



CBS Responsibility Day
Case Competition
2nd September 2019

The case of Grundfos Water2Life

How can organisational dilemmas be
managed responsibly?

PRME Principles for Responsible
Management Education

an initiative of the United Nations Global Compact

CBS  COPENHAGEN BUSINESS SCHOOL
HANDELSHØJSKOLEN



GRUNDFOS
WATER2LIFE

OUR EMPLOYEE PROGRAMME

THE CASE COMPETITION

This case is your first formal assignment as a bachelor student at Copenhagen Business School. If you don't know how to do a case competition, that's OK! In addition to offering the opportunity to think, reflect and debate on responsible management, Responsibility Day introduces you to case solving and aims to give you a rewarding learning experience through the case solving method.

Here is how we expect you to work with the case:

1. Read the case carefully before Responsibility Day and feel free to research additional material online.
2. You are expected to form **groups of up to 4 students** to discuss and solve the tasks outlined in the case. If you have questions on team formation write to us at rd@cbs.dk.
3. During Responsibility Day, you will get an introduction to the case company and the problems facing them as inspiration for your case answer. In the afternoon session, you will most likely discuss the case questions in your first lecture and their relevance to your individual study programme.
4. The **case lounge** will open at the CBS Solbjerg Plads Main Hall on the dates below. Experienced consultants from QVARTZ as well as students from CBS Case Club will offer advice for the case writing process.

Monday the 2nd of September from 15:00-17:00

Tuesday the 3rd of September from 14:30-17:00

Wednesday the 4th of September from 11:30-15:00

5. Your final case answers should be a **Word document, maximum two pages long**. A standard page at CBS is 2,275 characters. The document should outline your proposed solution(s), with **at least 1/3 of a page** dedicated to the potential responsibility dilemma(s) of your solution. Your reference list, appendix or similar does not count towards these two pages - just your case answer itself. It should be feasible, innovative, and align with Grundfos' vision. It should also be easy to read (in Danish OR English) and well argued. Submit your answer to your programme's Responsibility Day course on Canvas **by 12:00 noon on Thursday the 5th of September 2019**. Please ensure that you get confirmation of your submission in the top left hand corner of Canvas (see image on left). If you do not receive a submission confirmation from Canvas, you can email your response to rdcase@cbs.dk. **Please state your study programme in the subject of your email, and ensure that everyone in your group is named in your document.** When you submit your case you will also be asked to fill out a survey evaluating the Responsibility Day Case.
6. The three teams with the best case responses will be contacted by **16:00 on Friday the 6th of September**, and asked to present their ideas **on Thursday 12th September, at the Case Finale in SPs16 at 14:30**, where a jury of experts will select the overall winner of the Case Competition and award prizes for First, Second and Third Place, as well as Best in Programme. First place prizes include paid travel, accommodation and registration fees to a conference on a responsible management topic, as well as a 1000kr voucher from Academic Books and prizes from our sponsor QVARTZ and our Case Company Grundfos. **You will also receive a diploma which you can use on your CV, LinkedIn profile or similar.**

If you have questions about Responsibility Day or the Case Competition, do not hesitate to contact the Responsibility Day team on rd@cbs.dk. Good luck!

INTRODUCTION

Late one afternoon in 2008, Mikael Lundgren was sitting in the Grundfos headquarters canteen in the town of Bjerringbro in Jutland. As a long-term Grundfos employee he felt a personal passion for providing water solutions for countries where access to clean water is a luxury which cannot be taken for granted.

While chatting to his colleagues about their different projects over lunch, he was struck by an idea – what if they all worked together to collect funds, in order to give people in the poorest areas of the world access to clean water? He shared it with his colleagues – they thought it was a great idea and encouraged him to present it to Grundfos senior management. They also saw potential in the project as it aligned with the work and vision of the whole company. Ultimately, this idea led to the birth of Grundfos' Water2Life programme a few months

later. The programme has now been operating for more than 10 years.

