

# Qualification criteria and job descriptions

## Department of Entrepreneurship & Relationship Management

### Introduction

The purpose of this memo is to clarify the qualification criteria and job descriptions for academic positions at the Department of Entrepreneurship & Relationship Management. It should be seen as a guide for internal candidates seeking promotion as well as external applicants applying for a position at the department. A further purpose of the memo is to provide a guide to external members of assessment committees. It is a supplement to the general rules and government regulations for announcement of positions and procedures for external assessment.

Qualification requires evidence of the applicant's contributions within their research fields, the applicant's teaching merits and experiences, as well as contribution to the institution according to their level of seniority. Qualification, and subsequent employment, is awarded on the basis of the applicant's cumulative contributions to the profession, to education and to the institution, and with expectations of future contributions in line with the past.

To be qualified, applicant must have achieved a solid record of research, teaching, and services to their (prior or current) institution and the profession. The memo outlines criteria for what is to be understood as an acceptable record. The full assessment of the applicant's performance involves a multi-dimensional assessment of the criteria outlined in the Scholarly Qualification Matrix (SQM). The qualification matrix outlines criteria for appointment to the various employment categories. The job descriptions indicate what is expected from employees in the employment categories, and can as such serve as a reference point for e.g., MUS (Employee Development Dialogue) with the Head of the Research Group.

### The employment procedure

The procedure for employment starts with an official announcement of the position regulated by Danish law. All applicants must meet the requirements for documentation as stated in the officially announced vacancy notice. The submitted documentation must be aligned with the criteria stated in this memo.

Normally, positions will be announced within business administration with focus on entrepreneurship and/or organization or business-to-business marketing and/or supply chain management depending on the affiliated research group.

Applicants for assistant professorships will be assessed by an internal committee consisting of a minimum of two recognized researchers within business administration. All other applicants will first be assessed by an external committee of recognized researchers within business administration. For associate professorships, the external committee members are selected among nationally and internationally established researchers within the field. The chairperson is internal with a seniority minimum equalling the level of the advertised position. In committees for professorships the chairperson can be external.

Representatives from the Academic Council can comment on the Head of Department's proposal for external committee members before final approval by the Dean.

### The Scholarly Qualification Matrix (SQM)

The SQM operates with five dimensions (research, education, external funding, academic citizenship and leadership, and dissemination) and two types of qualifications (necessary qualifications and other qualifications).

Fulfilment of all "necessary qualifications" is required for a final assessment to be qualified. Over-achievement in one or more dimensions cannot replace necessary qualifications not met in another dimension. Fulfilment of "other qualifications" is not necessary for a qualified assessment, but it increases the likelihood of appointment.

The qualification for each of the five dimensions is cumulative. For certain positions only some dimensions include necessary qualifications.

### From qualification to appointment

Being qualified according to the SQM does not necessarily imply a subsequent appointment. Following a positive assessment by the external committee, the applicant may be invited for interviews with an internal committee. For promotion to professor, the Dean also participates in the interview, and representatives of the Academic Council may be invited if deemed beneficial. The purpose of the interview is to provide the basis for an assessment of the applicant's overall qualifications (in particular, the applicant's research agenda and teaching qualifications, experiences, and reflections on this), and his/her fit with the research group, including the department's and research group's strategy. Both information obtained via the interview and the assessment from the external committee will form the basis for the final decision on promotion. The Head of Department will make the final recommendation to the Dean.

To support the evaluation of teaching merits and experiences, the interviews may be supplemented with a paper presentation and a trial lecture. The applicant may also be asked to draft and discuss a course description and a course plan.

The following criteria determine whether an applicant, who meets the necessary criteria of the SQM, and thus has been deemed qualified by an assessment committee, will be offered the position in question:

- A fit between the applicant's qualifications and the research group's current needs.
- A fit between the applicant's qualifications and the expectations set out in the vacancy notice.
- A fit between the applicant's academic profile and the research group's strategy.
- The research potential assessed on the basis of the applicant's previous publications, the research pipeline, and/or research plan.
- The teaching potential assessed on the basis of the applicant's teaching and pedagogical qualifications and the applicant's pedagogical approach and considerations.
- The applicant's experience with and ability to obtaining external funding.
- The applicant's approach to handling administrative tasks.
- The applicant's current and/or expected interest and commitment to developing the research group and department.

