an integral part of a larger political hierarchy wherein they must be able to navigate and act proactively.

Objectives of the seminar:

1. account for selected theories on

leadership and motivation (e.g. transformational and transactional leadership, public service motivation, motivation crowding theory and person-job fit theory) at the highest academic level.

2. compare expectations from different theories about how to exercise good leadership in the public sector and how to achieve high performance in public and private organisations.
3. apply theories and approaches that are relevant for analyses of leadership, motivation and performance – and their mutual associations.
4. identify needs for further research into leadership, motivation and performance based on insights from up-to-date Danish and international research.
5. independently formulate an academic research question and explain how to test that question. The research question must relate to leadership, motivation and/or performance.
6. exercise leadership in public organisations making the employees perceive the organisational vision more clearly and increasing their motivation to contribute to achieve the organisational goals.
7. reflect over own leadership skills and assess the utility of different leadership strategies in different types of organisations and situations.
8. confidently communicate an aca-



Photo: Søren Kjeldgaard



ademic issue, structure an oral academic presentation and engage in scholarly dialogue about leadership, motivation and performance.

#### SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

After having participated in the course, the student must, in addition to achieving the general academic skills, demonstrate:

Knowledge and understanding of

- Relevant sustainability issues
- Definitions of the key concepts sustainability, green logistics / sustainable SCM, circular economy, life cycle analysis, carbon footprinting.
- Relevant legislation and reporting standards.

Furthermore, the students acquire skills to:

- Develop an appropriate working definition of sustainability in different cases or situations, for example, by defining the degree of sustainability of a certain product or transportation mode and explain benefits of including sus-

tainability considerations into SCM decisions.

- Understand and determine the impact of SCM decisions on the environment, e.g., the choice for a certain transportation mode.
- Apply tools for measuring the environmental impacts of products and organisations using carbon accounting and life cycle assessments.
- Use methods and concepts in the fields of transportation (in particular vehicle utilisation), of basic warehouse location, purchasing and of reverse logistics to achieve the objectives in the field of sustainability.

#### SUSTAINABLE PRODUCTION AND CONSUMPTION - THE CROSS-DISCIPLINARY CHALLENGE

The course concentrates on sustainable production and consumption that allows society to achieve the United Nations Sustainable Development Goals (UN SDG).

The course provides students with scientific terms and concepts, successful and inspiring cases, and potential practical solutions. Through

the course, students gain a broad, cross-disciplinary knowledge base to act upon as future professionals, and the interdisciplinary understanding that they need to solve challenges in partnership with other professionals across the whole society.

Students develop competences in holistic system-thinking and problem-solving that they can apply to issues and goal conflicts related to sustainable production and consumption.

Among others, the students acquire knowledge on:

- Definitions of sustainability, including the planetary boundaries, the social thresholds, and the 'safe and just space' concept
- Public decision making, policies and laws related to SDG issues
- Sustainability standards, business models, corporate communication and social entrepreneurship contributing to sustainability
- Sustainable consumer behaviour and social marketing, sustainability psychology, and education for sustainability
- Circular (bio-)economy, design

for sustainability, sustainability logistics and technology for sustainability

On successful completion of the course, students will have the skills and competences to:

- take a well-argued standpoint in the discussion on sustainability in today's society and role of different actors in society
- explain important sustainability problems and issues and the trade-offs and conflicts involved
- argue for diverse approaches to tackling these problems, and come up with cross-disciplinary, holistic solutions

#### SUSTAINABILITY IN A BUSINESS DEVELOPMENT PERSPECTIVE

The course is based on the fact that sustainable business development is rooted in multi-stakeholder value-creation and retention modelling integrating development, sourcing, manufacturing, distribution, use, services and end-of-life strategies.

Key topics of the course include:

- Fundamentals and definitions of sustainable business model development.
- Relationship between strategy, marketing and sustainability.
- Operations and supply chain in a sustainable context.
- Product/process issues (cradle-to-

cradle).

- Materials and resources.
- Energy systems for sustainable transition.
- Digital innovation for sustainable business development, e.g. passport bank, marketplaces, resource monitoring in cradle-to-cradle.
- Leading and managing sustainable business development.
- Motivation, learning, transformation and organisation.