We all know that water is the basis of life. An estimated 663 million people globally live without access to clean water, and by 2050, at least one in four will live in a country affected by chronic or recurring shortages of fresh water. Several different factors contribute to rising water scarcity, such as population growth, which leads to an increase in energy and water consumption, inability of natural water supplies to cope with increasing demand, and the impact of climate change, which makes water distribution more difficult. The effect of climate change on water and water scarcity can even be seen in relatively cold and wet northern countries such as Denmark¹.

It is not only the role of individuals and governments to address these issues,

but companies also have an important role to play. With over 19,000 employees in 56 countries across the globe, Grundfos works to develop advanced pump solutions and water technology which can contribute to solving some of these global problems and improve the quality of living for thousands of people worldwide.

It should be noted, that addressing one issue can have further repercussions elsewhere, both positive and negative.

This case will present the effects of the Water2Life programme, hand-in-hand with some of Grundfos' issues and dilemmas on how to move forward with the programme. In moving the programme forward, careful consideration of aspects of responsible management and sustainable management is required.

¹ The summer of 2018 was record-breaking in many ways, with the most hours of sun seen in May and June ever in Denmark, the earliest summer day with temperatures over 25°C since 1964, the warmest sea temperature since records began and the driest summer since records began. [Source](#).



Grundfos Headquarters, Bjerringbro, Jutland.

ABOUT GRUNDFOS

“We pioneer solutions to the world’s water and climate challenges and improve quality of life for people.”

Grundfos is a Danish company founded in 1945 by Poul Due Jensen. They make products and solutions to help consumers conserve water and energy, reduce climate impact and save money. They are the world’s largest pump manufacturer with over 19,200 employees worldwide and a history of being at the forefront of innovation with the development of breakthrough technologies (see Exhibit 1 for Grundfos six core values).

Grundfos and their partners work as a strong collective to do things others either cannot or dare not do. They play a vital role in tackling the world’s water and climate challenges through energy efficiency and intelligent water solutions, to improve quality of life for all across the globe.² The company is characterised by doing business in an environmentally sustainable way, and they create sustainable solutions from cradle to grave through working

with the seventeen Sustainable Development Goals. They state a commitment to making a significant contribution towards reducing the impact on the environment by limiting both their own and their customers’ CO2 emission levels.³

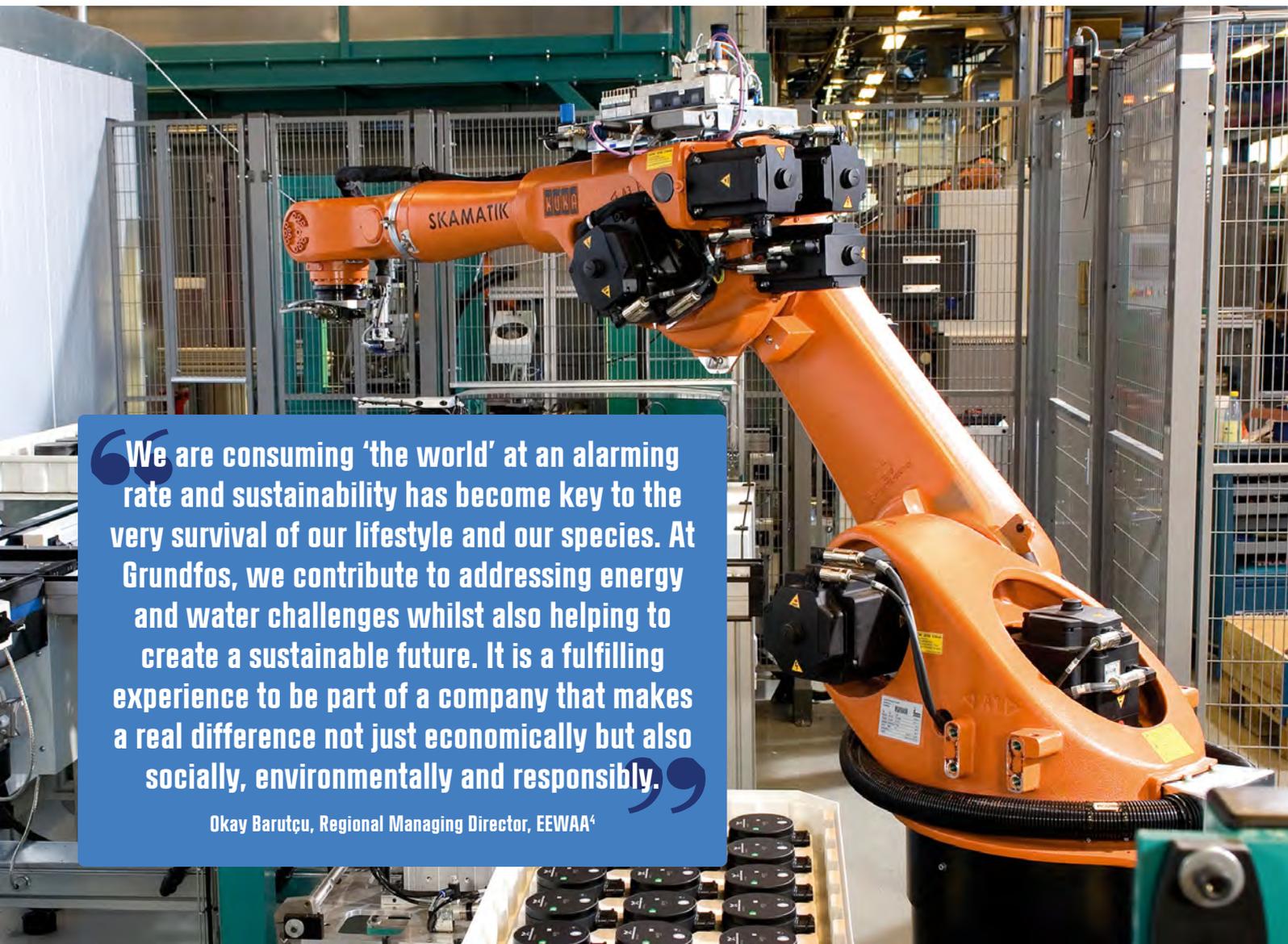
² Grundfos, *Our Values and Purpose*.

