

CBS



CELEBRATING 100 YEARS

COPENHAGEN BUSINESS SCHOOL

2017 SHARING INFORMATION
ON PROGRESS REPORT

1017
2017

A CENTURY
OF BUSINESS
IN SOCIETY

COPENHAGEN BUSINESS SCHOOL'S RESPONSIBILITY COMMITMENT

PRME Principles for Responsible
Management Education

an initiative of the United Nations Global Compact



EXECUTIVE SUMMARY

We are proud to announce our fourth Sharing Information on Progress (SIP) report on the United Nations Global Compact (UNGC), Principles for Responsible Management Education (PRME). The report is divided into six sections that illustrate how CBS addresses the six PRME principles through our achievements, research, education and events. Each of these activities has been assigned one or more of the six PRME logos to indicate which principle(s) are being addressed.

CBS would like to highlight four noteworthy events since the last report in March 2015:

1 Since signing up to PRME in 2008, CBS has consistently improved its position in business school rankings in relation to Responsible Management Education. The Better World MBA ranked CBS 3rd in 2015 ahead of schools such as Cambridge, MIT and Harvard and 4th in 2016, thus making CBS the best ranked European school.

2 Phase 1 of the Curriculum Development Project (see pages 15-18) for all 19 bachelor programmes has been completed, and the study boards have formulated student competencies reflecting the responsible management progression within each programme.

3 The Department of Intercultural Communication and Management, where the CBS PRME office is situated, has now merged with the Department of International Business Communication to form the Department of Management, Society and Communication (MSC). Cross- and inter-disciplinary by birth, MSC has an interest in studying organizations in global environments and their relations with the broader community.

4 In autumn of 2015, CBS PRME received a new Head of Section, namely Ms Martiina M Srkoc. The position became available with the former Head of Section, Lene Mette Sørensen's move to another position within CBS. The reshuffle has brought about new projects such as the Student Engagement Initiative, restricting of project teams and renewed emphasis on promotion and communication, greater outreach within CBS, external stakeholders and the PRME community.

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WEBSITE	WWW.CBS.DK/PRME
PUBLISHED	FEBRUARY 2017

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WELCOME LETTER FROM PER HOLTEN-ANDERSEN

PRESIDENT OF CBS

“The privilege of being a Champion school has given us the opportunity to help set a PRME agenda.”

- Per Holten-Andersen, President of Copenhagen Business School

2017 is a year of celebration. The UN-backed PRME initiative is celebrating its 10-year anniversary and at Copenhagen Business School we are celebrating our 100-year anniversary. A centenary marks a time to reflect on achievements as well as future goals in relation to our continued commitment to PRME.

CBS became a PRME signatory in 2008, one year after PRME was founded. We are proud to have been among the early pioneers. Since then, CBS has been invited to join one of the select 29 Champion Schools and has received the 2015 Award for Excellence in Reporting for our biennial report to UN PRME. The



privilege of being a Champion School has given us the opportunity to help set the PRME agenda, and we look forward to continuing this work in the future.

We have undertaken various new initiatives to ensure that our students are better able to address local and global challenges now and in the future. These initiatives include phase 1 of our Curriculum Development Project in which all 19 study boards have formulated competencies for CBS bachelor graduates, reflecting the responsible management progression within each programme.

Furthermore, the CBS PRME Office has been reaching out to UN Global Compact Lead companies and other industry players, to help forge alliances. The aim is to increase our understanding of the needs of businesses and to help align teaching and student competencies with these needs. CBS also continues to train both its internal and its external faculty, in responsible education and the incorporation of PRME, through our “Assistant Professor Programme” and “Launching and Implementing a Responsible Management Education Programme”, respectively. We are pleased to share our knowledge on these topics internally as well as with the wider learning community.

We acknowledge our responsibility in relation to the Sustainable Development Goals (SDGs) and our role in shaping future business leaders capable of addressing the issues raised by the SDGs. We cannot expect businesses and governments to do the work alone: As a business school, we play a vital role in helping to address the SDGs by ensuring that our students gain the competencies needed to meet these goals.

Our MBA has been consistently listed in the top 10 of the Corporate Knights Better World MBA ranking for sustainability, and in 2016 CBS was ranked number 4 among international MBA programmes. However, we have not yet realized our full potential. As a PRME signatory and Champion, CBS will continue to ensure responsible management education by exploring, developing and implementing sustainable strategies throughout the entire institution. On that note, I would like to strongly confirm CBS’ continued commitment to UN PRME.

Yours sincerely,

A handwritten signature in blue ink that reads "Per Holten-Andersen". The signature is written in a cursive, flowing style.

Per Holten-Andersen
President of CBS

LETTER FROM TINE ROED

DEPUTY DIRECTOR GENERAL AT THE CONFEDERATION OF DANISH INDUSTRY

“Today, more than ever, we need business students that recognize the importance of meeting the Sustainable Development Goals while simultaneously growing both the business and the bottom line.”

- Tine Roed, Deputy Director General at the Confederation of Danish Industry

At the Confederation of Danish Industry, we see that organizations increasingly need to future-proof their business by considering long-term sustainability. Many Danish businesses are purpose driven, and there is an increased focus on resilience in relation to new business models, social and environmental challenges. Companies acknowledge the need to respond to growing societal expectations, become



more open and accountable, and establish stronger ties with key stakeholders. This trend correspondingly aligns with the demands of Generation Y: A generation that requires more from both their employer and employment than previous generations.

Generation Y increasingly focuses on a company's ability to meet and address social and environmental responsibilities, a focus that undoubtedly will put pressure on companies to evolve and grow in a sustainable and responsible manner. As such there is a growing need for socially responsible graduates who can help companies transition from traditional business to more nuanced, future-thinking organizations that appeal to Generation Y candidates.

Businesses are vital players in relation to tackling global challenges and there is growing interest in addressing the UN Sustainable Development Goals (SDGs). Thus, there is also mounting demand for graduate students who are capable of addressing the issues formulated in the 17 SDGs and, most importantly, turning these issues into business opportunities. Today, more

than ever, we need business students that recognize the importance of meeting the SDGs while simultaneously growing both the business and the bottom line. This is why I am thrilled that CBS is a part of the UN PRME initiative and committed to teaching responsible management.

Teaching responsible management can no longer be relegated to non-core courses. It needs to be fundamental to business school education. CBS is taking a step in the right direction by incorporating responsible management education in many of its curricula – a step from which not only Danish industries, but also industries worldwide will benefit.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Tine Roed'.

Tine Roed
Deputy Director General at the Confederation of Danish Industry

LETTER FROM LISE KINGO

EXECUTIVE DIRECTOR OF THE UNITED NATIONS GLOBAL COMPACT

“We need continuous dialogue between education and business to meet the demands of today’s businesses facing tomorrow’s global challenges.”

- Lise Kingo, Executive Director of the United Nations Global Compact

The UN Global Compact initiative was created to give a human face to the global market by encouraging companies to embrace responsible business practices. With our initiative “Building the Business of Tomorrow”, the UN Global Compact is leading the way to a productive future in collaboration with companies, investors and business schools. We believe it is critical to bridge the gap between business and business education. Fostering partnerships between companies and business schools is essential to the UN



Global Compact mission – to mobilize a global movement of sustainable companies and stakeholders to create the world we want. To achieve our mission, we need business graduates who understand that responsible business practices are integral to market success and who have the skills and knowledge to lead. We see tremendous potential for us to transform global markets through greater collaboration between business and business schools, particularly by aligning what business schools teach with what businesses need. We need continuous dialogue between education and business to meet the demands of today’s businesses facing tomorrow’s global challenges, challenges requiring far-reaching, sustainable solutions.

UN Global Compact signatories commit themselves to respecting and supporting 10 principles addressing human rights, labour, the environment and anti-corruption. To live out this commitment, companies need highly skilled graduates with a deep understanding of the importance of these principles. Collaboration between business and business schools is a natural partnership which benefits

both groups: Students involved in the PRME initiative strengthen their professional profile and skills, while companies can benefit from hiring graduates with the critical competencies needed to innovate and develop creative market solutions that address global challenges and become business leaders of tomorrow.

As a former Copenhagen Business School student, I am proud to be an alumnus of an institution committed to responsible management education and business partnerships designed to shape the leaders of tomorrow. I strongly encourage Copenhagen Business School and all PRME schools to continue their efforts to make responsible management education an integral part of the curriculum in collaboration with Danish and international businesses.

Sincerely,

Lise Kingo
Executive Director,

INTRODUCTION TO THE CBS PRME OFFICE

It is a great pleasure for the CBS Office of Responsible Management Education to introduce its fourth SIP report, which covers activities related to responsible management education at CBS in 2015-2016.



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As well as having a physical CBS PRME office, here are some of our colleagues at CBS who collaborate with us and/or the broader PRME community on projects, teaching, research and other initiatives.



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THE SIX PRINCIPLES

The six PRME principles constitute the foundation for the work we do on responsible management education. They provide a solid structure to help us excel in important areas that will contribute to improving our curricula and research. The principle logos are allocated to each activity to indicate which principle(s) are being addressed.

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.	
2	VALUES We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.	
3	METHOD We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.	
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.	
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.	
6	DIALOGUE We will facilitate and support dialogue 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.	
	ORGANISATIONAL PRACTICES (NOT AN OFFICIAL PRINCIPLE) We understand that our own organisational practices should exemplify the values and attitudes we convey to our students.	

Principles of Responsible Management Education (PRME) was first established in 2007 at the United Nations Global Compact Leaders Summit in the presence of UN Secretary-General Ban Ki-moon and more than 1,000 businesses, civil society, and government leaders. PRME is an offshoot from the United Nations Global Compact's (UNGC) ten principles to encourage businesses to adopt sustainable and social policies. The PRME initiative was a natural next step for the UNGC, supporting its agenda by laying the foundations for responsible management in business education. Under the coordination of the UN Global Compact and leading academic institutions, the PRME task force developed a set of six principles that together lay the foundation for the global platform for responsible management education.

The Principles for Responsible Management Education have the capacity to take the case for universal values and business into classrooms on every continent.

- Ban Ki-moon, former Secretary-General of the United Nations.





CBS AT A GLANCE

This section presents PRME highlights at CBS and projects undertaken by our institution to create a sustainable campus and a better working environment with equal opportunities



COPENHAGEN BUSINESS SCHOOL

Founded in 1917, CBS is one of the largest business schools in Europe with approximately 22,000 students and 2,100 staff members. Offering a wide range of business-oriented university programmes, CBS provides an innovative research environment with 14 different departments. At CBS, we have a strong mission, vision and identity that we refer to as “Business in Society”. This was revised in 2016, and responsibility is now a core part of our identity. This will help us foster, educate and guide the responsible leaders of tomorrow.

IDENTITY

CBS is an international business university. With the distinctiveness of its diversity, CBS combines elements from conventional business schools and the “full university” model - always maintaining a focus on our impact on society and a commitment to research and research-based education. We play a major role in the discussion of innovative and entrepreneurial business models, sustainable organizational forms and economic practices within the perspective of responsible management and leadership. We nurture an entrepreneurial spirit within CBS, encouraging to new ideas, open to individual initiative and flexible in the face of new opportunities.

MISSION

CBS has a particular responsibility to bring knowledge and new thinking to companies and organizations, to the next generation of business leaders and to society as a whole. Our major contribution takes the form of research and research-based education. We have an obligation to educate both young and experienced people for the business world and for society by providing them with a sound basis of knowledge and insights from the latest international research for the purpose of value creation and sustainable development.

VISION

CBS aims to become a world-leading business university that recognizes the vital role of business and the public sector in shaping society - and the equally important manner in which business practices and processes are shaped by society. The core of our future development is to train students to contribute innovation and entrepreneurship to high-level employment and create research which is both academically excellent and significantly contributes to finding new answers to societal challenges. The precondition is an attractive, responsible and engaging workplace that involves employees, students, a high international standard in everything we do, and an organization that has the capacity to integrate and co-create with the surrounding society.

	2012	2013	2014	2015	2016
Student population	19,999	20,819	22,471	22,829	22,829
Non-Danish students	3,106	3,636	4,237	4,292	4,287
PhD students	258	239	239	224	224
Full-time academic staff	690	748	736	673	673
Part-time academic staff	730	712	844	874	874
Administrative staff	549	586	610	649	649
Revenue (million EUR)	164.9	164.9	166.4	174.9	174.4
Expenses (million EUR)	157.4	161.2	171.4	165.5	169.2

FOR MORE INFORMATION VISIT CBS.DK





COUNCIL FOR DIVERSITY & INCLUSION

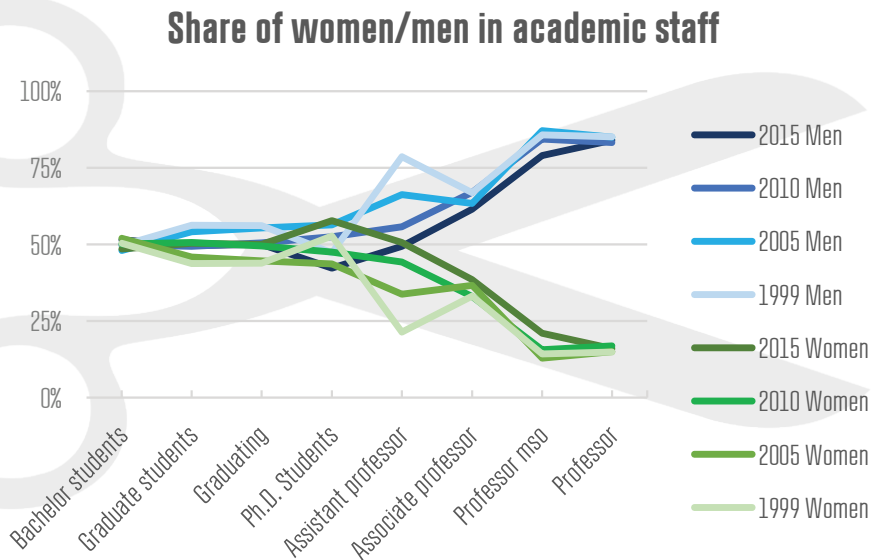
The President of CBS, Per Holten-Andersen, established the Council for Diversity & Inclusion (CDI) in October 2014 with the aim of developing an action plan to address gender inequality issues at the top strata of CBS academia. The action plan, which was a future objective of the last PRME report, has now been formulated.

THE LEAKING PIPELINE

Diversity in academic disciplines, research methods and programmes has been a major contributor to CBS' remarkable development over the last decades. We also believe that diversity in our faculty, staff and students shapes our thinking and leads to more creative and innovative ideas and solutions.

The figure illustrates that in 2015 men constituted around half of the faculty at the assistant professor level, but at the full professor level, this percentage leaps to over 80%. Thus, since 1999 CBS has managed to close the gender gap up to the level of assistant professor while the gender gap at the full professor level has remained unchanged. Nonetheless, CBS data show that proportionally more qualified female candidates are now hired from the applicant pool and as such increasing the target number of qualified female applicants for full professorships. This target has been included in the CBS Development Contract for 2015-2017.

The documented gender imbalance will not change by itself within an acceptable timeframe as unconscious gender bias plays a role in our evaluation and selection of talent. A positive development in the gender balance will only be furthered if it has the attention of top management. This is why the President of CBS, Per



The figure shows the gender composition among students and academic staff at CBS from bachelor students to full professor in four select years: 1999, 2005, 2010 and 2015. The leaking pipeline metaphor refers to the continuous loss of women in academia as their career progresses.

Holten-Andersen, chairs the CBS Council for Diversity & Inclusion (CDI) which was established in recognition of CBS' general challenge in ensuring a more equal gender balance in both academic and administrative positions and leadership. The CBS action plan on diversity and inclusion has been presented and discussed

in various fora at CBS in autumn 2015. The action plan includes six thematic areas that constituted the main focus for CDI in 2016. These action points are listed below.

Per Holten-Andersen,
President of CBS
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1 THE CBS COMPETENCY STRATEGY
This strategy explicitly addresses the diversity issues such as diversity management, intercultural competences & more.

2 DEVELOPMENT PROGRAMMES
CBS has established leadership development, mentoring and assistant professor development programmes.

3 MANAGEMENT INFORMATION & ANALYSIS
This has been strengthened on diversity and inclusion issues as part of the ongoing annual reporting to CBS.

4 GENDER-CONSCIOUS SCOUTING PROCESSES
This has been used as a precondition for allocating faculty positions and will continue to be so.

5 MORE QUALIFIED FEMALE APPLICANTS
Increase the number of qualified female applicants for full professorships & ensure competition at all position levels.

6 PARENTAL LEAVE
Establish a parental leave policy to optimise the reintegration of faculty members upon return.



FUTURE SUSTAINABLE CAMPUS

CBS has a plan to expand our campus by 35,000 m². Underlying this proposal is an ambitious and sustainable masterplan developed in collaboration with Nobel Peace Prize winner John Robinson, renowned architects and CBS researchers in sustainability. Some of the sustainable elements of the project are:

1 CLIMATE ADAPTATION AND LOCAL COOPERATION

CBS has partnered with the local utility service Frederiksberg Utilities to ensure water management at Solbjerg campus. The partnership will minimize the risk of flooding in low-lying areas and reduce the amount of rain water in storm drains.

2 RAIN WATER REUSED AS FLUSHING WATER

The water from the collection tank and perimeter drains will be reused for, among other things, toilet flushing and watering plants and lawns on the campuses. This recycling will also contribute to minimizing CBS' total water consumption.