## Student activities that support the PRME principles

Students at Aarhus BSS engage in a variety of extracurricular activities that support the PRME principles during their study life. These include participation in more than 60 student organisations hosted at the school, including among others, The Socioeconomic Society, Law students' legal aid, and Organisation Critical Profile.

Furthermore, many students participate actively in various international case competitions. In autumn 2018, Aarhus BSS International Case Teams was established with the purpose of gathering students from the school to participate in international case com-

petitions representing Aarhus BSS and the university. The main purpose of the team is to connect top students with companies and improve students' case solving skills and business logic.

#### AU CHALLENGE

AU Challenge is a cross-disciplinary case competition for students at the university. In November 2020, approx. 200 students from all five faculties at Aarhus University are invited to collaborate in solving real life cases for 3 large Danish companies. The UN Sustainable Development Goals are at the core of each case, which participants are asked to solve. Thereby, students

are not only part of the competition, they also contribute to solving the greater goal of making the world a better place for future generations.

#### AWARD FOR DISTINCTION IN ACKNOWLEDGEMENT OF CULTURAL DIFFERENCES

In spring 2020, a team of students from Aarhus BSS attended the 15 annual International Commercial Mediation Competition. The two students performed against universities from the Netherlands, India, USA and France and were awarded the Special Award for Distinction in Acknowledgement of Cultural Differences.

Photo: Aarhus BSS International Case Teams





# Principle 4 | Research

Aarhus BSS comprises a large number of strong research environments and a core faculty group of over 500, who cover research and teaching within the business and social science disciplines. Due to its sound financial situation, the school is able to establish innovative research centres and research units, which in turn has a positive impact on the school's ability to attract high-quality researchers and external research grants.

Since research is the foundation for all activities at Aarhus BSS, the school strives to ensure the reliability and integrity of its research. This entails that everyone involved in research at Aarhus BSS must integrate into their work the basic principles for research integrity that form the foundation for all research. These principles apply in all phases of the research process, and they include honesty, responsibility, reliability, objectivity, impartiality, fairness, openness, transparency and responsible management of entrusted resources.

Since the last SIP reporting in 2018, Aarhus BSS opened three new research centres described in the following, and succeeded in attracting more than DKK 438 million in external research grants.

## INTERDISCIPLINARY CENTRE FOR DIGITAL BUSINESS DEVELOPMENT

The centre based at the Department

of Business Development and Technology at the school's campus in the city of Herning focuses on strategy, leadership, business model innovation and sustainability through cutting-edge digital technologies.

The centre collaborates with local manufacturing companies in a project aiming to strengthen the business community's efforts to develop new digital business models. The project is supported financially by the Danish Industry Foundation and is conducted in collaboration with the Danish Technological Institute and the Aarhus School of Marine and Technical Engineering.

## CENTRE OF EXCELLENCE FOR THE STUDY OF DISCRIMINATION

In August 2020, the Centre for the Experimental-Philosophical Studies of Discrimination (CEPDISC) opened at the Department of Political Science. The centre received a DKK 62 million grant from the Danish National Research Foundation, and for the next six years, the researchers affiliated with the centre will explore the moral, philosophical and ethical aspects of discrimination and conduct specific studies into how human beings perceive and approach discrimination.

CEPDISC aims to deliver research results that will be of significant interest to the general public. Hopefully, it will make people reflect on how to define discrimination and what they find

problematic about discrimination. It could also help them find ways to reduce the amount of discrimination in society.

## CENTRE FOR INTEGRATIVE BUSINESS PSYCHOLOGY (CIBP)

The new centre combining the fields of psychology with core business disciplines opened its doors in spring 2020 at the Department of Psychology and Behavioural Sciences. The centre combines insights into the science of psychology and related disciplines with major questions that consumers, companies and decision-makers face in the world today.

The centre is dedicated to creating basic psychological knowledge in a business context with a focus on four key topics: consumer behaviour, behavioural biases and nudging, sustainability and business ethics.

In its research, the centre will focus on several major issues within sustainability, such as:

- how to strengthen sustainable attitudes in and beyond business organisations
- how to transform pro-environmental intentions into actual pro-environmental behaviour in both consumers and companies
- how to prevent the exploitation of resources, when each single actor (e.g. companies) benefits from exploiting the resources (i.e. so-called social dilemmas).