³ Grundfos, *Our Values and Purpose*.

⁴ Grundfos, (2018), *Sustainability Report 2018*. 28.

“We are consuming ‘the world’ at an alarming rate and sustainability has become key to the very survival of our lifestyle and our species. At Grundfos, we contribute to addressing energy and water challenges whilst also helping to create a sustainable future. It is a fulfilling experience to be part of a company that makes a real difference not just economically but also socially, environmentally and responsibly.”

Okay Barutçu, Regional Managing Director, EEWA⁴



THE GRUNDFOS WATER2LIFE PROGRAMME

Global climate changes and imbalances are putting an ever-greater strain on the world's water situation. Floods, drought and pollution are some of the challenges that affect poor people daily. Grundfos' employees want to take responsibility and help alleviate some of these water challenges in order to give these people access to one of the fundamentals of life: clean water.

Water2Life is a powerful employee-initiated and employee-driven

How does it work?

Water2Life's current model is based on partnerships with local non-governmental organisations (NGOs), local businesses and local people. These partnerships contribute towards making Water2Life so well received by the locals in the areas where it operates, as well as ensuring sustainable and long-term development, and the NGOs are also in charge of suggesting projects to Grundfos where their efforts will have the greatest impact and the highest chance of success.⁶ So far, Water2Life has partnered with Red Cross in Kenya, Thrive Networks in Vietnam, and Water Mission in Honduras.

programme that works to bring clean water to communities in need on every continent. In 2013, the programme wrapped up its first 3-year project providing access to clean water to 16,000 people in Kenya, before making its way to Vietnam to help another 27,000. It is now launching on its third continent – the Americas.

Aside from making a tangible difference for low-income communities across the globe, the programme helps

In terms of collecting donations, Water2Life ambassadors are the driving force. These ambassadors are volunteers who represent Water2Life in their home countries, by organising different activities to raise funds to encourage their colleagues to donate. They work voluntarily for a good cause while socialising and networking across the organisation. Whenever an employee donates, Grundfos matches the amount, and the NGO partner matches the amount again, effectively quadrupling the original donation

strengthen Grundfos' sustainable mindset and engage Grundfos employees in living the Grundfos values: Being sustainable, focused on people, and creating partnerships.

