



What Responsible Management
Competencies do
HA ALMEN ERHVERVSØKONOMI
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 that responsible management education plays in the Erhvervsøkonomi (HA Almen) programme. Through the Curriculum Development project the CBS PRME office has sought to identify and explore which competencies related to responsible management are acquired by HA Almen 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 HA Almen competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

Educational input on responsible management in the HA Almen programme is approached in terms of the key theme and aim of the programme, i.e. of developing students' "understanding of the complexities of doing business today". The flagship and cornerstone courses of the programme have been identified as essential in driving the agenda for developing competencies in responsible management. This report outlines how the optimisation of profit, both ethically and morally, is covered through the six semesters. In addition, it identifies the faculty members leading the implementation of responsible management education in the HA Almen programme.

COMPETENCY PROFILE

Discussions with the members of the study board and faculty have identified the following competencies in responsible management acquired by HA Almen students:

- **The ability and awareness needed to identify and take into account the possible responsibility issues associated with management decisions.**
- **The ability to understand the dynamic and complex nature of a company's responsibilities.**
- **The ability to recognize that responsible management should be embedded in all management activities rather than being a separate function.**

While all courses are naturally aimed at supporting the development of these competencies in HA Almen students, they are specifically addressed in the flagship course *Strategi* (4th semester), and further elaborated on in the following corner stone courses: *Mikroøkonomi*, *Managerial Economics*, *Organisationsanalyse* (1st semester); *Managerial Economics fortsat*, *Organisationsanalyse fortsat* (2nd semester); *Finansiering* (3rd semester) and *Erhvervsøkonomiens Videnskabsteori* (6th semester).

Finally, we would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Trine Pallesen for all her help with the development of this report and for acting as an ambassador for the HA Almen study programme. We would also like to thank the study board director, Carsten Krogholt Hansen, for his continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT HA ALMEN

FIRST AND SECOND SEMESTER

RESPONSIBILITY DAY is the first opportunity for HA Almen students to reflect on business practices through the lens of their study programme. During this day, educational input on responsible management is presented through a selected case, which is then critically discussed by the students. Jeanette Willert was the HA Almen faculty representative for Responsibility Day 2018.

The **MIKROØKONOMI** course involves students in discussions of monopolies and raises issues concerning the effect of cartels. These are amongst the many moral and ethical issues that managers and firms are obliged to deal with. The course addresses the impact that cartels have on society, as well as the options available to policy-makers for addressing the consequences of law-breaking firms. This is illustrated through the Maersk case and their involvement in a cartel arrangement with other container shipping lines. The course also encourages students to reflect on the role of the economic agent beyond that of profit maximization, and to identify the mentality behind illegal actions. In addition, students are introduced to externalities and the social and marginal costs of the economic agent. Furthermore, the course has a focus on consumer behavior by discussing preferences and the general equilibrium. It highlights ethics as essential to business and consumer activity and decision making.

MANAGERIAL ECONOMICS and **MANAGERIAL ECONOMICS FORTSAT** both address profit optimisation, specifically through the theory of the firm. Students gain an understanding of the complexities involved in profit optimisation and in balancing the needs of multiple stakeholders while simultaneously maintaining an air of transparency and legitimacy.

ORGANISATIONSANALYSE and **ORGANISATIONSANALYSE FORTSAT** focus on making students able to analyze organizations with a view to the often complex relations and interdependencies both internally as well as with the wider society. As such the course provides an understanding of responsibility as an inherent element in management decisions in relation to employees, external interests and others.

Semester 1

Mikroøkonomi
Organisationsanalyse
Managerial Economics
Statistik

Semester 2

Makroøkonomi
Managerial Economics fortsat
Organisationsanalyse fortsat
Statistik fortsat

THIRD SEMESTER

In **FINANSIERING** students are introduced to moral conflicts in relation to management pay. The course raises students' awareness of the possible threats to employees' morals when too much emphasis is placed on monetary compensation. Students are invited to reflect upon and challenge the common economic standpoint on monetary incentives as a motivational tool. Emphasis is placed on employees' moral commitment to their work and their genuine interest in succeeding. Two examples are orally presented in classes to illustrate and explore this topic. One refers to the remuneration of blood donors, where economists would expect payment to increase the number of donors while in reality the effect might very easily be the opposite. Another example presents the situation of an Israeli kindergarten in which a payment system was implemented for parents who were late in picking up their children. The system was believed to motivate the parents to be on time, but in fact resulted in more parents being late. They subsequently felt that letting the children stay for an extra hour was a service for which they paid the kindergarten. The study found that the parents did not feel any moral commitment to the institution to pick up their children at the proper time.