The centre will contribute to the field of business ethics with knowledge and theories from psychology and its sub-disciplines such as moral psychology, social psychology, personality psychology and from the fields of behavioural economics and behavioural decision-making. Central themes addressed at the centre will be corruption, cheating behaviour, and broader ethical questions (e.g. who is allowed to exploit scarce resources).



Photo: Aarhus BSS Communication and External Relations

## DKK 40 million grant to research in well-being of children and adolescents

Since the opening of TrygFonden's Centre for Child Research in 2013, large groups of children and adolescents in Denmark have benefitted from the methods developed by the centre's researchers. Towards the end of 2018, TrygFonden granted another DKK 40 million to the centre allowing it to continue its research activities until 2022.

The centre, which is part of the Department of Economics and Business Economics, has achieved excellent results, and the new grant allows the centre to attract strong international researchers who can contribute further to the important research into

children's well-being and learning.

One of the results that the centre is proud of concerns young children in daycare institutions. Here, the researchers found that if childcare professionals are offered a set of tools and a structured approach to language acquisition, they can make a tremendous difference for the children. By strengthening the focus on language acquisition, children's chances of getting an education, establishing social relations and achieving a good life have shown to be improved.

Despite the many successful initiatives launched by TrygFonden's Centre for

Child Research, Denmark is still characterised by a significant gap between children who do well and those who do not. That is why more research within this field is needed.

The new grant enables the researchers to launch more exciting research projects and initiatives that aim at lowering the levels of school absenteeism, preventing youth crime and supporting families to offer children the best start in life.

## Principle 5 | Partnership

By continuously interacting with businesses and their managers, learning about their current and possible future challenges, hosting a number of important international conferences and organising public events to disseminate knowledge and share ideas with the wider community, Aarhus BSS creates an excellent opportunity to incorporate social responsibility and sustainability principles into business practice.

In order to establish even closer ties to the local and regional business community, the dean of school recently became a member of the Board of Erhverv Aarhus – an organisation that works to improve the conditions for companies who are located, or who wish to locate their business, in the Aarhus area.

More than 500 companies across business, culture and education are members of Erhverv Aarhus. The organisation continuously works to make Aarhus attractive for companies and investors, and it takes part in a range of local, regional and national partnerships both in relation to the local business environment, but also in relation to its member companies' ability to attract and retain highly skilled international employees.

The school's representation in the governing board is an important strategic step that brings Aarhus

BSS closer to companies and puts the school's interests in closer corporate collaboration on the agenda.

Furthermore, the school has increased the corporate representation in its Advisory Board welcoming the CEO of Salling Group (the largest retailer in Denmark) and the CEO of CMS Bakery Solutions based in Atlanta, Georgia, USA to the board in 2019.

In order to supplement academic knowledge with practice, Aarhus BSS also partners with business professionals on a part-time basis to gain a practice-oriented approach to research projects and curriculum. The school's mission confirms the importance of research-based teaching, but it also seeks to deliver graduates that are highly valued on national and international job markets. This latter aspect of the mission is quite difficult to achieve without involving practitioners.

In numerous research projects, the faculty members collaborate closely with the world of practice. A few examples are presented below.

### SMART HOME

The project aims to develop knowledge and tools to assist producers and suppliers to Smart Homes in developing digital business models, new sales and marketing strategies, management and finding a new role

in a digital ecosystem. The ambition is to strengthen small and medium-sized companies in the Danish building and Smart Home industries.

Ten companies are invited to participate in the project: five from the Smart Home market and five from the traditional market. The project is designed as a learning process for the participating companies. The companies are active partners in the research activities, and based on the data findings, they will get individual feedback and recommendations from the researchers.

### MOTIVATING COMPANIES TO CHOSE RENEWABLE ENERGY SOLUTIONS

The CGC Research Centre at the Department of Business Development and Technology helps small and medium-sized companies with a greener business in a new Nordic research project. The aim is to increase the use of renewable energy in startups and in SMEs. The project titled "Greenbiz" is supported by a grant from the EU of DKK 11 million.

In collaboration with Chalmers University in Sweden and Østfold University College in Norway, the CGC Research Centre investigatea how to increase the use of renewable energy in companies and motivate them to develop and implement green business models.





