Strategic plan 2018–2021
LUND UNIVERSITY SCHOOL OF ECONOMICS AND MANAGEMENT
Core values

Being part of an old and well-established university, the core values also tend to be shared throughout the organisation. The core values of the university are described in the following manner:

Lund University is part of a worldwide academic community and stands behind the basic core values on which European universities agreed in the Magna Charta Universitatum. This document establishes the importance of autonomy and academic freedom. Universities are to be free of pressures from wider society and to defend the freedom, integrity and quality of education and research.

The core values are also based on the laws, which a Swedish public authority is obliged to follow. The organisation is to safeguard democracy, legality, impartiality, freedom of opinion, respect for the equal value of all human beings, efficiency and service, as well as democratic principles and human rights and freedoms. Gender equality and diversity are fundamental principles in every part of our organisation. Further values characterise Lund University and have done so for a long time: a critical and reflective perspective, objectivity, nonpartisanship, curiosity, engagement, compassion and humour.

LUSEM embodies the core values of the University in being a critical voice and driving force in society. LUSEM stands for goals and visions that inspire hope! In addition, LUSEM’s student-centred outlook has led to the following core values for the School’s relations with students and staff:

The integrity of the individual should be upheld and our work in relation to the students should be based on gender equality and an aspiration for ethnic and social diversity. Students at LUSEM have influence over their studies and share the responsibility for the development of the School. Our students will be prepared for continuous personal development through student-centred learning. We believe in setting demands for a particular study pace and particular results, as a way of showing respect for our students.

LUSEM strives to be the employer of choice, and in relation to our staff we stand for clear responsibilities, active career planning and fair remuneration.
Our School is a driving force for an innovative and sustainable society by:

- preparing students to contribute to resolving global challenges through enquiry-based and practice connected education, and
- advancing knowledge through distinguished research and teaching based on our international outlook and Scandinavian origins.

Our mission captures LUSEM’s essence of being an international business school, based in Scandinavia, and with an aim to contribute to the advancement of society. This is also reflected in the School’s vision.
Vision

Making a difference by being a world-class business school that works to understand, explain, and improve our world and the human condition by growing our intellectual footprint.

LUSEM’s vision is to be understood as the School having the aim to educate future managers that are equipped to deal with the “bigger picture” of the challenges ahead. The School aims at developing reflective practitioners that can act as future decision makers in a thoughtful manner. This specifies that LUSEM graduates are well informed, trained in critical thinking, hold decision-making abilities, and are globally employable.
Overall strategic goal

LUSEM’s overall strategic goal is to be highly respected as an international university based and research driven business school.

This overarching strategic objective is the goal that guides LUSEM’s strategies on:

1. Educate for impact and innovation,

2. Research for growing our intellectual capital, and

3. Engage with practice aiming at solving societal challenges.
Strategic focus areas 2018–2021

Sub-strategies and related goals
1. Educate for impact and innovation

The School’s overall philosophy to learning and teaching is as follows:

- Our educational efforts are to combine classical academic values with the professional skills and capabilities that are required in a global economy.
- Our educational aims are to develop the innovative ability of our students and to shape their awareness of globally responsible leadership.

The objectives that follow are to:

- ensure that the quality of the student learning experience is based on and enriched by our commitment to be research-led;
- give greater emphasis to student-centred learning in an international environment;
- prepare students for independent lifelong learning;
- facilitate inclusiveness via recruitment and retention of non-traditional groups in higher education;
- facilitate and ensure efficiency in the delivery of learning and teaching;
- maintain and enhance existing demands on faculty members conducting both research and teaching – what is known at the School as “balanced excellence”; and
- enhance the status of learning and teaching, as a career route for some academic staff, in a research led institution.

One of LUSEM’s strengths is that we are a part of one of Scandinavia’s largest university, with a tradition of academic research and education that dates back centuries. However, LUSEM is also a professional school educating tomorrow’s leaders for business and the public sector.

Our goal is to educate **reflective practitioners**: theoretical rigour of the traditional university is combined with the problem orientation and relevance of the professional school. This we do in order to improve our competitive position.

Reflective practitioners are hence defined as LUSEM graduates, who are well informed, trained in critical thinking, hold decision-making abilities, and are globally employable.

**PRIORITISED GOALS TEACHING AND LEARNING 2018–21**

- Maintain LUSEM in the FT ranking of the MSc specialist programmes, hence furthering the international competitiveness of the MSc portfolio.
- Develop the newly launched BSc in International Business (taught in English and targeted to global recruitment)
- Develop the MSc and BSc programmes’ portfolio.
- Increase the developmental efforts of student recruitment, especially of international students.
- Increase focus on pedagogical development via digital learning.
2. Research for growing our intellectual footprint

The School’s overall philosophy to research and development is stated in the three following core goals:

- All research at the School should meet high academic standards.
- A diverse portfolio of research areas should be maintained in order to provide a research foundation for high-quality education.
- LUSEM shall strengthen its research standing and tackle important and pressing societal challenges by engaging in interdisciplinary collaboration within and beyond the School.