- The applicant's current and/or expected contributions to the daily and continuous operation and work environment in the research group and at the department.
- The applicant's general personality and behavior.

#### Promotion programme for associate professors

Promotion and recruitment to full professor positions will in most cases happen through the regular process of open job postings and applications. In exceptional circumstances, an associate professor can be recruited or placed into the promotion programme for full professorships. Inclusion into the promotion programme requires extraordinary excellent performance by a candidate within the areas of research, teaching and/or external funding. Appointment to full professor in the promotion programme requires that the candidate meets all the requirements outlined in the qualification matrix, and the goals formulated in the promotion programme.

## Entry criteria for academic positions (qualification matrix)

### 1. Entry Criteria for Academic Positions

	PhD	Postdoc	Assistant Professor	Associate Professor	Professor
<b>Research</b>	<p><b>Necessary qualifications:</b> A Master's degree in business administration (or any related field area).</p> <p>Ability to write a promising research proposal relevant for the PhD position.</p>	<p><b>Necessary qualifications:</b> A PhD in business administration (or any related field), preferable within the research group's field of interests.</p> <p>Potential to publish in international peer-reviewed journals.</p>	<p><b>Necessary qualifications:</b> A PhD in business administration (or any related field), preferable within the research group's field of interests.</p> <p>Ability to present a promising research strategy for the coming years and potential to publish in international peer-reviewed journals.</p> <p><b>Other qualifications:</b> Publications in recognized, peer-reviewed journals, R&amp;Rs by such journals, and/or presentations at internationally recognized conferences, seminars, and workshops.</p>	<p><b>Necessary qualifications:</b> Good contributions to the research group's field of interests:</p> <ul style="list-style-type: none"> <li>- A proven ability to publish original research of high quality.</li> <li>- Personal contributions are important (but single authorship is not required, and co-authorship is not discounted).</li> <li>- A promising research strategy and research pipeline for the coming years.</li> </ul> <p><b>Other qualifications:</b> Demonstrated academic impact: Reviewing experience, research management experience, and research network activities.</p>	<p><b>Necessary qualifications:</b> Significant contributions to the relevant research group's field of interest and showing substantial impact by:</p> <ul style="list-style-type: none"> <li>- Demonstrated ability to publish original research of high quality in journals that are relevant and important to the research group's field of interest.</li> <li>- Demonstrated ability to provide scientific leadership, inspiration, and guidance.</li> <li>- Demonstrated participation in international research networks/communities.</li> </ul>
<b>Education</b>	<p><b>Necessary qualifications:</b> None.</p>	<p><b>Necessary qualifications:</b> None.</p> <p><b>Other qualifications:</b> Relevant teaching experience.</p>	<p><b>Necessary qualifications:</b> Relevant teaching experience, and reflections on own teaching experiences.</p> <p><b>Other qualifications:</b> Pedagogical courses, experience as course responsible, ability to develop and implement course content and teaching methods, ability to align course content, teaching methods, and examination, ability and commitment to motivate</p>	<p><b>Necessary qualifications:</b> Good teaching qualifications and reflections on teaching methods and philosophy (documented in a teaching portfolio).</p> <ul style="list-style-type: none"> <li>- Satisfactory student evaluations and reflections on these</li> <li>- Experience with teaching and supervision at different levels</li> <li>- Experience with course development/improvement</li> </ul> <p><b>Other qualifications:</b></p>	<p><b>Necessary qualifications:</b> Excellent teaching qualifications at all levels, and sophisticated reflections on teaching methods and philosophy (documented in a teaching portfolio).</p> <ul style="list-style-type: none"> <li>- Good student evaluations and reflection on these.</li> <li>- High quality teaching and supervision at all levels.</li> <li>- Substantial experience with supervision or other supportive activities to junior scholars, such as PhDs and postdocs.</li> </ul>

