



What Responsible Management
Competencies do
BSc INTERNATIONAL BUSINESS IN ASIA
Students Acquire?



This report was prepared by the CBS Office of Responsible Management Education and is part of our engagement in the UN-backed Principles for Responsible Management Education (PRME).

Photos: Bjarke MacCarthy, Jakob Boserup

INTRODUCTION

This report highlights the role responsible management education plays in the International Business in Asia (IBA). Through the Curriculum Development project the CBS PRME office has sought to identify and explore which competencies related to responsible management are acquired by BSc IBA students during their time in the programme based on findings from student focus groups and from on-going interaction with faculty members. This report is based on updated information received from faculty and study boards over the course of 2018 and 2019.

The purpose is to explicitly address how the IBA competencies are integrated in different courses and to encourage a coherent progression across the entire programme. BSc IBA is centred around three main themes: economics, Asian languages, and cultural and societal understanding. In terms of responsible management education, culture is the dominant theme. However, cultural tolerance is not only important in terms of producing responsible

managers; more fundamentally, understanding the differences between western and Asian cultures is the only way for students to adapt to and succeed in this specific business environment. Over the course of the programme, students move from a holistic perspective of Asian cultures and business environments to an industry-specific view relevant to their future careers.

BSc IBA is a restructured programme emerging from the former BSc ASP program. Students who are currently in their second semester will be the first ones to graduate with a BSc IBA degree. The competency profile is based on the former BSc ASP program. This report mainly focuses on the old structure of the IBA program, as there is not yet enough information on the course content of the new structure. While this structure is slowly phased out the new structure is phased in. An overview of the new structure is provided on page 8.

COMPETENCY PROFILE

Discussions with members of the study board and faculty have identified the following competencies related to responsible management acquired by BSc ASP/IBA students. The competencies were identified in Fall 2016 and are still valid for the academic year 2018/2019:

- **The ability to propose relevant marketing strategies that consider the ethical implications of the whole supply chain.**
- **The ability to understand and leverage responsible management within the business context at social, industrial and corporate levels.**
- **The ability to provide recommendations for future actions founded on diversity, respect and inclusion in team dynamics.**

While all courses in the programme are aimed at supporting the development of these competencies among BSc IBA students, they are also explicitly addressed in the flagship course *Intercultural Organisation* (4th Semester) and are further elaborated upon in the programme's corner stone courses: *Asian Societies from a Comparative Perspective, Business Research Methods, Microeconomics* (1st Semester); *Marketing, International Relations in Asia, First Year Project* (2nd Semester); *Asian Economic Organisation and Competitiveness, Asian Business Systems* (3rd Semester) and *International Business in Asian Markets* (6th Semester).

We would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Lisbeth Clausen for all her help with the development of the report and for acting as an ambassador for the BSc ASP programme. We would also like to acknowledge the former programme director Michael Jakobsen, as well as the current programme director Björn Jindra, for their continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT BSc ASP (IBA)

FIRST SEMESTER

RESPONSIBILITY DAY is the first opportunity for ASP/IBA students to reflect on business practices through the lens of their study programme. In the course of this day, responsible management education is presented through a selected case study that is then critically discussed by the students. Lisbeth Clausen was the ASP faculty representative for Responsibility Day from 2015-2018.

Semester 1
Chinese 1
Business Research Methods
Asian Societies from a Comparative Perspective
Microeconomics

The **BUSINESS RESEARCH METHODS** course teaches students responsible communication with a focus on the ethics of access to information. The course presents the case film “Bowling for Columbine”, providing students with opportunities to reflect on the responsibilities involved in conducting interviews. Analysing the interview techniques employed by the film’s director, Michael Moore, students discuss the problem of Moore’s approach and how it would otherwise be responsibly handled. The course also teaches students to reflect critically on validity and reliability when analysing statistical information and to interpret statistical results without bias.

The course **ASIAN SOCIETIES FROM A COMPARATIVE PERSPECTIVE** provides students with a holistic view of Chinese and Japanese societies and cultures. Students learn in depth about the cultural and institutional foundations behind a range of practices and behaviour in these societies. Specifically, students are taught to apply a cultural lens when dealing with considerations of ethical situations. The subjects discussed include the role of social networks (guanxi) in East Asian societies, the different roles that Confucian cultural and ethical norms play in the set-up of markets, the organization of both inter- and intra-company relationships intellectual, and practices of corporate social responsibility.