The School shall meet the objectives by the following means:

- The development of the School’s research relies on the combination of bottom-up initiatives from research groups and individual researchers, and the strategic use of the School’s resources in promoting research in prioritised areas.
- LUSEM seeks to promote innovative research (whether located in one discipline or across and between disciplines) through its departments, institutes and research centres, and to extend the research coverage through alliances. LUSEM has made strong progress in developing relations with a number of complementary international institutions.
- LUSEM fosters the training of PhD students, who make an important contribution to the intellectual life of the School, and will form the next generation of academics. This is central to the School’s mission.
- LUSEM shall excel in a select number of areas where our research is recognised for making a difference. The School has identified five prioritised areas, where research shall be particularly proficient: Innovation and Entrepreneurship; Marketing and Retail Transformation; Organisation and Management Studies; Household Finance, and Population Studies.

PRIORITISED GOALS FOR RESEARCH AND DEVELOPMENT 2018–21

- Further improve the School’s international scientific standing.
- Improve the embedding of the importance of impact into the research culture
- Increase external funding from all available sources with special focus on high-impact sources in Sweden and the EU.
- Increase research activity across disciplinary boundaries.
- Enhance close relations with the surrounding society (local, regional and international).
3. Engage with practice aiming at solving societal challenges

The School’s overall philosophy on collaboration for a better world is as follows:

LUSEM strives at making a difference by engaging in the rapidly evolving issues on ethics, responsibility and sustainability through education, research and collaboration with business and the public sector.

The driving rationale for the establishment of the School was to meet the needs of industry and commerce, a devotion that still is provided considerable attention in our daily work. Some of our faculty arrive with corporate experience and many continue to work with industry in collaborative research and consultancy, which impact greatly on our teaching. Our taught degrees benefit from a wealth of industry and employer links that input directly into the programmes. We are also privileged in having a very supportive and high-profile Senior Corporate Advisory Board.

Some examples of specific areas of corporate engagement are:

- **Case Academy.** LUSEM is renowned for its case-based teaching and successful participation in international case competitions. This requires an active pool of experienced managers that can act as “judges” in case-competition training.
- **Student placements, dissertation projects and career-related activities.** There is a plethora of student projects, many of them carried out in a student-driven company.
- **Board representation.** Faculty have long- and short-term links with a wide variety of corporations and policymaking organisations, regionally, nationally and internationally.
- **Policy.** Engagement with policymaking organisations complements the School’s business engagement activities. This takes two broad forms: collaborative work, which informs policies relating to economic and business development, regionally and nationally; and activities funded by policy organisations, which directly support businesses.
- **Reputation.** Faculty representation on Boards and committees, their engagement in events, presentations, and work with other organisations, supports our standing in the community. This also includes the extended participation of the alumni of the School.

As a research-driven School of Economics and Management, LUSEM’s approach to engaging students in confronting questions of ethics and responsibility is anchored in academic work in fields such as corporate social responsibility and behavioural economics. Such exposure early on is an important impetus for students to naturally adopt a responsible mind-set in their future roles as decision makers and experts.

LUSEM’s approach to sustainability – including ecological, economic and social sustainability – is based on research at the School, as well as research in other disciplines. All
students are exposed to the basic issues of sustainability of our society and the role of business. The School’s partners in business and the public sector are involved in mutually challenging collaboration on work towards the sustainability of their activities.

The School is committed to keeping its faculty up to pace with these and other developments through training initiatives at the School level. In providing new new impulses, other parts of the University and international partners play an important role.

**PRIORITISED GOALS FOR COLLABORATION EFFORTS 2018–21**

- Develop the School’s activities including its curriculum in terms of Ethics, Responsibility and Sustainability in collaboration with PRME and its Nordic Chapter.
- Develop activities with partner companies and other stakeholders, including increased cooperation between corporate partner companies and students working on their degree projects: especially in the fields of ethics, innovation, responsibility and sustainability.
- Further develop LUSEM’s offerings of MOOCs with a special focus on development efforts in LDC’s.
- Target small and midsized corporations to join the Partnership network.

The School’s ambition of being recognized as a truly international research and educational institution is intertwined in all the activities presented above. This rests on the overall idea that LUSEM continuously has to work on creating and nurturing an inclusive international environment that is intellectually stimulating for students, faculty and staff. The international outlook of the School’s management is vital in this ambition.

No strategy is stronger than its weakest link. In the context of a business school, this indicates that the people in the organisation need to be committed to an on-going discussion on the developmental efforts. At LUSEM, this is carried out on a continuing basis of the strategic plan. All employees and representatives of the student union are invited to open strategy seminars four to five times per year. At these seminars’ pivotal issues for the future are addressed and bottom-up, as well as top-down, approaches are cross-fertilised. The result of these discussions and the result of an extensive benchmark of other international institutions of higher education make up the foundation for this strategic plan.
Making a difference