Following establishment of the Water2Life programme, donations of more than €540,000 have been collected and sustainable, clean water solutions have been provided to more than 40,000 people.⁵

It makes sense for a company working with pumps to try and benefit the world through water.



Jesper Richter Rasmussen
Sustainability Consultant, Grundfos

of the employee. By using this model, employees can clearly see that they are the agents of change, since it all starts with them. Currently, Water2Life collects donations locally – often via MobilePay – and wires the donations to a Danish bank account.⁷

⁵ Grundfos, *Water2Life*.

⁶ Grundfos, (2018), *Sustainability Report 2018*. 28.

⁷ Grundfos, *Our Employee Programme*.



GRUNDFOS
WATER2LIFE

THE GRUNDFOS WATER2LIFE PROGRAMME

Collecting donations

One example of a Water2Life ambassador's innovative work to collect donations is Kristine Veilleux's idea to create a necklace to raise funds for Water2Life in the Americas. This necklace, which featured North, Central and South America alongside a small water droplet was embraced by Grundfos employees, and she managed to raise €24,400 for the Water2Life project. The necklace was so successful that the San Isidro Hospital project was completed ahead of schedule, raising a surplus

of funds which will be used on the next Water2Life project. As Kristine explains herself: "It is something that you would like to give as a gift – or wear yourself, as a token of your devotion to Water2Life and the project".⁸

Communication

Most Water2Life communication is internally directed to employees, rather than directed outwards to potential customers or used as marketing. It is one of the largest employee programmes within Grundfos. It reaches almost 40 countries. Communication usually

happens via internal channels such as Yammer – a social network used for private communication within organisations – and InSite – Grundfos' employee intranet, as well as via email to specific Water2Life ambassadors and through water2life.net. In some countries roll-ups and posters are also used, but this depends on the ambassadors in that area and their own methods of communicating the project.⁸

⁸ Grundfos, (2018), *Sustainability Report 2018*. 29.



Water2Life Ambassador Kristine Veilleux. Source: Grundfos Sustainability Report 2018.

Water2Life's three projects so far: Kenya, Vietnam and Honduras

The first Water2Life project which took place from 2010 to 2013 was based in the Isiolo district in Kenya. Water2Life donated water systems to villages in this area. More than €280,000 was donated by Grundfos employees, which resulted in clean drinking water for more than 16,000 people. These villages have grown even larger in the last few years, so employees' donations and the sustainable water infrastructure built as a part of the Water2Life programme are now benefiting even more people.⁹

In 2013, Water2Life started its second project in Vietnam. Although Vietnam has a lot of water with over 2,300 rivers, a lot of it is unsafe to drink, especially in rural areas outside of the big cities. This means that the population in the poorest areas drink and use water highly polluted by chemicals, heavy metals and bacteria. The only alternative to this water is rainwater, collected from rooftops and stored for a long time. But polluted water also causes other health problems. During the dry season in Vietnam,

the concentration of chemicals in the water rises as it is no longer diluted by rainwater, and people are forced to wear rubber boots to protect their skin against chemical burns.

Water2Life, together with the Vietnamese NGO Thrive Networks, located 9 communities in the Mekong River Delta where new water systems were installed to dramatically improve the quality of life. More than 27,000 people benefited from access to clean water, and more than 3,500 school children were taught water and hygiene standards.¹⁰

From 2017 to 2020 the employee programme is based in Honduras. The first project is San Isidro Hospital in Tocoa, Colón, delayed due to strikes, trade difficulties between the US and Honduras, and changeover of hospital administration, but expected to be operational soon. The hospital treats more than 9,000 patients a year, with more patients expected in the future. Clean water will ensure faster recuperation for patients and

a better work environment for the staff. The next project in the pipeline is the public school in the same city – a school with more than 2,000 pupils that operates from 7am to 9pm. By providing this school with clean water, Water2Life will be doing its part to help the children towards a better future.¹¹

Many of Water2Life's installations are solar powered, and the latest in Honduras will be no exception. Not only does this provide clean energy, it also alleviates the challenges of frequent power cuts in the area. Furthermore, the pumps used in the projects are among the most energy efficient pumps in the world, further contributing to affordability.