			student learning, ability to develop the content of (new) courses, teaching awards, etc.	Ability to implement different types of teaching methods: Alignment of course content, teaching methods, and examination; ability and commitment to motivate student learning; development of (new) educational programs; teaching awards.	<ul style="list-style-type: none"> <li>- Demonstrated ability to develop course content and teaching methods as a course responsible.</li> <li>- Significant contributions to the strategic development of his/her department's teaching portfolio.</li> </ul> <p><b>Other qualifications:</b> Development of (new) educational programmes; teaching awards.</p> <p>Successful teaching and development at the undergraduate level (HA or equivalent) within the area of expertise of the candidate.</p>
<b>External Funding</b>	<b>Necessary qualifications:</b> None.	<b>Necessary qualifications:</b> None.	<p><b>Necessary qualifications:</b> None.</p> <p><b>Other qualifications:</b> Ability to contribute to the development and writing of research proposals and projects as self-contained items or as part of a broader programme.</p>	<p><b>Necessary qualifications:</b> Ability to contribute to the development and writing of research proposals and projects as self-contained items or as part of a broader programme.</p> <p><b>Other qualifications:</b> Experience with applying for research funding.</p>	<p><b>Necessary qualifications:</b> Documented ability to attract research funding and act as PI/Lead.</p> <p>Documented significant contributions to the development and writing of research proposals and projects as self-contained items or as part of a broader programme.</p> <p>Documented contributions to funding for junior researchers.</p>
<b>Academic: Citizenship, Management, and Leadership</b>	<b>Necessary qualifications:</b> None.	<p><b>Necessary qualifications:</b> None.</p> <p><b>Other qualifications:</b> Experience with reviewing papers, organizing scholarly activities, such as workshops, and experience with establishing networks in the relevant international research community.</p>	<p><b>Necessary qualifications:</b> None.</p> <p><b>Other qualifications:</b> Experience with reviewing papers, organizing scholarly activities, such as workshops, and experience with establishing networks in the relevant international research community.</p>	<p><b>Necessary qualifications:</b> Experience with reviewing papers, organizing scholarly activities, such as workshops and with establishing networks in the relevant international research community.</p> <p><b>Other qualifications:</b> Participation in academic work such as, internal committees, review boards, membership of</p>	<p><b>Necessary qualifications:</b> Ability to advance one or more of the research fields of the department's research groups as a role model and contributor in the academic community.</p> <p>A sizeable volume of activities (e.g., reviewer and editorial roles, organizer of workshops or conferences, member of internal committees, assessment</p>

				study boards or committees of education program reforms, education profile responsibility, experience with research project management.	committees, study boards or committees of education programme reforms, education profile responsibility).
<u>Dissemination</u>	<b>Necessary qualifications:</b> None.	<b>Necessary qualifications:</b> None.  <b>Other qualifications:</b> Experience with outreach and/or dissemination activities.	<b>Necessary qualifications:</b> None.  <b>Other qualifications:</b> Experience with outreach and/or dissemination activities.	<b>Necessary qualifications:</b> Demonstrated ability to communicate scientific knowledge to the general public or groups outside academia.	<b>Necessary qualifications:</b> Demonstrated ability to provide dissemination and societal impact of the highest quality to the general public and specialized groups outside academia.  Significant contributions to knowledge exchange initiatives.