3 SOLAR CELLS: ENERGY FOR HEATING REGULATION

The ambition for the solar cells is to provide a sustainable energy cycle for Frederiksberg Utilities, which will utilize the energy for water cooling. The water will then be returned to CBS and used to cool our buildings, replacing the old conventional system.

4 LIVING LAB

The new campus will be monitored for energy, water and material consumption and is in itself a study in sustainable practices. This information will be made available to researchers and displayed on screens to motivate sustainable attitudes and behaviours.

5 GREEN INFRASTRUCTURE

Good biking conditions will help promote a greener infrastructure. The new campus will facilitate this by providing an efficient biking infrastructure on campus and striving to place car parking underground and thus allow public spaces to serve as recreational green oases.

6 INTERNATIONAL SUSTAINABILITY CERTIFICATION

CBS is cooperating with Green Building Council (GBC) which has proposed CBS as a case study for the further development of campuses as urban areas. So far, only two campuses worldwide are using the recognised certification method.



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Rain water will be collected through a sculptural reservoir on campus

C.F. Møller Architects



The PRME highlights listed below reflect CBS' efforts to produce students capable of creating sustainable value. With their extensive business connections, high aspirations and reflective mindset, the students are an indispensable driver for CBS to deliver responsible management education.

2015

1 CBS received the 2015 Award for Excellence in Reporting for our biennial report to UN PRME

2 Our MBA programme was ranked no. 3 among international MBA programmes by the Corporate Knights Better World MBA ranking

3 CBS was reinvited to continue our membership to the Champions Group

2016

1 All study boards have formulated student competencies for bachelor graduates reflecting the responsible management progression within their programme.

2 Our MBA programme was ranked no. 4 among international MBA programmes by the Corporate Knights Better World MBA ranking

3 Nikolay Ivanov, former team member at the CBS PRME office, was hired as the coordinator of the Champions & Working Groups at the PRME Secretariat in New York

OUR RESPONSIBILITY AS PRME CHAMPION

Our membership of the Champions Group is an acknowledgement that reflects CBS' commitment and contribution to the PRME initiative. It is with great pride that we have taken on the responsibility that accompanies being a PRME Champion school by further exploring and developing responsible management education. We have since engaged actively with UN agencies to strengthen our partnerships with UN Global Compact (UNGC) signatories and PRME schools, which has led to various projects within curriculum development and other PRME activities. CBS was, once again, represented at the UNGC Summit in New York in 2016. We engaged actively with the UNGC network, in particular the Danish network, to help strengthen the collaboration between our business school and different industries.

THE UN GLOBAL COMPACT LEADERS SUMMIT 2016

It was a unique opportunity to experience the global business community taking an important stab at translating the UN Sustainable Development Goals (SDGs) into action. For CBS it was an opportunity to discuss their implications for business education and research with a large delegation of Danish companies, many of whom are widely recognised as pioneers and game changers in terms of 'taking sustainability to the market'. Finally, it was great to see the UN Global Compact, with now former UN Secretary-General Ban Ki-moon and UN Global Compact Executive Director Lise Kingo giving the more than 200 student delegates (including two CBS students) a warm ovation!

- Dorte Salskov-Iversen, Head of Department of Management, Society and Communication



A large, leafy indoor tree stands in a white circular planter filled with light-colored pebbles. The tree is the central focus of a modern, brightly lit study area. The walls are a vibrant pink, and the floor has a black and white checkered pattern. Several people are seated at long tables, some using laptops, suggesting a collaborative learning environment. The ceiling features a grid of white panels and two spherical pendant lights. Large windows in the background provide natural light and a view of the outdoors.

EDUCATION

This section presents various projects and activities taking place at CBS to help foster an understanding of responsible management learning among our students and faculty



CURRICULUM DEVELOPMENT

At CBS we encourage each bachelor study programme to offer its own perspective of what responsible management education means and to identify the competency profile that all their alumni are expected to possess in order to be responsible managers. Over the last six years, all 19 bachelor study programmes have undergone a systematic process which included student focus groups, faculty interaction and competency development.

THE PROCESS

During the project, each study programme underwent a two-phase process. The first phase involved conducting an initial review of the curriculum, student focus groups and analysis of course syllabi. Programme faculty, course coordinators and study board directors later developed short descriptions of the responsible management content identified on the basis of the focus groups and course syllabi.

This helped in establishing a programme overview (example below) with the light-blue courses (cornerstone courses) reflecting relevant responsible management content and the dark-blue ones (flagship courses) indicating the courses with an explicit and highly relevant responsible management focus. The course descriptions and course overview have been included

in a report that presents the responsible management content progression throughout the six semesters of the programme.

During the second phase of the project, each study board formulated specific responsible management competencies that the students are expected to possess once they graduate from the programme. These competencies summarize the responsible management content and reflect the way responsibility is viewed in the various programmes.

Each study programme also identified a programme ambassador from among their faculty. Ambassadors are selected based on their familiarity of both the programme and its responsible management content. The aim of the ambassadors is to ensure that the programme content is accurately reflected

in the overview and to act as a contact point for interested faculty and students.














FINDINGS

Responsibility within the CBS bachelor programmes takes on diverse definitions and depends on the competencies that each programme strives to impart to students. Responsibility in management education at CBS does not have a “one-size-fits-all” approach. Rather it is incorporated in each programme and taught in accordance with the specific competency aims of the various bachelor programmes.

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SEMESTER OVERVIEW, BSc INTERNATIONAL BUSINESS

Responsibility Day	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
2014 & 2016  Bersant Hobdari	Entrepreneurship and Global Strategy  Christina Lubinski (MPP)	Macroeconomics  Annaig Morin (ECON)	Business Research Methodology  Lars Håkanson (INT)	Corporate Finance  Ulf Nielsson (FI)	Elective Courses, Exchange or Internship	International Business Strategy  Nicolai Pogrebnyakov (INT)
2015 Anette Boom	Corporate Communication  Lisbet Pals Svendsen (IBC)	Principles of International Marketing  Stefan Schwarzkopf (MPP)	Corporate Governance  Björn Preuss (INT)	Global Supply Chain Management  Günter Prockl (IOM)		Risk Management of Multinational Enterprise  Torben Andersen (INT)
2013 Bersant Hobdari	International Business Environment  Aradhna Aggarwal (INT)	Financial Accounting  Caroline Pontoppidan (ACC)	Organizational Behaviour  Martin Kornberger (IOA)	International Business Law  Andrej Savin (LAW)		Bachelor Project  Bersant Hobdari (INT)
2012 Jens Gammelgaard	Microeconomics  Herdis Steingrimsdottir (ECON)	International Economics  David Jinkins (ECON)	Statistics  Søren Feodor Nielsen (FI)	Industrial Organizational Analysis  Marcus Asplund (ECON)		

Flagship courses act as programme anchors and play a central role in coordinating the generation of RME competencies.

Cornerstone courses act as binding blocks throughout the semesters and ensure the systematic progression of RME content and competencies.

KEY TAKEAWAYS

Some of the challenges we have encountered in the implementation of the Curriculum Development Project have led to insights that could prove useful if other schools replicate this process. Four key takeaways are listed below:

1

Diverse views on “responsibility”

There are differences in the perceived meaning of responsible management education among the different programmes. The project should allow for diversity in interpretation that suits the culture, language and teaching of the various disciplines. This approach will give study programmes a stronger sense of ownership over their approach to responsible management education.

2

Dynamic study programmes

Faculty, content and learning objectives can change quite often, affecting the outcomes of a curriculum development project. Allowing for a flexible project structure and having a phase-based project makes it possible to adapt to the dynamic academic environment. Good contact with study programme administrative staff can keep the project up to date with new programme developments.

3

Not the usual suspects

During focus groups, students point to courses that faculty do not immediately recognize as having responsible management content. Transcribing the student focus groups can provide arguments as to why students believed the course had a responsible management angle as well as indicate student perceptions of responsible management in their studies.

4

Understanding responsible management education

It is not always evident to focus group participants what the term “responsible management education” stands for and how to make it specific to the programme characteristics. Presenting concrete examples and referring to previous experiences proved useful in getting all participants on the same page. Asking the question “What is an irresponsible business school graduate?” can trigger different reflections of the responsibilities study programmes instil in students and graduates.



The Study Board of the BSc in International Business (IB) is committed to providing its graduates with distinct responsible management competencies. This is reflected in continuous assessment of course and programme curricula as a means of achieving the desired competencies. The investigation into what responsibility-related competencies mean to BSc IB students and how they permeate through the programme curriculum provides valuable feedback to programme management in its attempt to provide coherent teaching of such competencies.

- Bersant Hobdari, Associate Professor, Study Board Director for BSc International Business

At CBS, students acquire business skills in a context of responsibility. Integrating responsibility into their bachelor studies helps deepen the learning curve and create a more holistic education. The quest to find the responsible management content already presented to students has revealed that responsibility is as diverse as CBS is. All 19 bachelor programmes have presented unique responsible management competencies that their students are equipped with upon graduation. This outcome reaffirms one of the core values at CBS, that of distinctiveness of diversity.

- Jan Molin, Dean of Education

RESPONSIBLE MANAGEMENT COMPETENCIES IN BACHELOR PROGRAMMES

The study boards of all 19 bachelor programmes have formulated specific responsible management competencies that students are expected to have upon graduation. These competencies are listed below for each programme.

<p>BSc Business, Asian Language and Culture</p>	<ul style="list-style-type: none"> Propose relevant marketing strategies that consider the ethical implications for the whole supply chain Understand and leverage responsible management within the business context at the social, industrial and corporate levels Provide recommendations for future actions founded in diversity, respect and inclusion in team dynamics. 	<p>BA European Business</p>	<ul style="list-style-type: none"> Understand that responsible management is culturally contingent Develop the ability to reflect upon one's own cultural assumptions Communicate in complex situations about competing interpretations of what a responsible firm should do Have a constructive dialogue to help create and improve an organization's identity.
<p>BA English and Organizational Communication</p>	<ul style="list-style-type: none"> Understand the challenges for responsible communication in organizations Recognise and foresee possible diversity issues, especially culture-based ones Take measures to counterbalance diversity, e.g. ensure inclusive communication Take measures to ensure precise communication, i.e. avoid ambiguities and misunderstandings in general. 	<p>BA Information Management</p>	<ul style="list-style-type: none"> Understand that responsible management is culturally contingent Develop the ability to reflect upon one's own cultural assumptions Communicate in complex situations about competing interpretations of what a responsible firm should do Have a constructive dialogue to help create and improve an organization's identity.
<p>BA Intercultural Marketing Communication</p>	<ul style="list-style-type: none"> Understand that responsibility is culturally contingent and understand the communicative and marketing consequences of this contingency Understand the challenges for responsible communication in marketing communication Work with intercultural marketing and communication strategies from a responsible communication perspective - in terms of both product and process. 	<p>BSc Business, Language and Culture</p>	<ul style="list-style-type: none"> Understand concepts relevant to company's social responsibilities in providing decision-useful information Critically reflect on findings related to culture, society and business in the UK, US and their chosen language area Recognize the responsibilities and effects different actors have in different cultural environments.
<p>BSc International Business</p>	<ul style="list-style-type: none"> Act in accordance with the accepted principles of right and wrong that govern professional conduct on issues like transparency, increasing stakeholder demands, environmental issues, cultural differences, corruption and bribery and social responsibility Understand ethical, normative and social issues related to the professional practice and accept responsibility for one's actions. 	<p>BSc International Shipping and Trade</p>	<ul style="list-style-type: none"> Understand the challenges for responsible managers in the maritime sector Explicitly reflect upon the impact on society of: <ul style="list-style-type: none"> their own actions their firm's policies and strategies their industry's practices Recognize that as managers they can effect change and thus actively make what needs to be done pay.
<p>BSc Business Administration and Service Management (Service & Innovation)</p>	<ul style="list-style-type: none"> Understand the role of corporate social and environmental responsibilities in a service context Examine innovative approaches taken by service organizations in pursuit of sustainability goals Recognize and reflect on the challenges and opportunities presented by sustainability aspects for service innovations 	<p>BSc Business Administration and Service Management (Arts & Culture)</p>	<ul style="list-style-type: none"> Understand the economic, aesthetic and political idiosyncrasies of the private and public organizations which provide "content" or "experiences" in the guise of cultural services, events or products Identify and analyze the managerial challenges organizations face, and propose measures to balance economic, aesthetic and political concerns in managing, e.g. specialized skill-holders and uncertain external environments.

RESPONSIBLE MANAGEMENT COMPETENCIES CONTINUED

<p>BSc Business Administration and Sociology</p>	<ul style="list-style-type: none"> • Make responsible use of the knowledge acquired • Explicitly identify and analyse prospects and challenges for different kinds of organizations, and propose solutions to challenges that take a broad range of requirements from the surrounding society into consideration • Recognize, analyse and estimate the consequences of different prospects for organisations, their members/employees and their surroundings. 	<p>BSc Business Administration and Psychology</p>	<ul style="list-style-type: none"> • Understand the broad scope of managers' responsibilities, in relation both to their employees and to the organization's interactions with society • Work critically and innovatively with organizational challenges • Explicitly reflect on the human factor in organizational choices
<p>BSc Business Administration and Philosophy</p>	<ul style="list-style-type: none"> • Develop, compare and evaluate decision-making scenarios • Articulate underlying decision-making principles • Identify and analyse fundamental decision-making ambiguities and dilemmas • Constructively criticise irresponsible decision-making tendencies. 	<p>BSc Business Administration and Information Systems</p>	<ul style="list-style-type: none"> • The HA (it.) programme reflects responsible approaches in teaching styles, learning objectives, teaching philosophies, theoretical perspectives, composition of teachers, and exam activities • The HA (it.) programme conducts responsible practices by having reflective students that are responsible for own learning and who engage actively with faculty.
<p>BSc Business Administration and Commercial Law</p>	<ul style="list-style-type: none"> • Acquire the ability to search for the optimal solution by preventing legal problems through economic considerations before the problems arise rather than deciding legal disputes after they occur • Acquire an interdisciplinary Danish, EU and internationally oriented ability to improve the output of the enterprise or public authority through consideration of the law, the market and the society. 	<p>BSc Business Administration and Management Science</p>	<ul style="list-style-type: none"> • Acquire capabilities concerning social responsible decision making from an economic perspective • Acquire skills to ensure that appropriate analytical methods are used and that conclusions based on data analysis are presented objectively.
<p>BSc Economics and Business Administration</p>	<ul style="list-style-type: none"> • Be aware of possible responsibility issues associated with the management's own decisions • Understand the dynamic and complex nature of a company's responsibilities • Recognize that responsible management should be embedded in all management activities rather than being a separate function. 	<p>BSc Business Administration and Project Management</p>	<ul style="list-style-type: none"> • Understand the context and different stakeholder interests involved in project management • Understand problems relating to project management from many different perspectives • Explicitly reflect on the societal and environment impact of project management decisions and activities • Recognize stakeholder needs and interests and take these into consideration in project management
<p>BSc Business Administration and Organizational Communication</p>	<ul style="list-style-type: none"> • Understand the challenges for responsible managers in both private and public organizations • Ability to understand and reflect upon the ethical implications involved in any kind of communication • Be aware of and be able to take into account the concerns of the range of internal and external stakeholders in communication and management. 	<p>BSc International Business and Politics</p>	<ul style="list-style-type: none"> • The academic environment and the courses that collectively constitute IBP are international in character. • Some issues, including the sustainable management of resources and the inequalities associated with for example race, ethnicity and gender are addressed across much of the programme.

EXAMPLES OF RESPONSIBLE MANAGEMENT EDUCATION IN BACHELOR PROGRAMMES

INTERNATIONAL ECONOMICS

BSc in International Business and BSc in International Business and Politics

Students learn how trade theories and policies affect markets, prices, supply and demand on a global scale. They are also introduced to the social and environmental effects of such trade. The Heckscher-Ohlin model is introduced, including a discussion of the effects of trade and equality in a broader sense, and stressing that trade can damage welfare in the long run. This discussion touches on issues such as how money encroaches on rights and how equality exists under the law though not in practice. Furthermore, during a session on trade policy, the notion of Pollution Havens is introduced through the practice of shipbreaking. Students reflect upon the fact that Danish and multinational companies retire ships to countries like Bangladesh to save costs.

David Jinkins
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INTRODUCTION TO MARITIME ECONOMICS

BSc in International Shipping and Trade

Students are given an understanding of the shipping industry, its development and the future challenges that will need to be addressed. The course touches upon regulatory frameworks, national shipping policies, green shipping and environmental protection issues. Specifically, one element of the course shows that although environmentally responsible changes may be expensive for companies to implement, they can lead to energy and cost savings in the long term. As this course has been identified as having the strongest connection to responsible management, it is recognized as the flagship course of the BSc in International Shipping and Trade programme.

René Taudal Poulsen
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SPECIALISED COURSES

BSc in Business Administration and Service Management

“Service Innovation and Sustainability” provides students with conceptual frameworks and theoretical knowledge that are relevant for critically examining how innovation in service organizations can contribute to sustainable development. “Tourism, Social Entrepreneurship and Sustainability” aims at providing students with the appropriate conceptual frameworks and knowledge to reflect critically on how tourism businesses can contribute to sustainable development through social entrepreneurship. This course focuses more specifically on how the tourism entrepreneur can act as a driver of development and sustainability.