For more information, and to see the impact the Water2Life initiative has had on these communities, have a look at the videos on the next page.

9 Grundfos, *Water2Life in Kenya.*
 10 Grundfos, *Water2Life in Vietnam.*
 11 Grundfos, *Water2Life in Honduras.*

PROJECT KENYA

BROUGHT WATER TO 16 000 PEOPLE

11 WATER SYSTEMS ESTABLISHED

BETTER HEALTH FOR LOCAL CHILDREN

FAMILIES CAN NOW GROW CROPS AND RUN BUSINESSES

PROJECT VIETNAM

BROUGHT WATER TO:

27 000 PEOPLE

19 400 CATTLE

LAID 109,685m OF PIPELINES

REDUCED CO₂ EMISSIONS BY 40% AT LOCAL WATERWORKS

PROJECT HONDURAS

SAN ISIDRO HOSPITAL

9000 PATIENTS /YEAR

NO CLEAN WATER SOURCE

WITH OUR HELP:

€60,000 RAISED

NEW CLEAN WATER SYSTEM

CLEAN SHOWERS FOR PATIENTS

DRINKING WATER



THE DOMINO EFFECT OF WATER2LIFE

Since 2016, Grundfos has been working explicitly with four of the seventeen Sustainable Development Goals (SDGs) (see Exhibit 2)¹², through the Water2Life programme. However, due to the interconnected nature of the SDGs, although Grundfos explicitly focus on four goals, their work has a domino effect on many others.

For example, by addressing SDG 6: Clean Water and Sanitation through providing access to clean water, Grundfos also have a positive effect on the health of the entire community, which addresses SDG 3: Good Health and Well-Being. Furthermore, by being free from the daily problems caused by polluted water, children and adults have more time for leisure, school and work, which indirectly addresses other SDGs, such as SDG 4: Quality Education, as these people can now focus on other aspects of life than just basic survival. This also contributes

towards SDG 5: Gender Equality and SDG 10: Reducing Inequalities, as the burden of collecting water falls disproportionately on women and girls in much of the world.¹³ By providing clean water closer to home, women and girls no longer have to use so much of their time travelling to collect water, and they can use this time on other activities, just like the men and boys in their communities.¹⁴

However, there are also challenges and limits to this kind of programme. For example, resources are limited, and it is impossible to provide solutions to everybody in need. An example of a challenge or 'domino effect', is that neighbouring communities in some areas expressed resentment about the fact that their villages were not selected to benefit from the programme in Kenya.

Another potential dilemma with

the programme is that even though the pumps are initially financed by Grundfos employees and NGOs, Water2Life can only be sustainable in the long run if users of the programme pay a minimal amount for clean water. A knock-on effect of this is that some users are reluctant to pay this fee and continue using the free dirty water supplies they have always had access to.

It is essential that communities do not only benefit from Water2Life whilst Grundfos are actively involved. Once Grundfos move the project to another area, they have to be sure not only that people will use the pumps, but also that members of the community are trained to maintain and operate the pumps, thereby ensuring that a community's water infrastructure will be self-sufficient and can survive without Grundfos' further input.

¹² There are 17 Sustainable Development Goals (SDGs) that are further divided into 169 sub-goals. From the companies' points of view action on the goals and sub-goals can depend upon the trade-off between short- and long-term perspectives. While it is suggested that SDGs are expected to generate long-term returns, companies feel pressure from shareholders to also generate short-term returns.

¹³ UN, 2019.

¹⁴ UN, 2019; UNOPS, 2019



THE RESPONSIBILITY DAY CHALLENGES

In order to get new ideas for how to proceed with Water2Life, Grundfos is turning to you, CBS's incoming bachelor class of 2019! You are invited to present your ideas for how to solve the challenges that Grundfos and the Water2Life project are facing.

Please select **ONE** of the following assignments and prepare a short word document (max. 2 pages). Feel free to research additional data online to back-up your argument – don't forget to reference your sources in a bibliography. Please note that when you answer your selected question, you should dedicate at least 1/3 of a page to addressing potential organisational responsibility dilemmas associated with your answer.