In the **MICROECONOMICS** course, students are presented with the theoretical foundations of many management fields, including strategy, marketing, finance, and international business. Topics discussed in class include production and costs, optimal producer and consumer choices, and decision-making in conditions of risk and uncertainty. Students are further expected to gain an understanding of and explain the limitations of market systems. Specifically, they examine limitations in contexts of negative externalities, public goods, resource depletion and climate change. Finally, students assess the feasibility and capacity of public policy to overcome such limitations.

SECOND SEMESTER

The **MARKETING** course broadly addresses the topic of responsibility through examining the ongoing development of corporate social responsibility (CSR), looking at the original rationale behind CSR, business ethics, 'trust' as a value driver, and how an increasing focus on CSR is expected in the B2B (business to business) market. Through numerous cases, students are provided with examples of both successful and unsuccessful CSR initiatives. The course further highlights how sustainability is often defined from a western perspective, with little concern for the situation of less developed producers/suppliers and countries/companies. To combat this limited perspective, the course introduces divergent understandings of sustainability in emerging Asian markets and further presents CSR as a legitimisation factor in developing countries. In addition, students study how conflicts can arise from differing perspectives of what constitutes responsible management. This encompasses, for example, how subjective understandings and morals can differ depending on personal, cultural and ethical biases.

Semester 2

Chinese 2
Marketing
International Relations in Asia
First Year Project

The **INTERNATIONAL RELATIONS IN ASIA** course develops students' understanding of the heterogeneity of various Asian countries and how this diversity shapes relations among these countries in regional and global affairs. The course encourages students to critically analyse international relations in Asia, both from a conceptual angle and on the basis of empirical evidence. The example of the Conference of the Parties (COP15) is discussed in class to illustrate the difficulties that arise in negotiations on global warming. The second part of the course discusses international issues central to Asia, with an emphasis on Asian values, growth and development, climate and sustainability, regionalism, and international relations. The course also includes a session on the combination of sustainability, climate and the environment. The reading for this class includes articles on climate change partnerships in the Asia-Pacific region, multi-level governance, and the effects of global climate change in East Asia. Cases such as the River Mekong dams are discussed to develop students' understanding of the need for collaboration among bordering countries.

The **YEARLY PROJECTS** within the programme have a significant importance in building student competencies in responsible management. The first-year project draws on content from all first-year courses in dealing with different socio-analytical and cultural themes. These themes are examined under the common framework constituted by concepts of state, market, civil society, communication and culture.

THIRD SEMESTER

The course **ASIAN ECONOMIC ORGANISATION AND COMPETITIVENESS** raises students' awareness of managerial responsibilities when pursuing competitiveness, including the importance of firm competitiveness and their responsibility as managers-to-be in fostering such competitiveness. The two examples given in the course include the reform of state-owned enterprises in China and the adaptation of the keiretsu systems and life-time employment in Japan.

Semester 3

Chinese 3 / Japanese 3
Managerial Accounting
Asian Economic Organization & Competitiveness
Asian Business Systems

In the **ASIAN BUSINESS SYSTEMS** course, students analyse the key facets of business systems in selected Asian economies. The course leads students to an understanding of the interactions between states, institutions and globalization, and the impact of these interactions on management and business practices. The course offers a broad insight into business frameworks (with a focus on relationships between macroeconomic actors) and explains how Asian business systems differ from those in the West. The course examines the way in which some business systems are geared towards maximising shareholders' value while others are dominated by the stakeholder value perspective. Students are also introduced to the concept of 'crony capitalism' and the ways in which this encourages corruption, suppresses labour rights and weakens corporate governance in some countries. Finally, students learn how different business systems have been shaped by historical, political and institutional forces. There is particular reference to Asian business systems and how these influence economic stability, cooperation and competitiveness.

FOURTH SEMESTER

The **INTERCULTURAL ORGANISATION** course focuses on Japanese and Chinese organisations and is based on corporate cases. The teaching methodology includes students working in multicultural groups to address aspects of responsible management, for example in terms of inclusiveness. The course discusses inclusion on three different levels: international, domestic and interdisciplinary. This encourages a multi-cultural mind-set since it requires students to respect not only nationality but also differences in disciplinary thinking. The course uses case-based teaching, focusing on diversity and responsible management. Cases include that of Microsoft working with diversity management in Japan, Novo Nordisk's implementation of their triple bottom line in Japan, and the corporate value work of the Chinese giant Huawei. This is the flagship course of the BSc ASP programme in terms of responsible management education.

Semester 4

Chinese 4 / Japanese 4

Principles of Corporate Finance

Intercultural Organisation

Second Year Project

FIFTH SEMESTER

The fifth semester in the old structure is dedicated to an exchange, elective courses or an internship within a company. A number of electives at CBS directly address issues of responsible management.