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Florence Villesèche
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Ana Maria Munar
amm.int@cbs.dk

EXAMPLES OF RESPONSIBLE MANAGEMENT EDUCATION IN MASTER PROGRAMMES

DIVERSITY MANAGEMENT - DIVERSITY, GENDER AND EQUALITY IN ORGANIZATIONS

MSc in Diversity and Change Management

Diversity is a widely debated topic both in society in general and within organizations. This course aims at providing the students with an in-depth understanding of the concept of diversity in organizations as well as in the different perspectives on and definitions of diversity management. We will discuss management approaches as well as critical perspectives on diversity. Many different aspects of diversity will be addressed such as ethnicity, gender, sexuality and more. We will read literature on diversity from different contexts. The students will analyse the diversity initiatives in different organizations.

Annette Risberg
ari.msc@cbs.dk

BUSINESS STRATEGY IN DEVELOPING COUNTRIES AND EMERGING MARKETS

MSc in Business and Development Studies

Strategy formulation and management in developing countries and emerging markets take place in a context and regulatory environment that differs significantly different from that of developed countries. Institutional failures, cultural differences, economic and political volatility, etc. render strategy and management qualitatively different in such locations. The course “Business strategy in developing countries and emerging markets” is specifically designed to introduce students to literature on the business activities in developing countries and emerging markets.

Lotte Thomsen
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Michael Wendelboe Hansen
mwh.msc@cbs.dk

ORGANIZATIONS AND SOCIETY

MSc Strategy, Organization and Leadership

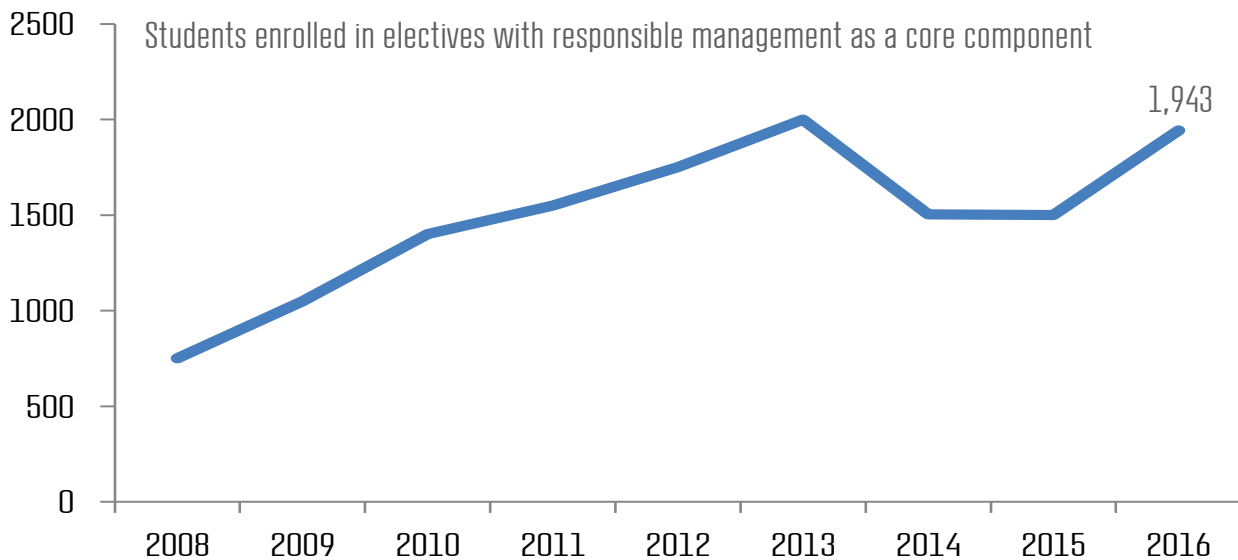
This course focuses on organizations and society through the lens of corporate social responsibility (CSR). It investigates a number of ethical perspectives on CSR (e.g. utilitarianism, duties and rights, stakeholder, social contract, citizenship) which provide a continuing basis for the normative evaluation of these organization-society relationships. Institutional theory is introduced as a means of understanding the structural shaping of CSR, particularly in the relations between business, civil society and governmental actors; and the emergence of new CSR organizations.

Jeremy Moon
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ELECTIVES

In 2016 CBS offered 414 electives at the bachelor and master levels. 29 of these had responsible management content as the core component. Furthermore, 1,943 students were enrolled in the 29 core responsible management electives in 2016. This is an increase compared with 2014 and 2015 where approximately 1,500 students were enrolled both years.



BACHELOR

Business, Strategies and Stakeholder Impact, Andreas Rasche, ar.msc@cbs.dk
 Conflict Management in the Workplace, Bettina Fathia Buchholtz, bfb.msc@cbs.dk & Lisbet Pals Svendsen, lps.msc@cbs.dk
 Corporate Governance, Therese Strand, ts.int@cbs.dk
 Fashion Entrepreneurship and Business Development, Fabian Csaba, fc.msc@cbs.dk
 Global People Management: Human Resource Management & Leadership, Sara Louise Muhr, slm.ioa@cbs.dk
 Introduction to Sustainable Business, Karin Buhmann, kbu.msc@cbs.dk
 Naming & Framing as a Tool for Identity Building and Consumer Communication across Markets and Cultures, Viktor Smith, vs.msc@cbs.dk
 Negotiation Skills and Conflict Management - Drivers of Success and Complexity, Robert Ibsen, ri.msc@cbs.dk
 Scandinavian Sustainability and Corporate Social Responsibility, Jeremy Moon, jm.msc@cbs.dk

MASTER

Business, Government and Society, Andreas Rasche, ar.msc@cbs.dk
 Business & Human Rights: Governance, Leadership and Management, Karin Buhmann, kbu.msc@cbs.dk
 Business Strategy and Innovation in the Energy Industry, Christian Erik Kampmann, cek.ino@cbs.dk
 Consumer Culture Theory (CCT), Hanne Pico Larsen, hpl.marktg@cbs.dk
 Corporate Citizenship: Political Responsibility in Theory and Practice, Jeremy Moon, jm.msc@cbs.dk
 Corporate Governance, Claus Parum, cp.fi@cbs.dk
 Corporate Social Responsibility in Global Supply Chains, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk
 Creating Markets for Sustainable Products, Trine Pallesen, tp.ioa@cbs.dk
 CSR in Action: A Path to Sustainable Development, Peter Lund-Thomsen, pl.msc@cbs.dk
 Cultural Theory: About Culture, Ethics and Values (in Danish), Ole Thyssen, ot.mpp@cbs.dk
 Developments in International Shipping, René Taudal Poulsen, rtp.ino@cbs.dk
 Diversity and Corporate Social Responsibility Beyond Borders, Lauren McCarthy, lmc.ikl@cbs.dk
 Hamburg-Copenhagen Urban Challenge, Luise Noring, lno.msc@cbs.dk
 Poverty, Sustainability and the Private Sector, Andrew Crabtree, ac.msc@cbs.dk
 Re-imagining Capitalism, Ester Barinaga, eb.mpp@cbs.dk
 Rome-Copenhagen Urban Challenge, Esben Rahbek Gjerdrum Pedersen, ergp.msc@cbs.dk
 Sustainability - a Driver for Market Creation, Jesper Vej, jv.marktg@cbs.dk
 Sustainability Challenges 1: Multi-disciplinary Approaches (SC1), Maria Figueroa, mf.dbp@cbs.dk
 Sustainability Challenges 2: Specific Systems and Capstone Project (SC2), Maria Figueroa, mf.dbp@cbs.dk
 Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship, Kai Hockerts, kho.msc@cbs.dk

RESPONSIBILITY DAY

Responsibility Day has become a tradition at CBS since we launched the concept in 2009. Since then, it has grown in scale and is the official first day of university for all new bachelor students. It is an inspirational start for new students who are challenged to view business as more than simply the bottom line.

In 2016 almost 3,000 new students started their first semester on 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. Furthermore, the day sets expectations for the role responsible management education should and will play over the course of their next three years at CBS.

As with previous years students were challenged to address a number of issues through a case competition that took place directly after Responsibility Day. In 2015 the case revolved around Ruby Cup, a

hybrid social entrepreneurship founded by former CBS students to provide underprivileged Kenyan girls and women with healthy and sustainable menstrual cups. Students were challenged to grow the business in a responsible fashion by reaching the low-end market without having to resort to donations.

In 2016 Responsibility Day began with a real-life business case on responsible management issues with Pernille Bülow Jewellery as the case company. Pernille demonstrated how, through her for-profit enterprise, she can create a successful business while simultaneously providing a livelihood for women in Ghana. This year students were asked to provide solutions to the challenges that Pernille Bülow Jewellery was facing such as moving her business forward while maintaining the balance between profits and social

responsibility. A jury consisting of Pernille Bülow herself, Mette Morsing, CBS Professor and Academic Co-Director, Rachael Morgan, jewellery and fashion consultant, and Nikolay Ivanov, Coordinator PRME Secretariat at the UN Global Compact office in New York, selected three case solutions to be pitched at the finals where the winning group was announced.

By engaging both faculty, students and top management, Responsibility Day puts responsible management on the agenda, reinforcing CBS' identity, mission and vision of "business in society".

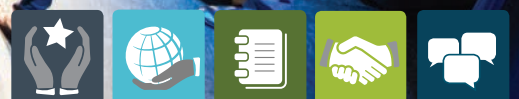
Jan Molin
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Benjamin Anker &
Helena Aaholm Rasmussen
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FEATURED IN THE 2ND
PRME INSPIRATIONAL GUIDE

CBS Responsibility Day 2016





KEY MBA AND EXECUTIVE PROGRAMMES

MBA

FULL-TIME MBA PROGRAMME

The full-time MBA programme has gained international recognition through top 10 positions in lists such as the Corporate Knights Better World MBA rankings. Sustainability, responsibility and ethics are woven into the programme. Specifically, students meet responsible management content in the extensive core course *Managing Sustainable Corporations* and various elective courses. A review of all core courses has been carried out and responsible management education content has been identified and compiled in a report published in 2016.

Associate Dean Birthe Larsen
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EXECUTIVE MBA PROGRAMME

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

Associate Dean Jesper Rangvid
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EXECUTIVE PROGRAMME

MANAGING SUSTAINABLE CORPORATIONS

This newly developed, mandatory 50-hour course on FT MBA already offered in the autumn semesters of 2015 and 2016 explores how managers can show leadership and contribute to the development of more sustainable business practices. It explores the individual, organizational and communicative aspects of corporate responsibility along with the regulatory and political contexts that affect, shape and constrain business mind-sets and decisions.

Steen Vallentin
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Andreas Rasche
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2016 CORPORATE KNIGHTS RANKING

CBS was ranked as **number 4 worldwide** in the 2016 Corporate Knights Better World MBA rankings, which lists the graduate business programmes that effectively integrate sustainability into the education of future business leaders.

- 1 York University
Schulich School of Business
- 2 Massachusetts Institute of Technology
MIT Sloan School of Management
- 3 Duquesne University
Palumbo Donahue School of Business
- 4 Copenhagen Business School
- 5 INSEAD

WHAT DID YOU GAIN FROM YOUR CBS MBA?

I chose to do my MBA at CBS because of the focus on sustainability and it exceeded my expectations. Nearly all the courses have an element of sustainability woven into the teaching or course materials, giving students a chance to relate this topic to mainstream subjects in a practical way. There is also lots of support for those looking to get involved in activities outside the classroom such as case competitions, Net Impact and in the city as a whole where lectures, workshops and other events on this topic are truly inspiring.

Francesca Spoerry
CBS MBA
Full-time MBA programme





MASSIVE OPEN ONLINE COURSES

After a great success in 2014 and 2015, CBS decided to expand its MOOC on Social Entrepreneurship to a Coursera Specialisation. This consists of three interlinked courses that build upon each other. Each course runs on a monthly basis and counts several hundred students per cycle. At the end of the course, participants will have developed a thorough business plan as part of an international team.

MOOC ON SOCIAL ENTREPRENEURSHIP SPECIALISATION

IDENTIFYING SOCIAL ENTREPRENEURSHIP OPPORTUNITIES

This course launches the specialisation by defining and introducing different perspectives on social entrepreneurship. Forming teams around a common interest, participants identify an opportunity and develop an idea of how to create a business for social change. Starting the business model creation, students delve deeper into different structures for social ventures and raise the question: *“who is a social entrepreneur?”*

SOCIAL BUSINESS MODEL AND PLANNING FOR SOCIAL INNOVATION

This course continues the business model development students started during the first course. The students assess different organizational forms and discuss various social impact investment methods in order to select the right form and funding strategy for their own social venture. This process is facilitated through Babele, an open co-creation platform that CBS uses to administer its own community, which currently numbers 1,177 members involved in 182 projects.

UNLEASHING THE IMPACT OF YOUR SOCIAL ENTERPRISES

This course rounds off the specialisation. Participants learn about social impact assessment and communication strategies for social ventures and start thinking about ways to expand their impact by growing their business. On a practical level, participants spend the five weeks writing a comprehensive business plan for their social venture.

Kai Hockerts
kho.msc@cbs.dk

Follow current activities on Facebook and Twitter: @cbsSENT

MINORS FOR SPECIALISATION

SUSTAINABLE BUSINESS

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

Anders Ørding Olsen
aoo.ino@cbs.dk



BUSINESS AND DEVELOPMENT STUDIES

This minor in business and development studies aims to strengthen student competencies and skills in preparation for future positions in firms and organizations that work with and in developing countries and emerging markets.

Michael Wendelboe Hansen
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CASE WRITING INITIATIVE

CBS continues assisting faculty in writing cases with a responsible management focus within their own research fields. The CBS Case Collection on Responsible Management has accumulated 21 cases and teaching notes, all available free of charge at www.thecasecentre.org. The CBS Case Collection is featured on the free cases page alongside collections from Harvard, MIT, Stanford and IMD. In 2016 alone, the cases have been downloaded by universities in over 40 countries.

CASES RECENTLY DEVELOPED THROUGH THE CASE WRITING INITIATIVE

The Acquisition Experiences of KazOil

By: Dana Minbaeva
E-mail: dm.smg@cbs.dk

The case describes two diverging post-acquisition experiences of KazOil, an oil drilling company in Kazakhstan, in the years after the dissolution of the Soviet Union. It can be taught in a broad range of university level courses, from pure strategy and human resources management to cross-cultural management courses.

Cross-Cultural Training of Danish Police Officers

By: Sara Louise Muhr
E-mail: slm.ioa@cbs.dk

The case centres on a course provided to a group of Danish officers going to Greenland. The main focus is on how police leaders present the upcoming experience and work to the Danish officers, as well as the officers' immediate reactions to this information.

Securing the Workforce: Diversity Management in X-Tech

By: Lisbeth Clausen
E-mail: lcl.msc@cbs.dk

This case presents the story of general manager Meiko Suzuki, who works for an American multinational information technology company and is approached by the company president about joining a new executive management initiative to foster diversity. The case is mainly targeted at students in management communication and politics.

Makeit Ltd: A Price Above Rubies

By: Kai Hockerts
E-mail: kho.msc@cbs.dk

The case describes the development of a social entrepreneurial venture started by three business school graduates. It follows the startup process from their idea identification, via the processes of business plan writing and fund raising to eventual startup, and the issues faced in the field.

INTERNAL FACULTY TRAINING

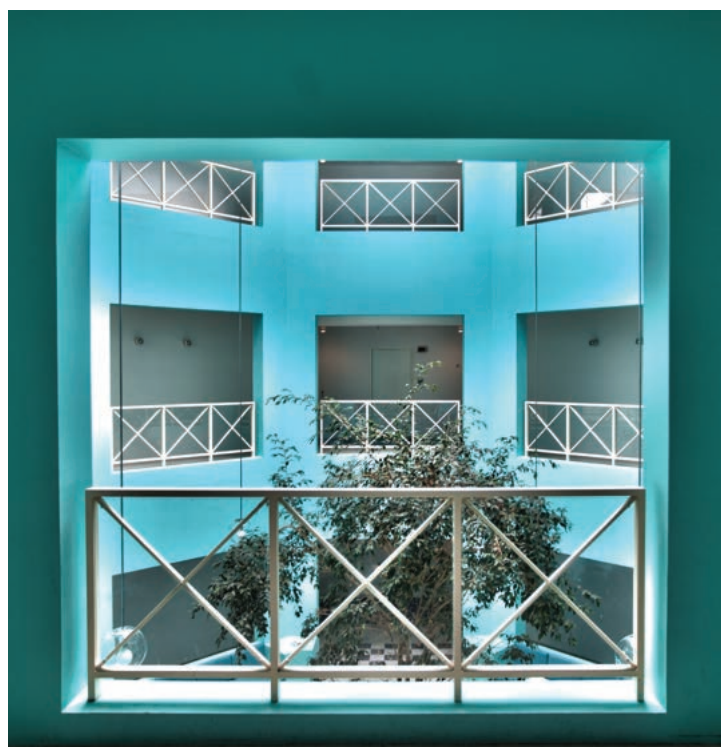
New assistant professors at CBS are required to follow the Assistant Professor Programme to develop their teaching competencies. As part of the programme, CBS offers an elective called "Responsibilizing Management Education".

RESPONSIBILIZING MANAGEMENT EDUCATION

CBS has continued offering the responsible management focused elective course as part of its Assistant Professor Programme, taught by Professor Kai Hockerts, aimed at helping assistant professors develop their teaching competencies. 47 participants from 15 different departments have taken the course from 2013 to 2016. The goal of the course is to encourage and assist CBS faculty in reflecting on their role as management educators. Participants engage in discussions on curriculum design and course didactics and are invited to develop their own perspective on what responsible management education represents in their specific courses and its role across CBS. During the course, Associate Professor Maribel Blasco, Department of Management, Society and Communication, presents the challenges in aligning the hidden curriculum of management education with PRME, that is, the implicit dimensions of educational experiences.