Semester 3

Økonomistyring
Finansiering
Afsætningsøkonomi

FOURTH SEMESTER

STRATEGI emphasises how responsible corporate strategies depend on an understanding of societies and societal issues. Working with empirical cases, students analyse situations where a lack of understanding has resulted in a challenge to the organisation's legitimacy. They reflect on how the dairy producer Arla handled the controversy over the Muhammad cartoons; how the pharmaceutical company Lundbeck responded when one of its products was used for executions in US prisons; and how the oil company Shell had to reverse its decision to dump an oil-rig at sea. Overall, the strategy course teaches students to consider how public interests and political demands require adequate strategic responses. This is the flagship course of the HA Almen programme in terms of responsible management education.

Semester 4

Strategi
Ekstern regnskab
Erhvervsret
Afsætningsøkonomi

FIFTH SEMESTER

This semester is dedicated to an exchange, elective course 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

Since the core topic of the course **ERHVERVSØKONOMIENS VIDENSKABSTEORI** is “Philosophy of Science”/“Business Research Methodology”, the primary aim is to provide the students with certain methodological competencies pertinent to Business Economics. Yet it is also aimed at providing students with the ability to reflect on contemporary firms and various ways of observing organizational phenomena. Of course, complex political, ethical or environmental problems are among the dilemmas confronting firms today. Accordingly, questions/problems belonging to these fields and the associated ways of methodologically looking at company behavior from this angle do come up from time to time during the course. While there are no lectures solely devoted to the topic of responsible management/CSR/diversity etc., it is thus a theme which is at least partially discussed at various points during the course.

Semester 6

Bachelorprojekt

Erhvervsøkonomiens Videnskabsteori

Elective

Semester Overview: HA Almen

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2018  Jeannette Willert	Mikroøkonomi  Leslie Christensen (ECON)	Makroøkonomi  Svend Erik Hougaard Jensen (ECON)	Økonomistyring  Michael Andersen (ACC)	Strategi  Christian Geisler Asmussen (SI)	Elective Courses, Exchange or Internship	Bachelorprojekt  Carsten Krogholt Hansen (ACC)
2015-2017 Carsten Scheibye	Organisationsanalyse  Christian Frankel (IDA)	Organisationsanalyse fortsat  Christian Frankel (IDA)	Finansiering  Bjarne Florentsen (FI)	Ekstern regnskab  Thomas Riise Johansen (ACC)		Erhvervsøkonomiens Videnskabs teori  Kurt Jacobsen (MPP)  Thomas Presskorn-Thygesen (MPP)
2014 Carsten Scheibye	Managerial Economics  Eric Bentzen (DM)	Managerial Economics fortsat  Eric Bentzen (DM)	Afsætningsøkonomi  Ricky Wilke (MARKTG)	Afsætningsøkonomi fortsat  Ricky Wilke (MARKTG)		Elective
2013 Carsten Sørensen Sven Bislev	Statistik  Mads Stenbo Nielsen (FI)	Statistik fortsat  Mads Stenbo Nielsen (FI)		Erhvervsret  Søren Friis Hansen (LAW)		

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 HA Almen, which you may find useful:

HA ALMEN AMBASSADOR

Assistant Professor Trine Pallesen has agreed to be the ambassador for HA Almen. Please feel free to contact her if you have any questions regarding responsible management education within the programme.



Trine Pallesen:

Tel: 3815 2815
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HA ALMEN STUDY DIRECTOR

Professor Carsten Krogholt Hansen serves as the study director for the HA Almen programme.



Carsten Krogholt Hansen:

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HA ALMEN PROGRAMME MANAGER

Louise Westergaard Jensen serves as the study secretary for the HA Almen programme.



Louise Westergaard Jensen

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PRME ACADEMIC DIRECTOR

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



Caroline Aggestam Pontoppidan:

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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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