Please note that the reason we offer a range of questions in diverse topic areas is to allow you, as incoming CBS students, to choose a topic that best suits your interests and your coming programme of study.

You're not alone! Remember the case lounges during the week are open to support you in the case-solving process. QVARTZ, CBS Case Club and PRME are all available to engage with you and support you in getting the most out of this learning process. The three best submissions will be presented to Grundfos and the evaluation committee.



1. Marketing Strategy. Can and should Water2Life be used as an external marketing or branding tool for Grundfos?

Up until recently almost all communication has been internal, directed towards the employees. This has been a conscious decision, because the goal of the programme is to use Grundfos' expertise in water solutions to do good, rather than as a branding tool. However, the results and values shown through the programme could also resound well externally. Can you identify any potential dilemmas with this?

2. Leadership & Organisational culture. How can Water2Life improve employee engagement globally?

Although Water2Life is one of the largest employee programmes in Grundfos, support for the programme could be improved. Currently, the programme is communicated via internal channels such as intranet and Yammer, direct mails for specific Water2Life ambassadors, and the water2life.net page. In several local Grundfos offices, roll-ups and posters are also used to communicate about the project. However, not many employees choose to spend time on the intranet and Yammer, so communication does not reach the majority of employees and the use of physical communication materials such as posters and roll-ups only reaches a limited amount. Consider positive and negative implications of any strategy in light of organisational dilemmas.

3. Partnerships: Co-funding and Financing - Could other co-funding options be initiated? What kind and how?

Currently, employee donations are the basis of the Water2Life programme. Whenever an employee donates to the scheme, Grundfos matches the amount of their donation, and the NGO partner matches the amount again, effectively quadrupling the original donation of the employee. Currently (as an example) Water2Life collects donations locally and wires the donations to a Danish bank account. In Denmark MobilePay is also an option, and it is being used a lot for merchandise etc. Do you see any steps Grundfos could take to improve the process and increase donations? By using this model, employees can clearly see that they are the agents of change, since it all starts with them. Nevertheless, if the goal is to fundraise as much as possible, should Grundfos reach out to any other groups with their fundraising efforts? These groups could be, for example, public or private organisations, customers or suppliers, among others. Consider any risks involved with this.

4. Country Implementation. At the moment, Water2Life is present in one country, Honduras. However, supporting water projects in central America may pose a dilemma for Grundfos employees elsewhere. For example, Grundfos employees in India have a plethora of water challenges in their own backyard, so it may be challenging to encourage their colleagues to support a water project on another continent. What calculations should be done before deciding on a project and a country? For this question consider also if it is the right approach to continue to choose one country per project, or if this should be changed. And if it should be changed, consider if there is a risk of dilution, which is when projects and purpose become too spread out.**5. Impact over time (and across SDGs). In what ways could the impact of Water2Life over time be reported?**

What type of follow up activities should be developed with each project implementation? This question entails consideration of how Water2life can guarantee that the project will keep running successfully and continue to provide water services for as long as possible, or until it is no longer needed. You could consider the interconnected nature of the Water2life goals with the Sustainable Development Goals (SDGs). Reflect critically on the Water2Life programme and outline how Water2Life could measure and report on its social and environmental impact.

REFERENCES

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APPENDIX

Exhibit 1

For decades, Grundfos' business has been embodied in their six core values:

Sustainable - Grundfos runs its business in a responsible and ever more sustainable way. We make products and solutions that help our customers save natural resources and reduce climate impact. We take an active role in the society around us. Grundfos is a socially responsible company. We take care of our people - also those with special needs.

Open and trustworthy - In Grundfos we do what we say, and we say what we do. Our communication is open and honest among ourselves and with the world around us. We put the facts on the table - also when it is not pleasant.

Focused on people - Grundfos is our people. We develop the individual. Everyone in Grundfos has passion and potential. Everyone has the power to influence. Everyone must feel respected and valued.

Independent - The main shareholder of Grundfos - now and in the future - is the Poul Due Jensen Foundation. Profit is a means to growth - not a goal in itself. We ensure a healthy financial foundation at all times.