## Job description for academic positions

### 2. Job description for Academic Positions

	PhD	Postdoc	Assistant Professor	Associate Professor	Professor
<b>Research</b>	<b>Expected:</b> Undertake research under the supervision of a supervisor (team) in accordance with the requirements of the PhD School, including: -Carry out independent research -Carry out the writing of papers for publication in international academic journals or the writing of a monograph.	<b>Expected:</b> Carry out independent research, including contributing to the writing of papers for publication in international academic journals.	<b>Expected:</b> Carry out independent research, including contributing to the writing of papers for publication in international academic journals.	<b>Expected:</b> Carry out research of high quality.  Make significant contributions to writing papers for publication in leading academic journals, including lead authorship on occasion.  Collaborate with colleagues locally and internationally in the development of high quality research projects/activities.	<b>Expected:</b> Carry out original and high quality research.  Take the lead and make significant contributions to writing papers for publication in leading academic journals, including lead authorship on occasion.  Collaborate with colleagues locally and internationally in the development of original and high quality research projects/activities.
<b>Education</b>	<b>Expected:</b> Prepare and deliver teaching and/or supervision within an established programme, (typically at undergraduate/diploma level), for which other members of academic staff retain overall responsibility in accordance with the requirements of the PhD School.  Plan and organise own teaching and/or supervision activity within the framework of the established programme.  Select and apply effective teaching methods and materials, recognising cultural, equality and diversity challenges.	<b>Expected:</b> Prepare and deliver teaching and/or supervision within an established programme, (typically at undergraduate/diploma level), for which other members of academic staff retain overall responsibility.  Plan and organise own teaching activity within the framework of the established programme.  Select and apply effective teaching methods and materials, recognizing cultural, equality and diversity challenges.  Reflect on student feedback, student performance and peer observation in order to enhance	<b>Expected:</b> Prepare and deliver teaching and/or supervision within an established programme (at all levels).  Develop and deliver teaching of good quality across a range of programmes and levels.  Develop and apply effective teaching methods, materials, and assessment techniques, recognising cultural, equality and diversity challenges.  Reflect on student feedback, student performance and peer observation in order to enhance programmes, subjects and own teaching activity.	<b>Expected:</b> Develop and deliver teaching and supervision of high quality across a range of programmes and levels, take responsibility for courses, and contribute to the development of new programmes.  Take responsibility for overseeing and developing new teaching methods, materials, and assessment techniques, recognising cultural, equality and diversity challenges.  Develop and improve our didactic approaches to educations and teaching to deliver student-centred learning and a relevant portfolio of educational offerings that match	<b>Expected:</b> Develop and deliver teaching and supervision of the highest quality across a range of programmes and levels, take responsibilities for courses, and contribute to the development of new programs. In some cases, with particular attention to ensuring that high quality undergraduate teaching is delivered within the research field of the professor.  Take responsibility for overseeing and developing new teaching methods, materials, and assessment techniques, recognising cultural, equality and diversity challenges.

	<p>Reflect on student feedback, student performance and peer observation in order to enhance the established programme and own teaching activity.</p> <p><i>The education related activities must represent a reasonable workload and not interfere substantially with the ability to perform research activities during the PhD study, and must be aligned with the formal requirements of the PhD School.</i></p>	<p>the established programme and own teaching activity.</p> <p><i>The extent of the education related activities must be balanced with the other requirements of the position and agreed with the HoD, and, if relevant, the PI of the funded project of the postdoc position.</i></p>	<p>Review and update programmes, subject contents and materials regularly, applying knowledge gained from relevant research and scholarship.</p> <p>Ensure that programme, subject design, and <b>delivery</b> comply with quality standards and regulations.</p> <p>Actively contribute to meeting the teaching and learning strategy and objectives at the department.</p>	<p>and continuously is adapted to the needs of society and the labour market.</p> <p>Reflect on student feedback, student performance, and peer observation in order to enhance programmes, subjects and own teaching activity.</p> <p>Contribute to ensuring that programme and subject design and <b>delivery</b> comply with quality standards and regulations.</p> <p>Actively contribute to meeting the teaching and learning strategy and objectives at the department.</p> <p>Engage with educational and teaching development issues with relevant committees and working groups within the department and across departments at the university, and engage with relevant <b>stakeholders</b>, such as businesses, associations, and alumni.</p>	<p>Develop and improve didactic approaches to education and teaching to deliver student-centred learning and a relevant portfolio of educational offerings that match and continuously is adapted to the needs of society and the labour market.</p> <p>Contribute to ensuring that programme and subject design and <b>delivery</b> comply with quality standards and regulations.</p> <p>Reflect on student feedback, student performance and peer observation in order to enhance programmes, subjects and own teaching activity.</p> <p>Actively contribute to the development of the teaching and learning strategy and objectives at the department.</p> <p>Take initiative and engage with educational and teaching development issues with relevant committees and working groups within the department and across departments at the university and engage with relevant stakeholders, such as business, associations, and alumni.</p>
<b>External Funding</b>	<p><b>Expected:</b> None, but encouraged to partake in funding courses organised by the faculty research support unit and co-participate in writing proposals for research grants.</p>	<p><b>Expected:</b> None, but encouraged to partake in funding courses organised by the faculty research support unit and co-participate in writing proposals for research grants.</p>	<p><b>Expected:</b> Gain expertise in research funding by contributing as co-participant to writing proposals for research grants.</p>	<p><b>Expected:</b> Contribute substantially to writing proposals for research grants and attracting external funding.</p> <p>Contribute to the creation of opportunities for junior colleagues.</p>	<p><b>Expected:</b> Contribute as PI/Lead to writing proposals for research grants and attracting external funding.</p> <p>Obtain funding for junior researchers.</p> <p>Contribute to the strategic development of department's fundraising strategies.</p>