Kai Hockerts,
kho.msc@cbs.dk

Maribel Blasco,
mbl.msc@cbs.dk



PRME COMMUNITY

This section presents projects taking place at CBS and stands as a testament to our commitment to the international PRME community





BUSINESS & HUMAN RIGHTS WORKING GROUP

The Business & Human Rights Working Group is a PRME initiative and a group in which CBS actively participates. The aim is to engage both business schools and corporations in providing a platform for dialogue and action on human rights issues. CBS hosted a conference in collaboration with PRME and the Velux Foundation in May 2016.

BUSINESS & HUMAN RIGHTS CONFERENCE: IMPLICATIONS FOR MANAGEMENT, KNOWLEDGE NEEDS AND TEACHING

This conference addressed the significance of human rights for responsible business. Human rights issues are increasingly significant in relation to business communication, due diligence and risk management, human resources and labour, supply chain management, finance, public procurement, non-financial reporting and beyond. The conference addressed this from two perspectives: Management and Teaching. Both pivot on knowledge needs for responsible business practices. The Business & Human Rights (BHR) regime has matured in recent years. The UN Global Compact (UNGC) refers to human rights in Principles 1 and 2, as do the UN Guiding Principles, authored by political scientist and former UN Assistant Secretary-General, Professor John Ruggie (Harvard University), as holder of a special mandate under the UN Secre-

KEYNOTE SPEAKERS

MARIA ANNE VAN DIJK
Head of Environmental, Social and Ethical Risk Policy at ABN Amro

DAVID SCHEFFER
Co-chair, PRME Working Group on Business and Human Rights

BJÖRN FASTERLING
Professor, EDHEC Business School, Lille

tary-General, were adopted by the UN in 2011 following the 2008 UN Framework

on Business and Human Rights. Both are referenced by the UN Global Compact as part of its human rights guidance.

The explicit or implicit role that human rights play for responsible business requires awareness among managers performing a broad range of tasks in areas such as finance, supply chain, risk and human resource management. The responsible manager of the 21st century is expected to have knowledge of what human rights are and how to identify and communicate human rights issues, not least in the many contexts in which they do not come “nicely packaged” as human rights. At the same time, responsible management education at business schools is increasingly expected to equip students as future managers able to understand, identify and work with human rights.

Organiser: Karin Buhmann, kbu.msc@cbs.dk

INDUSTRY COMPETENCY PROJECT

The CBS PRME Office has initiated an industry competency project with an aim of better understanding the competencies needed by UN Global Compact signatories to address future societal and environmental challenges.

In 2016-2017 PRME Champions embarked upon a broad range of advanced tasks and game-changing projects in response to systemic challenges faced by the PRME community. A forum aimed at forging closer ties between academia and business was held with PRME Champions and UN Global Compact (UNGC) LEAD companies in 2015. One outcome of the forum was an acknowledgement of a potential gap between graduate competencies and the competencies UNGC signatories need to meet the common objectives of the 10 shared principles and address the UN Sustainable Development Goals (SDGs). Following this speculation the CBS PRME

Office launched the Industry Competency Project with the aim of trying to ascertain whether a gap indeed exists between graduate competencies and those needed to address future global challenges. After an initial pilot survey conducted in 2016, we are currently working with CBS researchers and industry partners to develop a revised strategy.

The objective of this project is to gain an understanding of what competencies companies look for in graduates and whether these also include what is needed to meet the requirements of the UNGC 10 principles and the focus on the SDGs.

CBS PRME is also furthering our investigation into competencies by engaging in, among others, a dialogue with the Confederation of Danish Industry.

CBS PRME invites other signatories to take part in our project by launching a similar initiative for the purpose of knowledge sharing.

Martiina Srkoc
Head of Section,
CBS PRME
mmms.edu@cbs.dk





PRME PROGRAMME FOR EXTERNAL FACULTY

This programme is a valid example of CBS' influential role in the international PRME community. We have seen a growing interest from international participants since initiating the PRME programme for external faculty in 2014. The programme is mutually beneficial as we also get a chance to learn from all participants.

LAUNCHING AND IMPLEMENTING A RESPONSIBLE MANAGEMENT EDUCATION PROGRAMME

CBS hosted the annual "Launching and Implementing a Responsible Management Education" Programme for external faculty in both 2015 and 2016. 39 participants from 15 countries have attended the programme since 2014. This annual three-day course is targeted at schools in the planning phase of PRME implementation as well as schools that have successfully launched PRME and have worked with projects for many years. For participants from more experienced schools, the programme offers a dedicated environment in which to com-

pare notes and experiences with peers. For new PRME signatories it is an interactive way of getting first-hand information and feedback on how to address PRME implementation, tackling challenges and learning about projects implemented by older signatories.

The programme targets faculty and administrative staff as PRME implementation often requires a combined effort to achieve the desired academic results. The course thus focuses on topics such as including

responsible management in core and elective curricula and mobilizing faculty towards responsible management teaching. During the course, participants also have the opportunity to reflect on their own PRME implementation initiatives.

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Lavinia Iosif-Lazar
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François Maon, Associate Professor, IESEG School of Management

The seminar in Copenhagen was quite instrumental in helping us get the direction more fully on board and support our willingness to adapt several elements. We already launched the first 'Responsibility Day' at IESEG that all the incoming students had to attend in Lille and Paris.



Nikolay Ivanov, Coordinator, PRME Secretariat, UN Global Compact Office

Through practical examples and interactive discussions this programme provides an opportunity for PRME signatories to share good practices and reflect on CBS' experience in driving responsible management education across the institution.



Mixed Group Work Fill in Strategy Map

- Vision (Define the overall desired future state - the "roadmap" - of what the organization wants to achieve over time)
- Mission (Define the present state of operations of an activity. What do we do?)
- Performance Outcomes (How do we measure whether we live up to our mission?)
- Fill in for each school (about 10 min)



STUDENT INVOLVEMENT

This section presents various student organizations that have responsibility as a core element. Furthermore, it contains a feature on Copenhagen School of Entrepreneurship, an incubator which many students use when launching a business

STUDENTS DRIVE THE RESPONSIBILITY AGENDA

At CBS, we have multiple student-driven organisations that have responsibility or sustainability as part of their core activities. All these organisations help set a PRME agenda throughout CBS and are indispensable for CBS as a PRME signatory.



With more than 40 active members and 2,100 followers on social media platforms, oikos Copenhagen is the second largest oikos chapter worldwide, bringing together students interested in sustainability. Its activities include initiatives such as oikos Academy, which gathers professors, company representatives, policymakers and students to discuss and learn about sustainability. In 2016 a new project called oikos Education was established with the purpose of making sustainability a part of education and curricula at CBS in collaboration with CBS management and the PRME office. Lastly, oikos will organise the two annual projects GreenWeek and DevelopPrize in spring 2017.

president@oikos-copenhagen.org



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

180 Degrees Consulting is present in more than 33 countries worldwide, and its international executives selected Copenhagen as the Best Overall Branch in 2013.

copenhagen@180dc.org



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 15 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. This year our impact focus areas include food waste, refugee career assistance, sustainable business practices and healthcare.

netimpactcbs@gmail.com



The key purpose of CBS Model United Nations (CBSMUN), founded in 2012, 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 2017 CBSMUN will send a delegation of 20 dedicated and talented students to represent CBS at the MUN conference in New York, which gathers 5,000 students from around the world. The intense period of preparation that precedes the conference involves writing position papers, debate training, speeches by high-profile speakers and a visit to the UN City in Copenhagen.

admissions@cbsmun.com



Danish Students in Energy Economics is a 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.

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In March 2016, CBS hosted Diversity Day to promote awareness among students and faculty on diversity and inclusion issues. The day included short presentations on diversity issues by CBS and external researchers and a presentation by Sherin Khakan, Denmark's first female imam, who has led the foundation of a women-only mosque in Copenhagen called Mariam Mosque.

In 2015 and 2016, CBS Diversity Day was designed and coordinated primarily by volunteer students who wanted to present the topic of diversity and inclusion to fellow students.

eco@cbs.dk



GREEN WEEK 2016

SUSTAINABLE LIVING & WORKING

During Green Week 2016 from 15-17 March, students had the opportunity to learn more about sustainable living and working and engage in discussions with experts in the field. More than 400 students signed up for the seven lectures by high-profile speakers from companies such as Unilever, DriveNow, H&M, Siemens and Nordea. Additionally, Green Week included a sustainable fashion show, a sustainable business fair and two workshops held by Accenture Strategy and the bicycle startup Donkey Republic.

Green Week was kicked off by Peter Jonasson, University Director of CBS at the time, as well as Anders Thilqvist from Unilever and Ida Auken from the political party Radikale Venstre (the Danish Social-Liberal Party), who all shared their thoughts on the circular economy.

A highlight was the Sustainable Fashion Show where established designers and design students from Denmark and Sweden showcased their work in the CBS hallway. All makeup and cosmetic products was organic and sponsored by the Danish make-up brand Zenz.

Another highlight was the cooperation between oikos Academy's lecture series on Radical Innovation for Sustainability and Green Week. A joint lecture took place with speakers from Voluntas and Nordea, who illustrated how sustainability can be integrated into the financial sector.

Erdem Ovacik, CEO and co-founder of Donkey Republic, held a social entrepreneurship workshop for interested students, where they identified appropriate marketing strategies for Donkey Republic.

In addition, the Accenture Sustainability Services Team from Sweden and Denmark selected a number of participants to practise issue-based case solving with a focus on circular economy. At the Sustainable Business Fair 16 different organisations and companies presented their sustainability efforts and engaged with students at the Solbjerg Plads campus' main hall.

In all, 800 attendees joined us for Green Week and gave us plenty of positive feedback by completing an evaluation survey. We all look forward to Green Week 2017!

oikos Copenhagen
president@oikos-copenhagen.org





CSE: HELPING SOCIAL ENTREPRENEURS

Copenhagen School of Entrepreneurship (CSE) is Copenhagen Business School's entrepreneurial incubator. Here more than 100 startups by students from various universities have their base, making it the largest student entrepreneurship community in Denmark. CSE's main role is to support the students in becoming business-ready for a society undergoing rapid change. CSE helps develop not only for-profit startups, but also for-profit social enterprises. CSE was founded in 2008 and receives more than 500 business ideas every year. In 2014 CSE was awarded "Best Service Provider" by Nordic Startup Awards.

CSE contributes in developing skilled, young professionals who can add to growth, sustainability and innovative development in our society through their own companies and experiences. Most of the startups are cross-disciplinary and since the launch, CSE has housed startups from more than 70 different national backgrounds.

One of the many startups that are part of the CSE community is Roots Food, a for-profit social enterprise. The team behind Roots Food promotes and sells the powerful super-food Moringa, an organic leaf product. By purchasing Roots Food's Moringa, customers help provide a sustainable livelihood for the farmers in the typhoon-prone areas of the Philippines. When typhoon Haiyan hit the Philippines in 2013, it destroyed 75% of the coconut trees on Leyte, which was the main source of income for about 1 million people. The coconut sector will take up to 10 years to regenerate which would prove unsustainable for both farmers and the sector. Evidently there is a need for a replacement for coconut trees. The Moringa tree grows fast, is incredibly resilient and is well suited to the hot, tropical climate of the Philippines. It presents a real, viable alternative to the coconut trees that were destroyed, providing

not just a new source of income but also a nutrient-packed food source for farmers and their families. CEO and co-founder of Roots Food, Jaqueline Hansen talks about her experience with CSE.

HOW HAS CSE HELPED YOU DEVELOP YOUR SUSTAINABLE BUSINESS IDEA?

We have had the great opportunity of being a part of CSE since December 2014. Looking back, from proof of idea to proof of business, our startup has really grown into a business with a great network, strong partnerships and skilled mentors that all have helped push Roots Food forward.

After three or four months of testing the idea and strengthening our supply chain, we went into proof of concept, and were guided through the details of our business model that has benefited our approach to the market.

CSE has given us the opportunity to present our project to CBS students multiple times, which definitely has been beneficial. We were asked valuable questions that made us stronger in our formulation and inspired us to re-shuffle our business strategy. A handful of students have even written their exams about us, which has been motivating.

HAVE ANY OF YOUR CLASSES DURING YOUR STUDIES AT CBS INSPIRED YOU TO START A SUSTAINABLE BUSINESS?

Very much so! Daniel Alonso, my business partner and I, met each other at the Master's programme Organisation, Innovation & Entrepreneurship (OIE) and in our case, this programme was a direct link to our startup Roots Food. In our second semester I was introduced to a course on social entrepreneurship and to the global organisation ASHOKA. It inspired me to apply for an internship, and I was encouraged by ASHOKA Manila to apply for "Institute of Social Entrepreneurship

in Asia" (ISEA). The internship in Manila became a central part of my Master's programme. I visited several social enterprises in the agricultural sector and it was here I was inspired to write my thesis about agricultural social enterprises and sustainable global supply chains. Furthermore, it connected me to NGOs, farmers and local partners who are a part of our startup today.

When I came back to Denmark, I had already been in dialogue with Daniel and a few supporting partners regarding the idea of bringing new healthy foods to the booming functional and super-food market in Northern Europe.

Daniel joined as co-founder and partner of Roots Food. We focused fully on the re-discovery of the super leaf powder Moringa from the Philippines. In 2014 we joined Venture Cup and won as best "Social Enterprise" and it kicked off our idea. By the end of the year we decided to apply to be part of the CSE community.



Eat happy - Be happy



JACQUELINE HANSEN

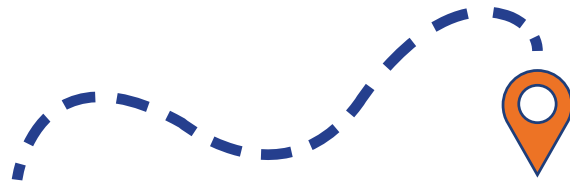
DANIEL ALONSO VAN CAMP





EXTERNAL ENGAGEMENT

This section presents selected external engagement activities in collaboration with CBS and various stakeholders. Our commitment to external stakeholders strengthens the quality of research and teaching



FROM RIO TO ROSKILDE A LIVING LABORATORY

CBS has continued our partnership with Roskilde Festival in 2016 to develop research on big data. The themes were, among others, digital surveillance, the right to privacy and freedom of speech.

Much has happened with the Rio to Roskilde project since CBS first established a partnership with Roskilde Festival in 2013 to analyse obstacles and opportunities for a sustainable festival environment.

For two weeks in June and July, Roskilde Festival, the second-largest 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. In 2015, we primarily focused on big data and in 2016, we saw the power of collecting, analysing, sharing and using data.

We have transformed into an advanced big data lab with 45 people working with

advanced technology and monitoring the festival logistics and other data to enhance our research. We have defined a dogma: big data creates mutual value for citizens, consumers, society and organisations.

This year's festival focused on data privacy. Roskilde orchestrated a "happening" with an art group known as "The Yes Men" and Edward Snowden, the infamous computer professional turned whistleblower. The festival had signs communicating a fictitious "new data policy" informing all festival participants that mobile calls were being tracked and personal data monitored. In reality none of this was true. However, resistance towards the new policy grew rapidly and after a live transmission with Edward Snowden where he talked about digital surveillance and the right to privacy, the ruse was revealed under the guise of an

"art event". Participants could then return to normalcy with a new perspective on the power of data.

Per Østergaard Jacobsen
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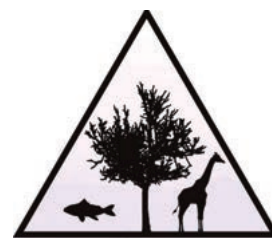
Since the mid-2000's where mass surveillance programmes came into force in the United States, not one single terrorist attack has been prevented. With the attack in Orlando the authorities had the terrorist in their sights, but that didn't prevent the attack. The same thing happened in Brussels. The problem is if you have everyone under surveillance, it is difficult to pinpoint the guilty.

- Edward Snowden



NEPSUS

NEW PARTNERSHIPS FOR SUSTAINABILITY



The Danish Ministry of Foreign Affairs' Consultative Research Committee for Development Research (FFU) has awarded DKK 10 million in funding for the research and capacity-building programme "New Partnerships for Sustainability" (NEPSUS), coordinated by CBS professor Stefano Ponte.

The NEPSUS project, which is to be carried out in collaboration with the University of Dar es-Salaam, is scheduled to run from April 2016 to March 2020. The project is headed by Professor Stefano Ponte, Department of Business and Politics (DBP), CBS, along with Associate Professor Adriana Budeanu and Assistant Professor Lasse Folke Henriksen.

New and more complex partnerships are emerging to address the sustainability of natural resource use in developing countries. These partnerships link donors, governments, community-based organisations, NGOs, business, certification agencies and other intermediaries in various ways. High expectations and many resources have been invested in these initiatives. Yet we still do not know whether greater

complexity, including more sophisticated organizational structures and inclusive processes, has delivered better sustainability outcomes, and if so, in what sectors and under which circumstances.

In particular, we need a greater understanding of the role played by facilitators in forging these initiatives; how partnerships obtain and manage legitimacy in different arenas; and how these factors may result in different outcomes. To fill this knowledge gap and build capacity in this area, NEPSUS assembled a multi-disciplinary team to analyse partnerships with different degrees of complexity through structured comparisons in three key natural resource sectors in Tanzania: wildlife, coastal resources and forestry. These sectors have established traditions

for co-management and partnerships, but have also experienced recent innovations, and constitute important elements of rural livelihood strategies.

Tanzania provides an ideal case for researching the impact of new partnerships on sustainability outcomes because policy and programme implementation in these three sectors are heavily dependent on their success.