Your meeting score is

6.8



#### DIGITAL2020 CONFERENCE

The annual conference Digital2020 focuses on three current topics in an increasingly globalised digital business world. Due to the current COVID-19 pandemic, the conference will be held virtually, offering alumni and business managers a programme focused on, among others:

- How to handle China as a trading partner and technology dragon?
- How to utilise the computer's thinking power in professions, e.g. in legal and psychological decision-making processes?
- How to secure one's values and businesses against the cyber attacks of enemy powers?

# Principle 6 | Dialogue

The school continuously strives to create value for its stakeholders by educating graduates, developing talent and by sharing research-based knowledge with national and international bodies, institutions and businesses.

Faculty members are active in the public debate through e.g. media appearances, public lectures and participation in public commissions. Faculty members are also represented on the boards of numerous companies, which shows the school's direct impact on its stakeholders.

## UN SUSTAINABLE DEVELOPMENT GOALS

In spring 2019, the university held a conference on the UN Sustainable Development Goals. The conference brought together key players in the continued cooperation with the surrounding world to get deep and broad knowledge of sustainable solutions out into society. The conference was titled "Partnerships for a sustainable future - on the UN Sustainable Development Goals".

In connection with the conference, the AU Committee for Research announced the funding of two networks based on partnerships between the university, the business community and the government agencies and institutions. An interdisciplinary research network "Overcoming the Challenges of a Circular Economy" based at Aarhus

BSS was one of the winners, receiving funding of DKK 1 million. The network conducts research into circular economy and how this approach can contribute to the SDGs. The network's partners include Aarhus BSS, Aarhus University Hospital,

Herning Municipality and Dansk Affald (waste management company).



Photo: Maria Randima, AU Communication



### HOW DO DEMOCRACIES HANDLE AND SURVIVE AN EPIDEMIC?

In spring 2020, a professor of Political Science from Aarhus BSS received a DKK 25 million grant from the Carlsberg Foundation to explore citizen behaviour and its consequences on the development of the coronavirus epidemic. The project is called HOPE.

The aim of the project is first of all to qualify the strict measures introduced by the Danish authorities to prevent coronavirus from spreading further.

Following the epidemic, the researchers will explore the effects of the strategies introduced in different countries. This will allow them to learn from best practice if and when a new epidemic erupts. According to the professor, the data collected while the coronavirus epidemic is evolving will be invaluable for later assessment of which measures were successful and which were not. Thus, the aim of the HOPE project is not just to help in the current situation, but also to prepare society for the next epidemic.

## Future plans and goals

Aarhus BSS' academic portfolio is broad-ranging, from the classic university disciplines such as e.g. law, political science and psychology, to the more traditional business school fields of business, marketing and management, finance and accounting, as well as the interplay between and across these fields. This breadth gives the school a unique opportunity to combine strong disciplines in the creation of research breakthroughs, future-proof study programmes and educational offers and to establish close collaboration with many sectors to the benefit of society as a whole.

By taking this broad approach to research and education, the school can increase the value of its contribution to society while at the same time maintaining its position as contributor of skilled and relevant graduates for the society of the future.

Aarhus BSS aims to significantly strengthen its contribution to the development and welfare of society during the next strategy period 2021-2025.

While many research groups and centres already work with many relevant subjects for the development and benefit of society, new projects like e.g. the establishment of an inequality platform and an ambition to attract considerable external research funding in support of the project is in the pipeline. The school aims to facilitate and strengthen international research in this area and contribute to the global collaboration to realise the UN's Sustainable Development Goals.

Graduates are the school's most important contribution to society, and the school's goal is for students to acquire internationally competitive knowledge and competencies that are relevant for future job markets. This increases their employability, prepares them for an unpredictable world and a volatile labour market and equips them with relevant skills to contribute to solving societal challenges.

To this end, the school's goal as well as that of Aarhus University's to promote the development of the degree programme portfolio and to establish

relevant links between students and the labour market.

Another main challenge of the future is to continue to keep up with digital developments in order to ensure that an appropriate use of technology enhances the school's teaching and programmes, facilitates innovative research and improves efficiency in the management and administration activities.

The focus on facilitating new modes of delivery will contribute to expanding the school's current offerings into new markets and may potentially lead to better recruitment opportunities of faculty and students in the future.