<b>Academic: Citizenship, Management, and Leadership</b>	<b>Expected:</b> Gain experience with supporting the international and local research communities and networks through e.g. reviewing papers, organizing scholarly activities, such as workshops and seminars.	<b>Expected:</b> Contribute to the international and local research communities and networks through e.g. reviewing papers, organizing scholarly activities, such as workshops and seminars.	<b>Expected:</b> Contribute to the international and local research communities and networks through e.g. reviewing papers, organizing scholarly activities, such as workshops and seminars. Co-organise seminars, conferences, Exhibitions, and other events for academics and/or practitioners.  Take on reviewer obligations.  Contribute actively to the development of the department and/or faculty, teaching and learning strategy/practice and/or research strategy/practice, and/or funding strategy/practice.	<b>Expected:</b> Organise or co-organize seminars, conferences, Exhibitions, and other events for academics and/or practitioners.  Take on editorial and/or reviewer obligations.  Supervise Ph.D.-students and/or act as reviewer/mentor for junior researchers.  Contribute actively to the development of the department and/or faculty, teaching and learning strategy/practice and/or research strategy/practice and/or funding strategy/practice.  Participate in, or co-ordinate, promotion and recruitment initiatives, such as Open Days and Visit Days, and outreach activities.	<b>Expected:</b> Attract and organise seminars, conferences, exhibitions, and other events for academics and/or practitioners.  Take on editorial and/or reviewer obligations.  Supervise Ph.D.-students and/or act as reviewer/mentor for junior researchers.  Take lead and actively contribute to the development of the department and/or faculty, teaching and learning strategy/practice and/or research strategy/practice and/or funding strategy/practice.  Participate in, or co-ordinate, promotion and recruitment initiatives, such as Open Days and Visit Days, and outreach activities.
<b>Dissemination</b>	<b>Expected:</b> Gain experience with outreach and dissemination activities in relation the PhD project and in accordance with the PhD School requirements.	<b>Expected:</b> Disseminate research at relevant seminars, conferences, exhibitions, and other events. Disseminate research through written contributions to practitioners or public outlets.	<b>Expected:</b> Disseminate research at relevant seminars, conferences, exhibitions, and other events, Disseminate research through written contributions to practitioners or public outlets.	<b>Expected:</b> Provide dissemination and societal impact of high quality to the local, regional, national, and international (business) community by engaging actively with (or through) agencies, clusters, foundations, business communities, policy makers and public organisations in the environments.  Contribute to the education of coveted graduates that can activate ideas and solutions for the benefit of various communities.	<b>Expected:</b> Provide dissemination and societal impact of the highest quality to the local, regional, national, and international (business) community by engaging actively with (or through) agencies, clusters, foundations, business communities, policy makers and public organisations in the environments.  Contribute to the education of coveted graduates that can activate ideas and solutions for the benefit of various communities.