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Lasse Folke Henriksen
lfh.dbp@cbs.dk



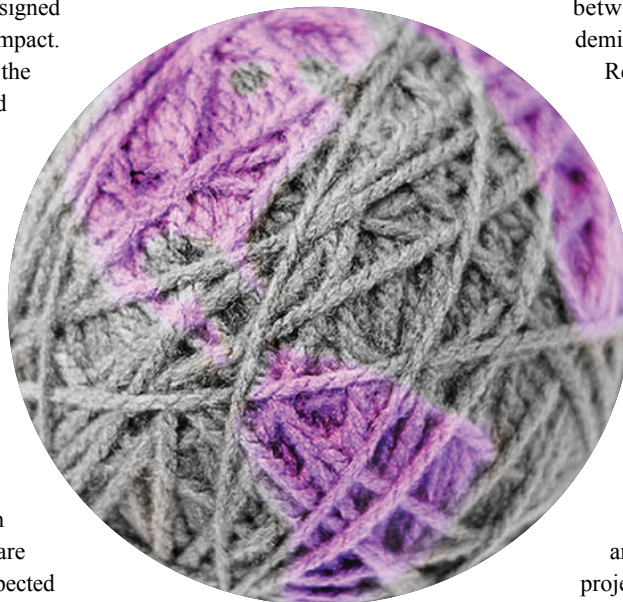


MISTRA FUTURE FASHION

The overall objective of the MISTRA Future Fashion project is to promote systemic change in the Swedish fashion industry, which will lead to sustainable development of the industry and wider society, while simultaneously strengthening the competitiveness of this industry.

The current use of our planet's resources to meet fashion demand is not sustainable. A transformation of the current system into one that requires less from our planet's resources is needed: A system that is positive and where all actions are designed to have minimum environmental impact. Thus, the overall research focus of the project is on circular economy, and how to enable today's linear industry to transform into a circular, sustainable industry. The project is organised into four themes: 1) Design: How do we design for a circular economy? 2) Supply Chain: How do we stimulate a more circular supply chain? 3) Users: How can users contribute to a more sustainable fashion? and lastly 4) Recycling: How do we increase textile recycling? These are the main questions researchers and industry are trying to investigate and address. Expected

outcomes of the research initiative include novel textile fibres, educational materials for designers, innovative recycling



solutions, new business models, toolboxes for communication and recommendations for policy makers. The MISTRA Future Fashion project is based on cross-sectoral and cross-disciplinary collaboration between academia and industry. Academia participants include SP Technical Research Institute of Sweden, Chalmers University of Technology, Copenhagen Business School, College of Crafts, Arts and Design (Konstfack), Innventia, Malmö University, Stockholm School of Economics, Swerea IVF, and the University of the Arts London. In addition, the project also has participation from various industry partners. The project is divided into eight research projects. CBS has engaged six researchers and is responsible for the planning and implementation of two research projects (see descriptions below).

PROJECT 1

Professor Esben Rahbek Gjerdrum Pedersen (ergp.msc@cbs.dk) is the project leader of Project 1: Changing Markets & Business Models: Towards sustainable innovation in the fashion industry. The objective of this research project is to identify, develop, and disseminate knowledge about new market and business models for sustainable fashion. Concerted action is needed to foster a tipping point for sustainable fashion since no single actor has the capital and power to restructure the entire fashion industry. Therefore, the study of new market and business models has to look beyond the individual company and take into account the factors with-



PROJECT 7

Associate Professor Wencke Gwozdz (wg.msc@cbs.dk) leads Project 7: Sustainable Consumption and Consumer Behaviour. The project strives to identify, develop, and disseminate in-depth knowledge about the sustainable fashion system in general and in particular the behaviour of specified consumers. The focus is on potentially promising entry points to successfully induce behavioural change towards more sustainable fashion consumption. The project will be looking for such entry points in the realm of fashion producers, retailers and consumers as well as in policy making.





DRIP

WATER-EFFICIENT INDUSTRIAL FOOD PRODUCTION

DRIP – Danish Partnership for Resource and Water-Efficient Industrial Food Production is a public-private partnership of which CBS is a part. The partnership focuses on water efficiency in the food industry, one of the largest water-consuming industries in Denmark and globally.

The partnership’s ambition is to produce more with less water. DRIP will reduce water consumption in leading Danish food production companies by developing new sustainable water and production technology solutions and concepts. In 2025 the most competitive water-intensive industries will be those that adapt a “water-fit-for-purpose” approach and work towards effective water usage.

The ambition is to use significantly less water of drinking water quality and increasingly use recycled water without compromising product quality and food safety. The developed technologies and

solutions will be tested in pilot or full-scale trials under production conditions. The goal is to reduce water consumption by 15–30%.

Once the technologies have been developed, the ambition is to create new export successes for Danish water technology and knowledge providers and improve competitiveness in food production.

The partnership consists of a number of food companies and technology providers, three universities and two GTS institutes (research and technology organization). The Danish Veterinary and Food Ad-

ministration, Environmental Protection Agency and Nature Agency are associated partners. The partnership was launched 1 March 2015 under the INNO+ societal partnership framework with an investment of DKK 50 million from Innovation Fund Denmark and DKK 48 million from the partners.

Esben Rahbek Gjerdrup Pedersen
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KEY FIGURES

13

COMPANIES

5

UNIVERSITIES & GTS
INSTITUTES

98

TOTAL BUDGET, DKK
MILLION

50

INVESTMENT FROM
THE INNOVATION
FUND, DKK MILLION



PUBLIC-PRIVATE PLATFORM

The CBS Public-Private Platform aims to become the leading knowledge centre in Denmark for the analysis of public-private relations. The platform wants to rethink public-private relations and to mobilize new actors to explore and solve pressing policy problems.

Denmark is often seen internationally as something of a laboratory for developing and “testing” novel “hybrid” agencies – neither exclusively public nor private – as part of ongoing attempts to engage with and solve these so-called “wicked problems”. Contemporary matters of public concern – political, economic, social and cultural – are seen as too complex to be solved by single agencies or actors alone or to be solved in terms of a traditional divide between public and private actors and sectors. For this reason a dominant theme in contemporary policy debates is the need to find novel solutions that mobilize the capacities of all sectors and institutional actors. The CBS Public-Private Platform undertakes research agendas and activities supporting and contributing to society-wide solutions to these and related matters of concern. Current research projects include public management in the Nordic countries,

public-private partnerships, fair tax, the ethics of office in different public service contexts, leadership development in the public sector, social innovation and civil engagement and interdisciplinary management of elderly care.

Through a combination of interdisciplinary research, teaching and public engagement the platform aims to help mobilize, 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. The platform acts as a leading knowledge centre, bringing a unique range of interdisciplinary expertise to bear upon the shifting terrain of public-private relations. The CBS Public-Private Platform is engaged in several strategic partnerships all

with the aim of launching mutual projects as well as increasing the focus on common interest. These include, among others, MindLab, The Confederation of Danish Industry, Philips Healthcare Denmark, IBM, KORA, the Danish Ministry of the Environment and the Whitlam Institute within the University of Western Sydney. Furthermore, the CBS Public-Private Platform has held various seminars, workshops, conferences and public lectures on several responsible management-related topics such as diversity, sustainability and corruption.

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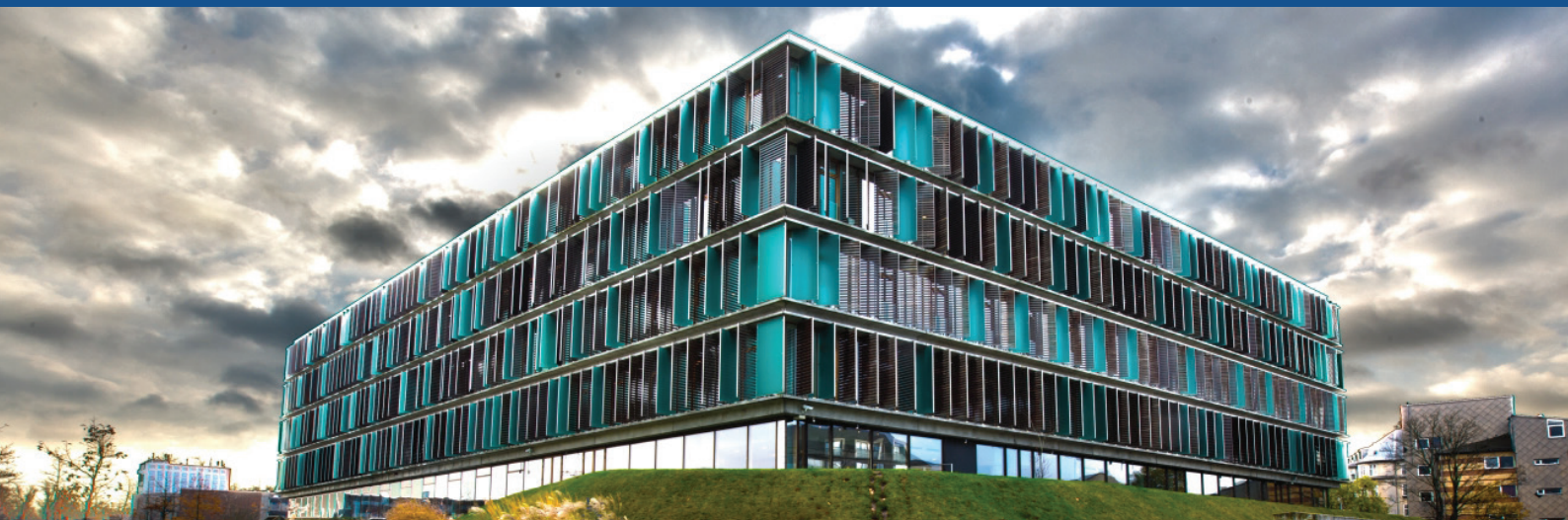
Carsten Greve, Academic Director
cg.dbp@cbs.dk

VISION

We will open up a serious society-wide discussion about changing public-private relations, their possibilities and their pitfalls.

MISSION

- 1) Become the leading knowledge centre in Denmark for the analysis of public-private relations.
- 2) Arrange and host seminars, conferences, meetings, etc. where stakeholders come together to exchange views and discuss approaches to specific problems with the aim of initiating collaborative research programmes and discrete projects to explore novel solutions to these issues.
- 3) Assist in interdisciplinary research, teaching, and public engagement activities.



RESEARCH

This section presents various platforms, activities and research projects along with ongoing PhD projects related to responsible management



RESEARCH & ACTIVITIES ON RESPONSIBLE MANAGEMENT

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

This section provides an overview of relevant research projects and activities in 2015 and 2016, presented by topic. Furthermore, research and activities that address particular Sustainable Development Goals (SDGs) are marked with the corresponding SDG logo. Relevant centres, clusters and platforms, the drivers of these activities as well as all research and ongoing PhD projects related to responsible management are also included in this section.

	2011	2012	2013	2014	2015	2016
Total number of peer-reviewed articles	467	449	521	563	559	452
Peer-reviewed articles related to responsible management	62	52	71	86	98	111
FT45 ¹⁾ articles related to responsible management	4	7	15	15	11	15

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

“Responsible management research and education fit perfectly with CBS’ Business in Society strategy, renewed in 2016. It is a prime example of a new management practice that responds to societal challenges. This is a topic on which CBS can engage with society in general, and the business community in particular, and co-create adequate responses through reflection and integrative thinking. This leads to educational initiatives that are up to date and that may challenge current practice. In sum, it is an example of the challenge-engage-think triangle which is central to our Business in Society strategy. Consequently, responsible management research and education is definitely a priority for CBS in the years to come, and we are proud of the achievements of our researchers in this field.”

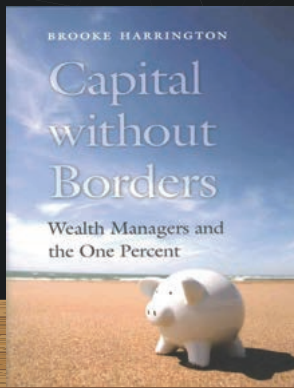
Peter Møllgaard,
Dean of Research
pm.research@cbs.dk



33%

of the articles by CBS faculty in FT45 journals published in 2016 covered a topic related to responsible management. This number was 27% in 2014.

SELECTED BOOKS RECENTLY PUBLISHED BY CBS FACULTY

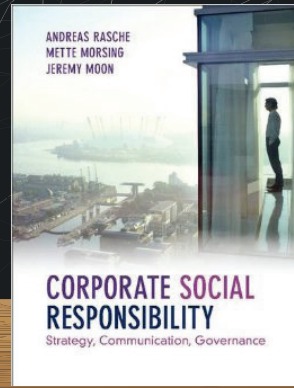


CAPITAL WITHOUT BORDERS

Wealth Managers and the One Percent

Brooke Harrington. Harvard University Press, 2016

How do the one percent hold on to their wealth? And how do they keep getting richer? *Capital without Borders* takes a novel approach to these questions by looking at professionals who specialize in protecting the fortunes of the world's richest people: wealth managers. Brooke Harrington spent nearly eight years studying this little-known group including two years training to become a wealth manager herself. She then "followed the money" to the eighteen most popular tax havens in the world, interviewing practitioners to understand how they helped their high-net-worth clients avoid taxes, creditors and disgruntled heirs.



CORPORATE SOCIAL RESPONSIBILITY

Strategy, Communication, Governance

Andreas Rasche, Mette Morsing & Jeremy Moon.
Cambridge University Press, 2017

This book offers an original and up-to-date introduction to issues in corporate social responsibility (CSR) from a global perspective. Written by an international team of experts, it guides students through key themes in CSR including strategy, communication, regulation and governance. Balancing critiques of CSR with a discussion of the opportunities it creates, it includes chapters devoted to critical issues such as human rights, anti-corruption, labour rights and the environment. Pedagogical features include customized case studies, study questions, key term highlighting, practitioner pieces and suggestions for further resources.



CARTELS

The Unveiling of Price Rigging in Danish Business

Hubert Buch-Hansen. Gyldendal, 2016

In Denmark there is a long tradition of cooperation between enterprises. But in some cases cooperation gets a little too close, especially when it occurs between companies that, by law, should be in competition with each other. The book provides an historical overview of the most remarkable cartels in Danish business history and analyses a number of major recent cartel cases. It shows that cartels involving Danish companies have existed in a very broad range of sectors. Aside from showing how cartels work in practice, the book focuses on the consequences of collusion and on the authorities' efforts to reveal and punish cartels.

SELECTED JOURNAL ARTICLES PUBLISHED BY CBS FACULTY

Exploring the Relationship Between Business Model Innovation, Corporate Sustainability, and Organisational Values within the Fashion Industry

Pedersen, Esben Rahbek Gjerdrum; Gwozdz, Wencke; Hvass, Kerli Kant
Journal of Business Ethics, 2016

Managing for Political Corporate Social Responsibility : New Challenges and Directions for PCSR 2.0

Scherer, Andreas Georg; Rasche, Andreas; Palazzo, Guido; Spicer, André
Journal of Management Studies, 2016

Achieving Shared Triple Bottom Line (TBL) Value Creation: Toward a Social Resource-Based View (SRBV) of the Firm

Tate, Wendy; Bals, Lydia
Journal of Business Ethics, 2016

Leading in the Age of Super-Transparency

Austin, Robert D.; Upton, David
MIT Sloan Management Review, 2016

Building Theory at the Intersection of Ecological Sustainability and Strategic Management

Borland, Helen; Ambrosini, Véronique; Lindgreen, Adam; Vanhamme, Joelle
Journal of Business Ethics, 2016

The Business School's Right to Operate: Responsibilization and Resistance

Murillo, David; Vallentin, Steen
Journal of Business Ethics, 2016

PHD RESEARCH

Of the PhD students enrolled at CBS in 2014, 21% were conducting research on a topic related to responsible management education. In 2016, there were 240 ongoing PhD projects of which 60 are related to responsible management meaning that the proportion in 2016 has increased to 25%.