Semester 5

Elective Courses, Exchange or Internship

SIXTH SEMESTER

The **INTERNATIONAL BUSINESS IN ASIAN MARKETS** course teaches students to analyse international business relationships from different perspectives, including from the point of view of multinational enterprises and local stakeholders. Students are equipped with and expected to demonstrate the ability to describe different modes of employing culture in Asian business practices. The course also examines some of the specific issues that arise from multinational firms operating within emerging markets. A particular issue discussed is the reaction of local firms to the involvement of multinational companies. The course shows some of the ways in which firms address the cultural and economic gaps between their countries of origin and the host countries in which they operate.

Semester 6

Chinese 6 / Japanese 6

International Business in Asian Markets

Bachelor Project

Semester Overview: BSc ASP (old structure)

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2015 - 2019  Lisbeth Clausen	Chinese 1  Susan Aggard Petersen (EGG)	Chinese 2  Susan Aggard Petersen (EGG)	Chinese 3  Susan Aggard Petersen (EGG) Japanese 3  Kristina Kazuhara (INT)	Chinese 4  Susan Aggard Petersen (EGG) Japanese 4  Kristina Kazuhara (INT)	Elective Courses, Exchange or Internship	Chinese 6  Susan Aggard Petersen (EGG) Japanese 6  Kristina Kazuhara (INT)
2014 Merrill Jones Barradale	Business Research Methods  Björn Jimdra (EGG)	Marketing  Robert Ibsen (MSc)	Managerial Accounting  Tommas Varnosi (DM)	Principles of Corporate Finance  Björn Preuss (EGG)		International Business in Asian Markets  Michael Jakobsen (EGG)
2013 Xin Li	Asian Societies from a Comparative Perspective  Andreas Meiler (MPP)	International Relations in Asia  Nis Hoyrup Christensen (INT)	Asian Economic Organisation & Competitiveness  Kjeld Erik Brøsgaard (INT)	Intercultural Organisation  Lisbeth Clausen (MSc)		Bachelor Project  Verner Worm (EGG)
2012 Robert Ibsen	Microeconomics  Orsola Garofalo (SI)	First Year Project  Nis Hoyrup Christensen (INT)	Asian Business Systems  Aradhina Aggarwal (INT)	Second Year Project  Meng Zhang (EGG)		
Flagship Course	Flagship courses act as anchors in the programme and play a central role in coordinating the generation of responsible management competences.					
Corner Stone Course	Corner stone courses act as binding blocks between the semesters and ensure a systematic progression of content and competencies related to responsible management.					

Semester Overview: BSc IBA (new structure)

SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4 (IN CHINA)	SEMESTER 5	SEMESTER 6	SEMESTER 7	SEMESTER 8
Chinese Propaedeutics A Offered by KU	Chinese Propaedeutics B Offered by KU	Chinese Propaedeutics C	Chinese Propaedeutics D	Chinese Language A	China Studies Content Course with Language	Electives with requirements: min. 15 ECTS Business Administration	Bachelor Project
Introduction to China's History, Culture and Society Offered by KU	Introduction to China's History, Culture and Society B Offered by KU	Asian Business Systems: State, institutions & the Global economy	Applied Research Project	Asian Economic Organisation and Competitiveness	Organisation in Asia	Free electives relevant to Competencies Profile: 15 ECTS	Advanced Topics in International Business in Asian Markets
Introduction to International Business Björn Jindra	Research Methods I Björn Jindra	Microeconomics	Research Methods II	Managerial Accounting	Principles of Corporate Finance		Marketing

Flagship Course

Corner Stone Course

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

Corner stone courses act as binding blocks between the semesters and ensure a systematic progression of content and competencies related to responsible management.

CONTACTS AND RESOURCES

Below we have a list of the key people associated with BSc ASP, which you may find useful:

IBA AMBASSADOR

Associate Professor Lisbeth Clausen has agreed to be the ambassador for BSc ASP. Please feel free to contact her if you have any questions regarding responsible management education within the programme.



Lisbeth Clausen:

Tel: 3815 3326
E-mail: lc.msc@cbs.dk

IBA PROGRAMME DIRECTOR

Associate Professor Björn Jindra serves as programme director for the BSc ASP programme.



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IBA PROGRAMME MANAGER

Olivia Augusta Olesen serves as the programme manager for the BSc ASP programme.



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PRME ACADEMIC DIRECTOR

Associate Professor Caroline Aggestam Pontoppidan is the Academic Director of CBS PRME office



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PRME PROJECT MANAGER

Lavinia Iosif-Lazar is responsible for the Curriculum Development project. Please send any suggestions for amendments to her.



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