Partnership - Grundfos creates value through close relations with customers, suppliers and other stakeholders. We are a global company building on local entrepreneurship. We believe that diversity drives innovation and growth.

Relentlessly Ambitious - In Grundfos we never stop challenging ourselves to create better solutions faster. We take pride in delivering premium quality in everything we do. We show leadership and innovate the future.

Grundfos, *Our Values and Purpose*.

“**Our house is on fire. I am here to say, our house is on fire. I want you to act as you would in a crisis. I want you to act as if our house is on fire. Because it is.**”

-Greta Thunberg

Exhibit 2

Humanity today is experiencing major challenges, the like of which have never been seen before. The most pressing of these is climate change, threatening our way of life as we know it. One of the effects of climate change is water scarcity. Water scarcity is one of the world's most pressing global issues, and lack of access to clean water is a major barrier to sustainable development.

In order to help address water scarcity and other challenges to sustainable development, the United Nations created the 17 Sustainable Development Goals (SDGs) in 2015. The Sustainable Development Goals are the blueprint for achieving a better and more sustainable future for all. They address global challenges, including those related to poverty, inequality, climate, environmental degradation,

prosperity, and peace and justice. In order to leave no one behind, it is important that each goal and target is achieved by 2030.

Companies and individuals who address a specific SDG will often experience that their explicit actions to contribute to one goal also implicitly addresses another, and this is also what Grundfos have experienced.

Other Information

For more information on the SDGs, click [here](#). For information on how Grundfos work with the SDGs as well as Grundfos' CEO Mads Nipper's speech at the UN, click [here](#).

PROGRAMME FOR RESPONSIBILITY DAY

09:30

Doors open at K.B. Hallen, Peter Bangs Vej 147

10:00-10:15

Welcome by CBS President Nikolaj Malchow-Møller

10:15- 10:25

Her Royal Highness Crown Princess Mary

10:25-10:40

Introduction to CBS Senior Management, CBS Students + Q&A

10:40-10:50

Anders Morgenthaler

10:50-11:15

**Panel Debate with Ørsted, Novo Nordisk, Grundfos and UN Women:
How are organisational dilemmas managed responsibly**

11:15-11:25

QVARTZ: How to solve a case

11:25-11:40

Grundfos: Case presentation + Q&A

11:40-11:50

CBS Students: The value of case solving for students

11:50-12:00

Wrapping up of the morning session and information about the afternoon's activities

12:00-13:00

Free lunch at CBS Solbjerg Plads

13:00-15:10

Afternoon sessions with your own study programs - see next page for details

15:00

Case Lounge opens at Solbjerg Plads main hall

ROOM ALLOCATIONS

Afternoon Sessions

For the afternoon sessions during Responsibility Day, you will be split into your Bachelor programmes where the day will continue with sessions run by your programme's Responsibility Day teachers. Here you will find a list of all Bachelor programmes alongside their room allocations.

Study Programme	Room Allocation
BSc Business Administration and Digital Management	SPs12
HA(psyk.) - Erhvervsøkonomi - psykologi	Ks43
BSc Business Administration and Service Management	SP216
HA pro. - Erhvervsøkonomi og projektledelse	SP113
HA(mat.) - Erhvervsøkonomi - matematik	SP213
HA(kom.) - Erhvervsøkonomi - virksomhedskommunikation	SPs10
HA(jur.) - Erhvervsøkonomi - erhvervsjura	SP210
BSc in International Shipping and Trade	SP103
HA(it.) - Erhvervsøkonomi - informationsteknologi	SPs08
BSc International Business	SPs05
HA(mak.) Markeds- og Kulturanalyse	SP205
HA(fil.) - Erhvervsøkonomi - filosofi	SP112
BSc in Business Administration and Sociology	SPs03
BSc in Business, Asian Language and Culture - International Business in Asia	SP114
HA i Europæisk Business	HOW601
BSc in International Business and Politics	SPs16
HA Almen Erhvervsøkonomi	SPs01
BSc in Business, Language and Culture	SP202

This case was prepared for
CBS Responsibility Day 2019 by the
CBS Office of Responsible Management Education.

Find us on social media @cbsprme.

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