CSR and Business Power: Exploring Danish MNEs in China
Anestis Keremis, ake.dbp@cbs.dk

The Constantly Contingent Sense of Belonging of the 1.5 Generation Undocumented Youth: An Everyday Perspective
Elizabeth Benedict Christensen, ebc.ibr@cbs.dk

Learning at the Boundaries of Business Ethics and Corporate Social Responsibility
Angeli Weller, aw.msc@cbs.dk

Institutional Economics and the Maritime Labor Market
Enrico Bienvenido Lobrigo, el.mpp@cbs.dk

How and Why do Social Enterprises Achieve Celebrity Status and Legitimacy?
Anirudh Agrawal, aag.msc@cbs.dk

Yours or Mine?: Implications of Private Governance on Business' Role in Society
Erin Leitheiser, el.msc@cbs.dk

Global Value Chains and Industrial Clusters. The Case of the Pakistani Sporting Goods Industry
Anjum Fayyaz, af.msc@cbs.dk

Sustainable Procurement Development in the Danish Healthcare Sector
Giovanna Vettorato, gv.om@cbs.dk

The Dynamics of Social Entrepreneurship: A Qualitative, Explanatory Case Study of the Social Entrepreneurial Process
Anne Sofie Fischer, asf.mpp@cbs.dk

ItGrows: Module-based IT Platform for Optimizing Horticultural Growth
Gitte Skou Petersen, gsp.om@cbs.dk

Responsible Business and Governance in the Faroese Oil Industry
Árni Jóhan Petersen, ajp.ikl@cbs.dk

Communities Striking Back: From Risk Management to Community Engagement
Jacob Taarup-Esbensen, jta.msc@cbs.dk

Social Enterprises and the Politics of Autonomy: An Analysis of the French Context
Catarina Pessanha Gomes, cpg.msc@cbs.dk

Perceptions and Practices of Social Responsibility in the Post-reform Myanmar's Export Garment Industry
Jinsun Bae, jiba.int@cbs.dk

CSR og integreret kommunikation: Implementering af CSR i videnintensive organisationer
Christina Frydensbjerg, cf.msc@cbs.dk

Essays on Corporate Risk Management
Kay Sun Park, ksp.fi@cbs.dk

Gender and Entrepreneurship
Diego Zunino, dz.ino@cbs.dk

Stabilizing Sustainability in the Textile and Fashion Industry
Kirsti Reitan Andersen, kra.msc@cbs.dk

Institutional Transformation in European Political Economy: A Case of European Competition Policy
Dzmitry Bartalevich, db.dbp@cbs.dk

Consumer-driven Sustainable Entrepreneurship
Kristian Roed Nielsen, krn.msc@cbs.dk

<p>Narrowing the Attitude-Behavior Gap in Sustainable Consumption: How Self-Control Impacts Sustainable Behavior and Subjective Well-Being Kristian Steensen Nielsen, ksn.msc@cbs.dk</p>	<p>Empirical Essays in Economics of Education and Labor Marie Kruse Skibsted, mks.eco@cbs.dk</p>
<p>Multi-Criteria Decision Analysis in Health Technology Assessments: Current Use and Methodological Development Laila Kærgaard Starr, lst.eco@cbs.dk</p>	<p>Improving Decision Making in the Hearing Aid Industry: From New Products to Better Patient Outcome Matilde Fogh Kirkegaard, mfk.smg@cbs.dk</p>
<p>Institutionalization of Sustainability Innovations in the Building Sector Lara Hale, lh.msc@cbs.dk</p>	<p>Professionals in the Public Sector: Rulemakers, Ruletakers or Rulebreakers? Maya Christiane Flensburg Jensen, mcfj.ioa@cbs.dk</p>
<p>The Competitive Values of Innovation and Intellectual Capital in Business Performance: The Usefulness of Knowledge Lavinia Bleoca, lb.om@cbs.dk</p>	<p>A Sustainable Work: A Practical Philosophical Investigation Mette Nelund, mn.mpp@cbs.dk</p>
<p>Intergenerational Equity: The Expert Networks of Youth Unemployment and Pension Reform in the European Union Lea Foverskov, lf.dbp@cbs.dk</p>	<p>Credit and Liquidity Risk Mikael Reimer Jensen, mrj.fi@cbs.dk</p>
<p>Creating Collective Impact Linus Alverbrandt, liae13ac@student.cbs.dk</p>	<p>Essays on Energy Finance Nina Lange, nl.fi@cbs.dk</p>
<p>Shared Leadership in Virtual Teams Lise Dahl Arvedsen, ldar.ioa@cbs.dk</p>	<p>Exploring the Sharing Economy: The Case of Fashion Sarah Netter, sn.msc@cbs.dk</p>
<p>Science, Politics and Chinese Hydropower Louise Lyngfeldt Gorm Hansen, llgh.int@cbs.dk</p>	<p>Safe-Haven CDS Premia Sven Klingler, sk.fi@cbs.dk</p>
<p>Why do Voters engage in Vote Trades in New Democracies? Louise Thorn Bøttkjær, ltp.dbp@cbs.dk</p>	<p>Immigrants as Managers in Norway: Practices, Experiences, Requirements Tanya Skjønhaug, ts.msc@cbs.dk</p>
<p>Disputed Welfare Reforms: A Study of Justifications and Critiques from Public Debates to the Government of Unemployed Persons in France and Denmark Magnus Paulsen Hansen, mph.dbp@cbs.dk</p>	<p>Does Wealth Inequality Hinder Entrepreneurial Entry and Success? Theodor Lucian Vlădășel, tvl.ino@cbs.dk</p>
<p>The Role of the A.P. Moller Maersk Group in the Global Economy Majbritt Greve, magr.msc@cbs.dk</p>	<p>Consumers' Acceptance of Recycled Textile Products: Closing the Intention-Behavior Gap Tina Müller, tm.msc@cbs.dk</p>
<p>The Effect of Cultural Models of Nature on the Attitudes and Behaviors towards Environmentally Sustainable Consumption Marianne Gordon Ringberg, mgr.marktg@cbs.dk</p>	<p>Essays on the Strategic Use of Corporate Social Responsibility by Multinational Enterprises Vanya Rusinova, vr.int@cbs.dk</p>



CORPORATE SOCIAL RESPONSIBILITY

INTRODUCTION TO RESEARCH PROJECTS ON CORPORATE SOCIAL RESPONSIBILITY AT CBS

Recognizing the broad and diverse nature of CSR, CBS embraces research from a variety of perspectives. This research is spearheaded by the CBS Centre for Corporate Social Responsibility (cbsCSR), which unites more than 40 scholars from, among others, communication, philosophy, political science and behavioural science. Recent key activities are presented in this section and include various projects within the areas of CSR, Gender & Diversity and Business & Human Rights.

EBEN RESEARCH CONFERENCE PHILOSOPHICAL FOUNDATIONS OF BUSINESS ETHICS

EBEN Research Conference held at CBS in October 2015 focused on the theoretical foundations of business ethics, and in particular on the philosophy of management, identifying and discussing conflicts and agreement on the foundations of business and management, philosophical and otherwise. The suggested research themes and major research tracks at the conference were Philosophy of Management, Leadership Philosophy, Research Ethics and Business Ethics, Theories of Business Ethics, Normativity and Philosophy of CSR, Business, Law and Human Rights as well as Cultural Conditioning of Business Ethics and Corporate Social Responsibility

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CSR IN THE SHIPPING INDUSTRY WORKSHOP

In May 2016 Peter Lund Thomsen and René Taudal Poulsen organized a workshop at CBS, funded by CBS Maritime and the Department of Intercultural Communication and Management. The overall purpose of this workshop was to bring together the world's leading scholars in the area of CSR in the International Shipping Industry. Each of the scholars invited presented a paper on this theme that was later published in a special issue of the Journal of Sustainable Mobility in December 2016.

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René Taudal Poulsen
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THE DYNAMICS OF DECOUPLING IN CR STANDARDIZATION

This project aims at theory building regarding the dynamics of decoupling and (re-)coupling in global corporate responsibility (CR) standardisation, the semi-voluntary self-regulation of global industries. Drawing upon computer-based simulations, we explore the boundary conditions and mechanisms under which the ceremonial adoption of CR standards by organizations leads to a process towards the substantive adoption of CR standards in a field or industry.

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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.

The Center conducts several research projects, such as “The Industrial Foundations Project” and “Nordic Finance and the Good Society”, and continually hosts events and conferences.

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GOVERNING RESPONSIBLE BUSINESS

The Management, Society and Communication (MSC) World Class Research Environment (WCRE) “Governing Responsible Business” aims at creating a thriving context for research located at the intersection of socio-economic governance and responsible business. The WCRE builds on the strong research performance of the Department of Management, Society and Communication in this area and aspires to further strengthen this performance to reach international standards of excellence. This research environment is funded through CBS’ WCRE initiative for a five-year period ending in 2018.

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EGOS COLLOQUIUM

A sub-theme of the European Group for Organizational Studies (EGOS) Colloquium held in July 2016 in Naples was aptly named Corporate Responsibility and Irresponsibility. This focused on the dark side of globalization processes, examining actually or potentially harmful business practices. The workshop primarily focused on the causes and effects of corporate irresponsibility, but also on how this relates to current developments in CSR. The key research objective was to better understand what constitutes corporate irresponsibility.

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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.

On publication of this report, the centre had 41 members, consisting of nine professors, six associate professors, three assistant professors, 11 PhD students, one postdoc, three research assistants, one centre manager, one director of the PRME secretariat, one honorary professor, one professor emeritus and four adjunct professors. Moreover cbsCSR has numerous international guests joining the centre as visiting professors and guest PhD students.

In 2014-2016 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

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Centre Manager Sarah Netter
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CORPORATE SOCIAL VOLUNTARISM

In collaboration with the service company ISS, the research project aims to develop, test and implement a practically oriented method to realize the already evident business potential of diversity in team composition and how it adds value to ISS. This knowledge should not only generate competitive advantages for ISS, but should also be transferable to other Danish companies, particularly in the service sector, where work performance is based on structured team composition.

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NETWORKING TO THE TOP

Existing research shows that the numbers of women on boards are still very low except in countries that have implemented quota laws. The aim of the Networking to the Top: Formal Networks and Access to Board Positions for Women (WOM-BOARDNET) project is to explore the role of networks in relation to women's access to board positions. The project will contribute to reinforcing European excellence in questions of diversity and governance, and bring new insights into the much-debated issue of women on boards, an issue that is highly relevant and topical for both academia and practice.

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DIVERSITY & DIFFERENCE CLUSTER

The Public-Private Platform has developed 10 clusters, each of which is facilitated by a CBS researcher with a special interest and expertise in the field. One such cluster is the Diversity and Difference cluster, formed in 2015 and inaugurated in April 2016 a two-day workshop. The first day addressed racism and the second the issue of refugees where seven activists and scholars introduced their take on refugees and the transformation of societies. The second workshop was in May 2016. This time the focus was on inclusive leadership.

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DIVERSITY MANAGEMENT AS POLYPHONY MANAGEMENT

This project reconsiders diversity management from a communication perspective. While the extant literature on diversity management is primarily concerned with fostering the diversity of organizational members in terms of individual-bound criteria (e.g., gender, age, or ethnicity), this project suggests focusing instead on diversity management through the multiplication of "voices" (i.e. the range of individual opinions and societal discourses that get expressed and can find resonance in organizational settings). The project adds to extant research by conceptualizing diversity management as dynamic processes of voice articulation and mediation.

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CSR BETWEEN PUBLIC & PRIVATE

The objective of the research project "CSR between public and private: Governmental conditions for CSR norms generation, transmission and implementation" is the institutional framework for the generation of Corporate Social Responsibility (CSR) norms (especially labour rights and related human rights) and the implementation and transfer of such norms between organisations in countries where CSR is increasingly subject to soft or hard public regulation.

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THE BHRIGHT INITIATIVE

This initiative was a direct outcome of an Exploratory Workshop funded by the European Science Foundation (ESF). The BHRight Initiative is an interdisciplinary academic network of more than 20 members specialized in human rights, sustainability or CSR who represent a range of social science disciplines, including law, management and organisational studies, economics, and business ethics. The objective of BHRight is to foster interdisciplinary academic work in the field of Business & Human Rights, with the aim to promote research and teaching.

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SUSTAINABILITY

INTRODUCTION TO SUSTAINABILITY RESEARCH AT CBS

Supported by the 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 projects related to sustainability represented by faculty from a range of disciplines across CBS. These projects bring together academia, politicians, industry and government and create different platforms for dialogue. Recent key activities are presented in this section and include various projects within the areas of Strategy & Leadership, Climate & Energy, Innovation, Responsible Consumerism and Health. Additionally, this section includes a feature on the CBS Sustainability Platform, its accomplishments and how it is going to move forward.

OFFICE AS A VOCATION: REINSTATING AN ETHICS OF OFFICE IN PUBLIC SERVICE

The overall objective of this project is to indicate the continuing significance of the ethics of office or “role morality” to the proper conduct of a range of official public duties, and, indeed, to the production of a well-functioning and responsible civil state. The project aims to contribute to reinvigorating the practical relevance of an ethics of office for the conduct of public service and in relation to the responsible organization and management of public institutions. “Office as a Vocation” is funded by the Velux Foundation.

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SERVITIZATION: CREATING THE MARKET BY UNDERSTANDING PRICE, COST, CONTRACTS AND FINANCING

The overall aim of the project is to promote sustainable product and business development among Danish marine equipment and service providers through servitization. The project looks at the cost and pricing of products and services, designing of service contracts, profitability in relation to scaling of services and forecasting, as well as access to financing. This project will build up competencies for both Danish marine equipment suppliers and ship owners, and will also have a direct effect on promoting green shipping.

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GREEN SHIPPING: GOVERNANCE AND INNOVATION IN THE MARITIME SUPPLY CHAIN

Together with the Centre for Transportation Studies (UBC Sauder School of Business) CBS Maritime is managing an international maritime research project with the aim to explore governance challenges and opportunities in relation to a sustainable maritime supply chain. The project addresses five interrelated themes: 1) Trade & Logistics Governance, 2) Green Port Governance, 3) Corporate Governance, 4) Stakeholder Governance, and 5) Value Chain Governance. The project brings together economists, management scholars, political scientists, industry and government.

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SUSTAINABILITY IN A SCANDINAVIAN CONTEXT

Scandinavia is routinely cited as a global leader in sustainability and CSR. In this research project we explore the foundations for claims that Scandinavian countries and Scandinavian companies are leaders, with the aim of better understanding how the region and its firms have achieved such comparative success. This project is comprised of activities that include the building of a network of interested academics and affiliated universities across the Nordic region and beyond, in particular North America, to collaboratively engage in sustainability, CSR research and educational opportunities. As tangible evidence of these efforts, CBS routinely plays host to the “Sustainability in a Scandinavian Context” gathering.

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COPENHAGEN BUSINESS SCHOOL LEADERSHIP INITIATIVE

This project seeks to explore questions such as how can leadership research inform the UN-led Post-2015 Development Agenda? What kinds of leadership can address issues of poverty, education, gender inequality, health, sustainability and development? And how can the lived experience of these issues in a continent like Africa inform the development of new models of leadership and change, and ultimately contribute to the transformation of the notion of leadership itself? Two distinct institutions concerned with the interdisciplinary study of responsible leadership, sustainability and transformational change will help explore these questions.

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THE LEADERSHIP COLLABORATORY

This cluster, facilitated by Eric Guthey, unites CBS and international scholars with relevant actors, experts, and partners from the public and private sectors in order to work on real-world problems of significance to business and society, such as migration and refugees. By leveraging energies and resources to address a specific issue from multiple perspectives, the Leadership Collaboratory cluster seeks to challenge conventional thinking about leadership and to bend the tools of leadership research and development to the task of effecting change in a specific context while contributing more generally to a global sustainable future.

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IDENTIFYING PEER EFFECTS IN SOLAR PANEL ADOPTION (IPESPA)

Based on the fact that much renewable energy transformation is an individual matter, this project uses a uniquely constructed dataset that links household-level data on photovoltaic adoption with registry data depicting individuals' social networks to study the role of peer effects in the context of investments in renewable energy. The project contributes to the economic literature on peer effects by testing: 1) the relative strength of different transmission channels; 2) how receiver- and sender-side characteristics moderate the peer effect; and 3) how conspicuousness affects the peer effect.

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5S: FUTURE ELECTRICITY MARKETS

The central objective of the “5S” project is to span a set of identified potential changes in current electricity markets that may significantly enhance the benefits from integrating substantial amounts of renewable energy generation into existing power systems. The methodology consists of three key points: 1) evaluating current electricity market design by identifying barriers to the integration of renewable energy systems; 2) exploring alternative market designs; and 3) formulating recommendations for future market designs.

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WATER-EFFICIENT DAIRIES

By the end of 2015 the milk quotas decided by the EU will disappear. This will result in an estimated increase of milk produced each year by 10 % or the equivalent of one billion kilos of milk in turn sparking. Further research into the possibilities of increasing production could lead to innovation and better water efficiency, all of which holds great market potential for the dairy industry. The project aims to reduce water consumption in the Danish dairy industry and at the same time take into account the dairies' economy, food safety, work environment, and environmental conditions.

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NATIONAL RESEARCH VENTURE ON GREEN SHIPPING

The Department of Operations Management hosted a seminar of the Blue INNO-ship attended by 70 participants from the partnership that focuses on development of technologies to significantly reduce CO₂ and sulphur emissions in the shipping industry.

The partnership is the biggest national venture so far into developing green technologies for the maritime sector.

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STANDARDS AND COMPETITION SERVING THE CLIMATE

The project will designate success criteria for standards and competition works in the climate service and explore the standards' practical application in relation to flexible electricity consumption. It will also focus on identifying how standards and product differentiation interact. The project aims to formalize and communicate understanding of mediator markets for electricity and technical standards role herein to researchers, students and the wider public.

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NORDIC CENTRE OF EXCELLENCE IN SOCIETAL SECURITY (NORDRESS)

The objective of NORDRESS is to find ways to increase the resilience of the Nordic societies to withstand crises caused by natural hazards by creating an interdisciplinary platform for sharing ideas and knowledge among many of the best scientists and experts on natural hazards in the Nordic countries. Although they are all concerned with the causes and societal impacts of natural hazards, they see the problems from widely differing points of view. Bringing these people together will have an impact by creating a new type of dialogue, improving popular understanding of the issue and fostering new ideas about how societal resilience can be increased.

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ECOGRID 2.0

EcoGrid 2.0 is an attempt to organize a market for flexible electricity consumption. The project is based on the Danish island of Bornholm and organized around two major areas: the design and development of a market for exchanging flexibility services, and a qualitative study of the everyday life of energy consumers as they are being "reconfigured" as increasingly flexible. Apart from researchers from CBS, EcoGrid 2.0 comprises the following partners: The Technical University of Denmark, Danish Energy Association, Bornholm Energi & Forsyning, IBM, Insero Software, Up-time-IT, Krukow and 2+1.

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I-REMB

The purpose of the project entitled Innovative Re-Making of Markets and Business Models in a Renewable Energy System Based on Wind Power (I-REMB) is to assess and develop the technological, market and business options that can support the development of energy systems based predominantly on wind power. The project's aim is to mobilize expertise from renewable energy system engineering, business economics, and economic sociology to generate innovative design solutions tailored to the new technical, regulatory and market contexts of fluctuating energy.

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ITGROWS

The project's goal is to create an innovative and interactive greenhouse climate management system for the global horticultural industry. The system will be module based so it can be put together according to the needs of the individual nursery. The system will give the grower decision support in climate management, thus helping him optimise plant quality and minimize consumption of resources. The project has begun producing publications on sustainable and interactive climate management in greenhouses for the future, from the design perspective of human computer interaction and human work interaction.

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CREATIVE INDUSTRIES AND NANO (CINANO): A HOUSE OF SENSES

The project's goal is to explore the potentials of nanotechnologies and nanostructured materials to create products that can be used in sustainable homes constructed according to Cradle-to-Cradle design principles. The project will bring researchers, industrial entrepreneurs, citizens/NGOs and the public sector together to create application-driven innovation. The global changes in nature, the economic crisis and the radical social changes in the wake of the crisis demand innovation in our ways of thinking, in how we live and in social organisation. Nano inventions in materials, technologies and processes carry promises of sustainable solutions to our way of life.

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EIS: STRATEGIC RESEARCH ALLIANCE FOR ENERGY INNOVATION SYSTEMS AND THEIR DYNAMICS

The purpose of the EIS research alliance is to carry out research on energy innovation systems and their dynamics and to connect leading researchers working on the topic in Denmark and abroad. Through this, the alliance aims at creating important new knowledge about the innovation systems and the roles they play for moving towards more sustainable energy systems in the future. By active knowledge dissemination and interaction with stakeholders, the alliance contributes input both to strategy development and innovation in individual areas of energy technology and to strategy and policy on a more general level.

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I.FAMILY PROJECT

The EU-funded project I.Family is helping to identify why young people in Europe eat the way they do and how this influences lifelong health. Building on data gained from over 10,000 children in the IDEFICS study, this EC funded project will provide further insight into the most important influences on Europe's young people, their lifestyle behaviour and their eating habits by re-assessing families as their children move into adolescence, identifying those families that have adopted a healthy approach to food and eating habits and those who have not.

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FUR AND SUSTAINABILITY: OXYMORON OR KEY TO "DEEPER" LUXURY?

This research study conducted by Fabian Csaba together with Else Skjold, Kolding Design School, looks at historical and recent developments in the field of fur and investigates the implications, uncertainties and ambiguities of luxury's confrontation with sustainability. It reviews recent research projects and industry initiatives in an attempt to determine whether fur can be seen as sustainable or not and address whether fur is about to lose or reclaim its legitimacy in an era of sustainable luxury. The study offers critical reflections on concept of deeper luxury.

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TRASH-2-CASH

CBS leads package 6 of this EU-funded research project, which aims to show how new regenerated fibres can be created from pre-consumer and post-consumer waste. Trash-2-Cash (T2C) proposes a new model where paper and textile waste are recycled chemically - resulting in fabrics that are the same quality as new materials - to make products that are industrially replicable and infinitely recyclable. T2C aims to produce high-quality materials and product prototypes from waste, offering companies in various industries (fashion, interiors, automotive and other luxury goods) new eco-fibre options as well as influence how all novel materials are developed in the future.

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PARENTAL JOB LOSS AND CHILD WELL-BEING

The main aim of this project is to investigate the relationship between parental labour market outcomes and children's well-being. This proposal consists of three projects, with the first studying the effects of parental job loss on children's health. The second project will study the consequences of parental job loss on children's schooling outcomes. The last project will study the extent to which active labour market policies aimed at unemployed parents have an effect on children's health and learning outcomes.

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SUSTAINABILITY PLATFORM: MOVING FORWARD

The CBS Business in Society (BiS) Sustainability Platform was launched in July 2011 with an ambition to enhance CBS' position in the growing global academic landscape of sustainability. The Platform's overall research, education and outreach agenda was to question and challenge how the interplay between society's environmental, social and economic activities is influenced by business and is influencing business. The relevant research question is no longer "if" but "how" business relates to sustainability.

Over the past five years, sustainability-focused activities scattered across CBS have increasingly been consolidated under the Sustainability Platform umbrella. During this period, the platform has become a recognized brand both internally among CBS colleagues and students and ex-

ternally with national and international partners, and become known as a valued facilitator of new collaborations, networks, and initiatives for research and educational activities. The platform was led by a team of two academic directors, Professor Mette Morsing (cbsCSR Centre, ICM) and Professor Stefano Ponte (DBP). The Platform defined and hosted six research clusters led by 12 dedicated CBS colleagues and was a founding partner of the Copenhagen Sustainability Initiative (COSI), which endeavours to build a regional platform for sustainability in Copenhagen.

The new CBS Sustainability Platform

The life-span of platforms at CBS is five years and as of July 2016, the Sustainability Platform has been disbanded in an official sense. However, it has been given a new lease of life in recognition of all its

valuable contributions in the form of an extension of the platform renamed "CBS Sustainability" under the umbrella of the departments of Management, Society & Communication (MSC), Business & Politics (DBP) and Management, Politics & Philosophy (MPP).

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Steen Vallentin, Academic Director of the new CBS Sustainability platform
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KEY OBJECTIVES OF THE PLATFORM

Enable research at CBS departments on the issue of sustainability and attract external funding that can augment existing research activities/agendas within the disciplinary domains of CBS.

Provide CBS students of all levels with unique educational opportunities that will enable them to effectively address issues pertaining to business and sustainability.

Continue to develop CBS' outreach activities through collaboration with students, CBS colleagues and stakeholders so as to build networks of business leaders, policymakers, researchers, CBS alumni and NGOs that can meet and engage with one another.

During its five-year existence, the Sustainability Platform has delivered an impressive amount of research, outreach and education activities, most notably:

1
The platform is a founding member of Copenhagen Sustainability Initiative (COSI)

2
There were more than 200 peer-reviewed publications affiliated to the platform during its five-year existence

3
The platform funded more than 60 sustainability-related projects

4
The platform secured almost 70 million DKK in external funding

5
Attracted more than 48 visiting faculty members, organized 30 seminars and funded 14 international conferences, 8 workshops and 1 publication forum

6
Hosted the partnership2012:N-GO+Business towards Sustainability Society conference with keynote speaker, former UN Secretary General Kofi Annan



INTERNATIONAL CONFERENCE ON BUSINESS, POLICY AND SUSTAINABILITY

The International Conference on Business, Policy and Sustainability is one of the conferences that the Sustainability Platform co-organized and hosted at CBS 16-17 June 2016. It gathered academia, government, business, NGOs and civil society to explore national and global policy as well as business and academic approaches to sustainability.

The conference was co-organized by the CBS Sustainability Platform and the Velux Chair in Corporate Sustainability at CBS. Sponsors included the Carlsberg Foundation, the Danish Society For Education And Business (DSEB), the Ministry of Higher Education and Science, (WCRE) Governing Responsible Business, and Velux Foundations. The purpose was to provide a forum for relevant participants (scholars and practitioners) to discuss current and possible interdisciplinary approaches to sustainability. The aim of the conference was to promote future knowledge exchange and collective research applications.

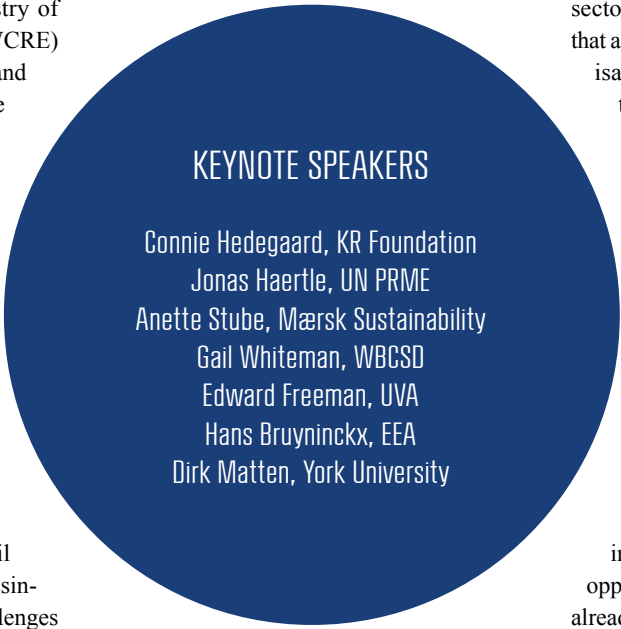
Increasingly, complex, usually global, sustainability issues present challenges for business, government, universities and civil society that are complex to solve single-handedly. However, these challenges can prove excellent opportunities for

fruitful collaboration. Such challenges include environmental issues such as climate change, increased CO2 emissions,

and energy consumption but also include social challenges such as poverty, health and labour conditions. Research suggests that these global challenges require partnerships between private and public sectors, or multi-stakeholder initiatives that also involve non-governmental organisations, community-based organisations, venture capital and universities.

Thus, there is a demand for global sustainability experts to build collaborative networks through conferences such as this, which can bridge “disciplinary silos” and generate relevant, interdisciplinary knowledge that contributes to sustainable societal innovation.

The conference sought to identify the obstacles academia and practice meet in bridging these interdisciplinary gaps. It also explored opportunities that future managers can already pursue as they try to understand, identify and work with human rights issues



KEYNOTE SPEAKERS

- Connie Hedegaard, KR Foundation
- Jonas Haertle, UN PRME
- Anette Stube, Mærsk Sustainability
- Gail Whiteman, WBCSD
- Edward Freeman, UVA
- Hans Bruyninckx, EEA
- Dirk Matten, York University

DAY 1 DAY 2

Day 1 explored business and public challenges and solutions to sustainability and provided a forum for constructive interaction and discussion. The generation of ideas and different approaches to sustainability could be tested here for future cross-sector collaboration and solutions in Denmark, the Nordic region and globally.

Day 2 examined the role which universities could play in solving and approaching sustainability challenges (individually or jointly). The launch of the Copenhagen Sustainability Initiative (COSI) provided fertile ground for exploration of the efficacy and future possibilities of these partnerships.



DEVELOPMENT STUDIES

INTRODUCTION TO RESEARCH RELATED TO DEVELOPMENT STUDIES AT CBS

At CBS, development studies combine business economics and management disciplines with other social science disciplines to study business strategy, organization and management in developing countries, especially in Africa, Latin America and Asia. A large part of this development related research springs from the Centre for Business and Development Studies, which comprises more than 10 researchers.

FROM NÆSTVED TO NAIROBI

In recent years it has become evident that Africa is growing faster than any other continent. However, Danish companies have not been able to exploit these new opportunities, and export rates lag behind their European counterparts. Danish mid-sized companies especially are trailing behind in Africa. The project “From Næstved to Nairobi” aims to create sustainable and scalable solutions for Danish mid-sized companies that will enable them to overcome the particular challenges of exporting to Africa. The project will contribute to enhance the long-term competitiveness of Danish mid-sized companies operating in Africa, stimulate economic growth and create employment.

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MULTI-STAKEHOLDER INITIATIVES FOR SUSTAINABLE COTTON PRODUCTION

The overall objective of the “Multi-stakeholder Initiatives for Sustainable Cotton Production in the Textile Value Chains of Pakistan and India” project is to analyze 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 institutionalized 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.

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NEW PERSPECTIVES ON DEVELOPING COUNTRY FIRMS

As part of the Successful African Firms and Institutional Change (SAFIC) project, CBS hosted the SAFIC 2016 Conference on new perspectives on developing country and emerging markets firms. The conference brought together researchers presenting findings in key areas such as strategies for developing country firms, institutional environments, R&D and innovative behavior, capabilities of local firms, global value chains for food, and key institutional drivers and barriers to private to private sector development. The SAFIC project is a collaboration between CBS, Roskilde University, University of Nairobi, University of Dar-es-Salaam and University of Zambia.

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VIETNAMESE CLOTHING RETAILERS

Centre for Business and Development Studies (CBDS) Associate Professor, Lotte Thomsen is currently exploring how a number of Vietnamese clothing producers use the knowledge they have gained from working in global clothing value chains to move into the retail sector. The project is focused on the local and regional market and is based on fieldwork conducted on site in Vietnam.

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INNOVATION FOR SUSTAINABILITY (I4S)

The “I4S” Initial Training Network is designed to study sustainability-driven innovation (SDI) in support of the European Union’s strategic commitment to “smart, sustainable and inclusive growth”. Preliminary research and prospective studies suggest that SDI involves management competencies and organisational capabilities rarely found in traditional business-led, technology-driven innovation. It draws on new platforms of actors or a blend of social and business innovation and leads to new business models that create and capture value, providing for performance in economic, environmental and social terms.

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THE MILKY WAY TO DEVELOPMENT

The abolition of EU milk quotas in 2015 will lead to an explosion in EU milk production and will demand new markets. EU dairy enterprises are planning to target the West African market, which will pressure the local producers further. The overall goal of the project is to prepare small dairy farmers in Niger, Mali, and Senegal to cope with the effects of a liberalized dairy market. To make this happen the project will focus on documenting the consequences of a liberalized dairy market to secure a dialogue based on facts and at the same time try to mobilize the African dairies to make sure they have a political voice.

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CBS CENTRE FOR BUSINESS AND DEVELOPMENT STUDIES (CBDS)

The Centre for Business and Development Studies (CBDS) opened on 1 January 2005. CBDS is a multi-disciplinary centre that combines business economics and management disciplines with other disciplines within social sciences in order to study both intra-firm issues (the organization, the capabilities and the strategies of companies and organizations operating in developing countries), inter-firm issues (collaboration and competition between companies, which are active in developing countries) and the relations of developing country firms with their broader economic, social, environmental and cultural environments within the developing country and in relation to the global economy. CBDS works within the following three areas:

Research on: Firm strategies in developing countries, BRIC countries and beyond. firm-level research on value chains, subsidiary mandates and management. entrepreneurship, CSR, and development and global value chains

Teaching within: Business and Development Studies master/minor programme and other CBS education programmes

Capacity building by: Partnering with Danida and other development organisations and engaging in capacity building of universities in developing countries.

The CBDS has the ambition of being a leading research institution for the study of business and development in developing countries and emerging markets.

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SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION



INTRODUCTION TO RESEARCH ON SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION AT CBS

Social entrepreneurship concerns organizations 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. CBS also engages in research on the Massive Open Online Course (MOOC) on “Social Entrepreneurship” (see p. 23).

SECOND-ORDER FORMATIVE SCALE FOR SOCIAL ENTREPRENEURSHIP

To date there is no clear understanding about how exactly to measure social entrepreneurship. Towards this end a project is underway to develop and validate measures of organizational social entrepreneurship. We conceive of social entrepreneurship as a second-order formative construct including several components to express the heterogeneity of this concept. Currently testing of these measures is underway.

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IMPACT OF THIRD SECTOR SOCIAL INNOVATION (ITSSOIN)

The EU-funded Impact of Third Sector on Social Innovation (ITSSOIN) project seeks to demonstrate the third sector’s core impact dimensions and its contribution to the emergence, dissemination and standardization of social innovation in several areas, including environmental sustainability. The project also studies the broader impact of volunteering on society and the role volunteers play in enabling the third sector to be socially innovative and enhance its socio-economic and environmental impact.

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CO-CREATING SOCIAL ENTREPRENEURSHIP

Globalization has made co-creation an interesting area of human curiosity and research action. This project looks at how one should understand, create meaning around co-creation and use it to make innovations sustainable, beyond one’s own geographical reference. Co-creation does not presuppose the pre-eminence of knowledge, but a need for shared experience around a locus where work on the solution will take place and aim at creating future markets with a focus on innovative sets of products, policies, strategies, alliances, services and models.

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ENTREPRENEURSHIP AND SUSTAINABILITY

This project on Sustainable Entrepreneurship is funded by the Velux Foundation and based at the Department of Management, Politics and Philosophy at Copenhagen Business School. The principal investigator is Professor (mso) Bent Meier Sørensen. The aim is to explore the nature and potential of sustainable entrepreneurship through philosophically informed engagement with the conceptual history, the political discourse and the everyday practice of sustainable entrepreneurship. This project offers philosophical inquiry as a resource with which to imaginatively explore and rethink the concept and practice of sustainable entrepreneurship.

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SUSTAINABLE ENTREPRENEURSHIP: POSSIBILITIES OF GROWTH

Completed in January 2017, this project investigated whether the imperative of being entrepreneurial has become a catchphrase for incorporating a concern for sustainability. The project explored philosophically how the injunction on entrepreneurs to become sustainable makes the entrepreneurial imperative more complex and demanding. It is hoped that the project, will contribute to a better understanding of the conceptual contradictions inherent in sustainable entrepreneurship as well as the challenges experienced by the entrepreneurs themselves.

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SOCIAL ENTREPRENEURSHIP INDEX

Impact investing has taken off as a new finance category and social enterprises have begun to “compete” with traditional charities in the delivery of public goods. However, to date there is very little systematic data available. To address that short-coming CBS is planning to create a “Social Entrepreneurship Index”. The goal would be to create a global database which would serve as a point of reference for regional and global trends in the social enterprise sector (in terms of growth, profitability, funding sources). The index would become the basis for later research.

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THE SOCIAL ENTREPRENEURSHIP CLUSTER

The Social Entrepreneurship (S-ENT) Research Cluster within the CBS Entrepreneurship Platform seeks to enhance collaborative and interdisciplinary research in S-ENT related areas, drawing on expertise from across departments at CBS.

The central aim for the cluster is to develop a core group of committed CBS researchers, facilitating interdisciplinary S-ENT related research across the whole of CBS, and enhancing the impact of S-ENT research at CBS. The intention is also to attract external funding through joint research proposals. Furthermore, the cluster organises various workshops in the field of S-ENT with the participation of international scholars outside CBS and speakers from businesses, NGOs, and governments.

Social entrepreneurship courses at CBS include:

1. Introduction to Social Entrepreneurship
2. Social Entrepreneurship: Creating Social Change Using the Power of Entrepreneurship
3. Social Entrepreneurship (MOOC, see p. 23)
4. Social Innovation and Entrepreneurship (Mandatory Master)
5. Re-Imagining Capitalism (Elective Master)
6. Tourism Social Entrepreneurship and Sustainability (Mandatory Bachelor)
7. Sustainability Challenges 1: Multi-disciplinary Approaches (Elective Master)
8. Sustainability Challenges 2: Specific Systems and Capstone Project (Elective Master)

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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 conducting research projects, CBS researchers have connected with international scholars and engaged representatives from business, governments and NGOs through a variety of conferences and workshops hosted at CBS in 2015-2016.

ALTERECOS: EXPLORING ALTERNATIVES TO CURRENTLY DOMINANT FORMS OF ECONOMIC ORGANIZING

Funded by Velux Foundation, the project aims at investigating alternatives to currently dominant forms of economic organization. In the wake of the global financial crisis, change and reform of the financial sector was the name of the game, but it seems that hardly anything has changed. Have we “let a serious crisis go to waste”? The present project takes its point of departure in the nuanced answer to this question that appears when one turns from purely economic explanations to interdisciplinary investigations of the social, political, and communicative causes and consequences of the financial crisis.

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STRATEGIC TRANSITIONS FOR YOUTH LABOUR (STYLE)

Strategic Transitions for Youth Labour (STYLE) is a large-scale integrated collaborative project under the EU's FP7 programme. The aim of this project is to provide a comprehensive understanding of the causes of very high unemployment among young people and to assess the effectiveness of labour market policies designed to mitigate this phenomenon. The WP6 Mismatch: Migration & Mobility examines, among others, the conditions under which intra-EU youth mobility improves the labour market chances of young people.

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ORGSEC

The recent revelations of WikiLeaks highlighted that secrecy is a fundamental part of organizations. This has profound social, economic and political implications. This project will conduct a systematic investigation of the significant, yet still widely neglected topic of organizational secrecy. The aim of the project is to bring organizational secrecy into research focus, add it as a novel basic construct to the analytical repertoire of the field of organization theory, develop a new social process approach to secrecy that focuses on the relation between secrecy, identity and control, and discuss its wide-ranging implications.

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AUDITING AND THE DETECTION OF CORRUPTION

Auditing's role in the fight against corruption has so far been hesitant. While private sector financial auditing has generally neglected corruption as a potential source of material errors in financial statements, public sector auditing has, at best, accepted responsibility for the prevention of corruption. The aim of the project is to examine the arguments for auditing's limited role in the fight against corruption and investigate the potential for auditing to play a direct role in the detection of commercial corruption.

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CROOKED POLITICS: VOTE MARKETS AND REDISTRIBUTION IN NEW DEMOCRACIES

CBS Department of Business and Politics is hosting a research project on political corruption in developing countries. The project aims at uncovering links between poverty and political corruption in connection with elections in new democracies and to examine the consequences of corruption for redistributive policies. This will be examined through an integrated research design combining a case study – implemented as a post-election survey in South Africa – with a multilevel data analysis using individual-level survey data from a large number of countries. The project is funded by the Danish Research Council.

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EXPLORING THE EMERGENCE AND STABILIZATION OF BRIBERY

This project contributes to corruption research by exploring bribery practices in their early-stage emergence and stabilization. Based on a dataset that contains self-reports on a bribery-tipping practice in Las Vegas hotels, the project examines which social and situational factors influence the likelihood of “successful” bribery transactions, thus leading to their stabilization as patterned and identifiable social interaction.

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CORRUPTION CONTROL AND TRANSPARENCY REGIMES

This project analyses how and why international anti-corruption activities organized by states, international organizations and NGOs have come to address the responsibility of business in the fight against corruption, and how corporate anti-corruption activity are connected to wider sustainability, corporate responsibility and business ethics agendas. The project strives to bring us more knowledge about how corporate engagement, particularly its softer dimensions beyond legal compliance (if any), is practised by analyzing the relations between business, government organizations and civil society actors.

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LIGHT & DARKNESS: THE PROSPECTS AND LIMITATIONS OF ORGANIZATIONAL TRANSPARENCY

The overall aim of this project is to analyze the prospects and limitations of organizational transparency understood as the idea, the objective, and the policy of increased openness and accountability in organizational practices. Focusing on the intersection between processes that promote and advance transparency and the conditions and procedures that impede it, the project explores how organizational responses to demands for transparency from the wider community shape and, eventually, affect public insight into contemporary organizations.

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TRANSPARENCY AND OPACITY: BALANCING LEGITIMACY

This project works from the assumption that the interplay of transparency and opacity is constitutive of organizational practice, contributes to the allocation of agency and influences the configuration of legitimacy. The project looks at how transparency ideals are articulated in the organizational world of policy-making and how opacity figures in the practices of organizations. How do organizations make use of transparency to construct legitimacy and to gain leverage for their interests? How do organizations work to maintain a degree of opacity around core dimensions of organizational resources?

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TRANSPARENCY INTERNATIONAL HAS MOVED INTO CBS

In the spring the Danish chapter of Transparency International (TI) moved into CBS and is now embedded with the Department of Management, Society and Communication (MSC). The ambition is to further strengthen ties with students and researchers at CBS.

The Danish chapter of Transparency International was established in 1995, and the organization is dedicated to the prevention of corruption in Denmark. Among others, the organization's activities include a variety of events open to the general public as well as participating in public debates. TI has now decided to be physically located at Copenhagen Business School allowing for continued cooperation between researchers and students. There are a number of researchers at CBS working with anti-corruption which constituted

one of the main reasons for TI wishing to be located at CBS and thus better able to cooperate, contribute and learn from CBS research within the area.

Students are also welcome to stop by with questions they might have. Additionally, TI offers inputs for thesis writing in the area of corruption.



We are very pleased that we were offered the opportunity to move into CBS, an institution we have cooperated with on several occasions, e.g. in relation to the Transparency in Corporate Reporting (TRAC) report, which was published last year. The study was successfully conducted in cooperation with a group of students from CBS and the report received positive response from the corporate sector.

- Knut Gotfredsen, Chairman of Transparency International Denmark

COMBATING FISCAL FRAUD AND EMPOWERING REGULATORS (COFFERS)

The European Union confronts inequalities across a range of areas from gender, to generational, wealth, mobility and opportunity. One underlying factor common to these expanded inequalities is deficiencies in fiscal systems. The COFFERS project seeks to redress these deficiencies as policy innovation at national, regional and international levels undergoes a period of accelerated development. The consortium tracks the tax gap and regulatory innovation, traces how expert networks, jurisdictions and taxpayers adapt to and negotiate rapid evolutionary change and transmits forward looking risk assessment and policy advice to intervene in that evolutionary process.

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GLOBAL VALUES

The Global Values project aims to develop a comprehensive and innovative framework for assessing the impact that Multinational Corporations (MNCs) have on issues like sustainable development, human rights, transparency and anti-corruption. The project will shed light on institutional arrangements, analyze systems of governance for responsible business practices, explore responsible competitiveness, assess the complementarity of public and private sector activities, and derive recommendations for decision makers in business, policy and NGOs.

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ORGANIZING CSR REPORTING WITHIN THE UNITED NATIONS: AN INSIDE-OUT PERSPECTIVE

A key initiative of the UN has been the establishment of the Global Compact Principles. This research project aims to address two themes: 1) What role does United Nations Environment Programme (UNEP) play in articulating the linkages between CSR reporting and the envisioned agenda of sustainable development?, And 2) Through an examination of the UN organization's external reporting, mapping and analyses, how are UN organizations themselves embedding the principles of sustainability reporting into their external reporting?

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UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS CBS' COMMITMENT

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, adopted by world leaders in September 2015 at an historic UN Summit, officially came into force. Over the next 15 years, with these new goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change. However, this responsibility cannot only be relegated to governments and businesses, as CBS President Per Holten-Andersen stated in his welcome letter. CBS takes an active role in addressing some of the SDGs. Here we display a variety of activities that CBS has engaged in to achieve some of the 17 SDGs.

<p>3 GOOD HEALTH AND WELL-BEING</p> 	<ul style="list-style-type: none"> • I.Family: Lifestyle, Behaviour and Eating Habits (p. 49) • Helping to identify why young people in Europe eat the way they do and how this influences lifelong health • Nudge-it • Investigates the consequences of child obesity. Experiments are used to test the effectiveness of "nudges" 	<p>4 QUALITY EDUCATION</p> 	<ul style="list-style-type: none"> • Curriculum Development Project (pp. 15-18) • Industry Competency Project (p. 26) • Variety of electives addressing responsible management education (p. 20) • Ensuring quality education through research by CBS centres, platforms & clusters such as: <ul style="list-style-type: none"> • The Sustainability Platform (p. 50)
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<ul style="list-style-type: none"> • Diverse Teams in Danish Firms (p. 45) • CBS Leadership Initiative (p. 47) • The Leadership Collaboratory (p. 47) • Innovation for Sustainability (I4S) (p. 53) • Strategic Transitions for Youth Labour (STYLE) (p. 56) • Office as a Vocation: Reinstating an Ethics of Office in Public Service (p. 46) • The responsible civil state 	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<ul style="list-style-type: none"> • The interdisciplinary platform for ideas and knowledge sharing: "Nordic Centre of Excellence in Societal Security" (NOR-DRESS) (p. 48) <ul style="list-style-type: none"> • Finding ways to increase the resilience of the Nordic societies to withstand crises caused by natural hazards • Impact of Third Sector Social Innovation (ITSSOIN) (p. 54)
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<ul style="list-style-type: none"> • Servitization: Creating the Market by Understanding Price, Cost, Contracts and Financing (p. 46) • Fur and Sustainability (p. 49) • Trash-2-Cash (p. 49) <ul style="list-style-type: none"> • T2C aims to produce high quality materials and product prototypes from waste offering new eco-type options • Sustainable Cotton Production (p. 52) 	<p>13 CLIMATE ACTION</p> 	<ul style="list-style-type: none"> • ECOGRID 2.0 (p. 48) <ul style="list-style-type: none"> • An attempt to organize a market for flexible electricity consumption • National Research Venture on Green Shipping Seminar (p. 48) • Re-Making of Business Models in a Renewable Energy System (I-REMB) (p. 48) • ItGrows: Creating a Climate Management System (p. 48)
<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<ul style="list-style-type: none"> • Council for Diversity & Inclusion (p. 11) • EBEN Business Ethics Conference (p. 43) • The Research Environment (WCRE) "Governing Responsible Business" (p. 44) • The BHRight Initiative (p. 45) • Civil Society in the Shadow of the State (CISTAS) (p. 54) • Combating Fiscal Fraud and Empowering Regulators (COFFERS) (p. 58) 	<p>17 PARTNERSHIPS FOR THE GOALS</p> 	<ul style="list-style-type: none"> • From Rio to Roskilde (P. 33) • NEPSUS: Sustainability Partnership (p. 34) • MISTRA Future Fashion (p. 35) • DRIP: Water Efficiency Project (p. 36) • Public-Private Platform (p. 37) <ul style="list-style-type: none"> • Knowledge centre for the analysis of public-private relations • Vietnamese Clothing Producers (p. 53) • The Milky Way to Development (p. 53)

ADJUNCT PROFESSORSHIPS

CBS uses adjunct professorships not only to energize collaboration across universities but also to create strong links between business and society. As a result CBS appoints people with valuable business experience who are highly recognized in society. In 2016, CBS appointed a new adjunct professor, Nobel Peace Prize winner John Robinson.

CLAUS MEYER

Gastronomic Entrepreneur

CBS Adjunct Professor,
Sustainable Gastronomic
Entrepreneurship



JOHN ROBINSON

Nobel Peace Prize Winner &
Professor, University of Toronto

CBS Adjunct Professor,
Sustainability



CHRISTIAN STADIL

Business owner, founder,
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& author

CBS Adjunct Professor,
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Businesswoman, chairman,
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Professor, Darden School,
University of Virginia

CBS Adjunct Professor,
Stakeholder Management



PROGRESS ON 2015 OBJECTIVES

CBS' 2015 SIP report listed activities that were to be initiated in 2015-2016. All five of these have been executed. Without losing sight of the portfolio of existing projects, we will let additional commitments for the coming years guide our future endeavours.

STATUS	2015 COMMITMENTS	ACHIEVEMENTS
	The Copenhagen Sustainability Initiative (COSI)	<ul style="list-style-type: none"> • 1st COSI pilot elective courses and certificate CBS-DTU-UCPH "Certificate in Sustainability: Science, Technology and Business" awarded to COSI students for passing "Sustainability Challenges 1: Systems Thinking" and "Sustainability Challenges 2: Specific Systems and Capstone" • 13+ COSI-related seminar events have been held • COSI participation through panels/keynotes in two conferences on "business-university and interdisciplinary cooperation on sustainability" • The 2nd round of COSI elective courses were held in autumn 2016.
	Report on Faculty Development	<ul style="list-style-type: none"> • Together with Babson College, and the Indian Institute for Higher Education (IILM), CBS has prepared a report providing a guide on how to address formal and informal PRME-related faculty development activities. • The report is available www.unprme.org
	Responsible Management Education Survey	<ul style="list-style-type: none"> • CBS has launched a longitudinal data collection project that measures the attitudes of bachelor students towards responsible management education over the course of their studies. So far nearly 2,000 responses have been collected.
	Council for Diversity and Inclusion	<ul style="list-style-type: none"> • The Council for Diversity and Inclusion chaired by President of CBS Per Holten-Andersen (see page 11) prepared an action plan and explored the current state and development potential of various areas. • The council meets 5-6 times on a yearly basis to discuss progress and future initiatives. • There are currently 7 members including the President.
	Student organizations	<ul style="list-style-type: none"> • Launch of CBS PRME Student Engagement Initiative (SEI) • Students will have the opportunity to help address global issues and influence their own educational outcomes as well as creating a mutually beneficial platform for students, academics, the business community and the UNGC • oikos has chosen to move into the CBS PRME office to create closer ties • Continued collaboration with CBS Students on Responsibility Day • Advisory and financial Support for CBS MUN from the CBS PRME Office • Continued advisory support for oikos Education and oikos Green Week

FUTURE OBJECTIVES FOR 2017-2018

Copenhagen Business School proposes the following future objectives to signal our intention to uphold our leading role among PRME signatories.



Curriculum Development Project

CBS will extend its Curriculum Development Project to 36 master level study programmes. We plan to repeat a similar process as for the bachelor programmes (see pages 15-18). However, although there are nearly twice as many master programmes as bachelor programmes, we expect a faster turnaround because master programmes are shorter, a recognized project process is in place, and we have already established contact with study boards and programme leaders.

Review of PRME-related Competency Profiles

CBS plans to ask firms recruiting from CBS to reflect on what competencies they seek in graduates. We will work with HR staff from firms recruiting from CBS to explicitly establish the degree and content of PRME competencies they expect. The findings will be shared with study boards, allowing them to reflect on their current competency profiles.

Survey on PRME Attitudes among CBS Students

CBS wants to investigate and understand how students change their attitudes, norms, self-efficacy and intentions during their studies. We plan to follow students during the course of their studies to identify changes in the mentioned areas. We expect this project to address the greatest weakness of PRME implementation to date - namely, a shortage of rigorous data-driven analysis on the effect (or lack of effect) of PRME interventions.

Student Activities

Greater collaboration and support for student organizations and activities such as Diversity Day, Green Week, Model United Nations (MUN) and oikos. We will be assisting oikos with, among others, a new project launched to raise awareness about sustainability and the Sustainable Development Goals (SDGs). We will act as a sounding board throughout the process as we both have a common interest in informing on the SDGs.

PRME Research Hub

CBS will create a research base for external PRME faculty, researchers and administrators allowing them to have visiting positions for two or four weeks within the CBS Office of Responsible Management Education. The aim is to allow other PRME schools to learn best practices from CBS PRME activities, to initiate collaboration between CBS and other PRME schools, and lastly to allow PhD researchers access to the data collected through this hub on responsible management education.

KEY PERFORMANCE INDICATORS (KPIs)

Copenhagen Business School proposes the following future objectives signalling that we intend to uphold our leading role among PRME signatories.

	2011	2012	2013	2014	2015	2016	2017	2018
PRINCIPLE 1								
SIP report	1 st	-	2 nd	-	3 rd	-	4 th	
PRINCIPLE 2								
Curriculum development initiated in bachelor programmes	-	1	9	17	19	19	-	-
Curriculum development initiated in master programmes	-	-	-	-	-	-	5	18
Responsibility Day (participants)	1,200	1,080	1,550	1,850	2,000	2,000	2,200	2,200
PRINCIPLE 3								
Case writing initiative (published cases)	3	2	7	3	7	2	2	2
PRME programme for external faculty (participants)	-	-	-	20	14	5	5	5
Internal faculty training on PRME (participants)	-	-	9	17	6	5	5	5
PRINCIPLE 4								
Peer-reviewed articles related to responsible management	62	52	71	86	98	111	111	111
PRINCIPLE 5								
Sustainability alumni network members	200	320	418	491	498	508	530	560

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