



What Responsible Management
Competencies do
HA ERHVERVSØKONOMI FILOSOFI
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 HA Erhvervsøkonomi – filosofi (HA (fil.)) 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 fil. 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

(fil.) competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

During the HA (fil.) programme, students are encouraged to deconstruct pure, narrow-minded economic theory. They learn to look beyond the traditional economic drivers of business and to take account of the social and natural environment challenges. Students of HA (fil.) develop a sense of responsible management by analysing organisations and the societal framework with its ethical and cultural norms.

COMPETENCY PROFILE

Discussions with the members of the study board and faculty have identified the following competencies in responsible management acquired by HA (fil.) students. The competencies were identified in Fall 2016 and are still valid for the 2018/2019 academic year:

- **The ability to develop, compare and evaluate scenarios for decision-making.**
- **The ability to articulate the underlying principles that guide decision-making.**
- **The ability to identify and analyse fundamental ambiguities and dilemmas in decision-making.**
- **The ability to constructively criticise irresponsible tendencies in decision-making.**

While all courses are naturally aimed at supporting the development of these competencies in HA (fil.) students, they are specifically addressed in the following corner stone courses: *Mikroøkonomi*, *Organisationsteori*, *Filosofisk metode 1: Arbejdet og den humane ressource* (1st semester); *Filosofisk metode 2: Etik og ansvarlighed* (2nd semester); *Ledelsesfilosofi* (3rd semester) *Organisationsfilosofi* (4th semester); and *Samtidsfilosofi: Human capital* (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 Steen Vallentin for all his help with the development of this report and for acting as an ambassador for the HA (fil.). We would also like to thank the former study board director, Morten Sørensen Thaning, as well as the current study board director Christian Garmann Johnsen, for their continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT HA (FIL.)

FIRST SEMESTER

RESPONSIBILITY DAY is the first opportunity for HA (fil.) students to reflect on business practices through the lens of their study programme. During this day, responsible management education is presented through a selected case, which is then critically discussed by the students. Christian Garmann Johnsen was the HA (fil.) faculty representative for Responsibility Day 2018.

Semester 1

Mikroøkonomi
Økonomiens teori og idehistorie
Filosofisk metode 1: Arbejdet og den humane ressource
Organisationsteori

In the **MIKROØKONOMI** course, the emphasis is on analysing how individuals, households and businesses adapt to changes in their external environment. In addition, students are made aware of the differences in perspectives of various actors. For example, the course follows up on the consumer preferences for altruism. The Mikroøkonomi course also 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 **ORGANISATIONSTEORI** provides students with a foundational understanding of classical as well as modern theories of organisations as well as how these theories can be applied in the analysis concrete organisations. In conjunction with this, the students will not only learn to identify and assess relevant organisational problems, but also to critically reflect upon the status and practical worth of the theories presented. In this way the course trains the students to be constructive and critical in relation to theoretical as well as practical organisational problems. This is a crucial precondition for acting responsible in organisations.

SECOND SEMESTER

FILOSOFISK METODE 2: ETIK OG ANSVARLIGHED invites students to examine the role of ethics and the economy. Through an analysis of history's most celebrated philosophers, students are asked to question what responsibility is and what this means from both an individual and organisational context. Further, students are required to demonstrate the relevance of philosophical ethics in economics.

Semester 2

Eksternt Regnskab
Filosofisk metode 2: Etik og ansvarlighed
1. års projekt og videnskabsteori

THIRD SEMESTER

The course **LEDELSFILOSOFI** discusses how management and leadership throughout history have articulated various underlying principles for decision-making. From discussions in early State theory, over Machiavelli's assumption about efficient management, through Weber's ideas of the bureaucratic manager, Simon's assumption that management is about decision-making, to McGregor's notion of the manager as a leader that motivates her employees to contemporary discussion on management as either situational based decision-making or transformational force. Furthermore in the course students analyse how these principles not only coe with their own decision-making dilemmas. In contemporary management settings they are all very much alive and interact in ways that creating further ambiguities for what it means to manage and lead. Finally the course not only points to irresponsible tendencies in decision-making it also question the assumption that management is or should be about decision-making.

Semester 3

Finansiering
Filosofisk metode 3: Ontologi og viden
Ledelsesfilosofi
Designtænkning og konceptudvikling

FOURTH SEMESTER

ORGANISERINGSFILOSOFI goes beyond economics and economic theory to examine organisations themselves. The course encourages students to develop nuanced and reflective thinking, and underlines the multi-faceted impacts of organisations. Such thinking is developed by adopting not only an economic perspective but also a societal perspective.

Semester 4

Organisationsfilosofi
Metode
Makroøkonomi

FIFTH SEMESTER

This semester 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

Strategi

Elective Courses or Exchange Semester

SIXTH SEMESTER

SAMTIDSFILOSOFI: HUMAN KAPITAL focuses on the theme of responsibility in several ways. Firstly, it describes the shapes that organizational and political responsibility assume within social practices dominated by a transversal relation of obligation between neoliberal modes of governmentality and forms of economic knowledge production. Secondly, the course investigates the ethical practices and forms of responsibility peculiar to a neoliberal form of subjectivity that is irreducibly obligated to manage him or herself as 'human capital' from childhood into old age. Thirdly, it explores the practical consequences of the theoretical limits of human capital theory in terms of capturing human subjectivity. The implications of these consequences for the responsibility of managers when dealing with the self-management of human capital are also discussed.

Semester 6

Bachelorprojekt

Samtidsfilosofi: Human kapital

Semester Overview HA (fil.)

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2018 Christian Garmann Johnsen	Økonomiens teori og idehistorie Ole Bjerg (MPP)	Eksternt regnskab Mia Kaspersen (ACC)	Finansiering Claus Parum (FI)	Organisationsfilosofi Kristian Bando Hansen (MPP)	Strategi Robin Holt (MPP)	Samtidsfilosofi: Human kapital Ole Bjerg (MPP)
2017 Morten Sørensen Thøning	Mikroøkonomi Jens Jakob Christensen (ECON)	Filosofisk metode 2: Etik og ansvarlighed Mads Peter Karlisen (MPP) Rasmus Johnsen (MPP)	Filosofisk metode 3: Ontologi og viden Christian Garmann Johnsen (MPP)	Organisationsfilosofi Irina Papazu (MPP)		Bachelorprojekt Christian Garmann Johnsen (MPP)
2012 - 2016 Steen Vallentin	Filosofisk metode 1: Arbejdet og den humane ressource Rasmus Johnsen (MPP)	1. års projekt og videnskabssteori Thomas Presskorn-Thygesen (MPP)	Designtænkning og konceptudvikling Daniel Souleles (MPP)	Makroøkonomi Ole Bjerg (MPP)		
	Organisationsteori Thomas Lopdrup-Hjørth (IDA)		Ledelsesfilosofi Michael Pedersen (MPP)	Metode Marius Gudmand-Høye (LPF)		

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 (fil.), which you may find useful:

HA (FIL.) AMBASSADOR

Associate Professor Steen Vallentin has agreed to be the ambassador for HA (fil.). Please feel free to contact him if you have any questions regarding responsible management education within the programme.



Steen Vallentin:

Tel: 3815 3785
E-mail: sv.mpp@cbs.dk

HA (FIL.) STUDY DIRECTOR

Associate Professor Christian Garmann Johnsen serves as the study director for the HA (fil.) programme.



Christian Garmann Johnsen

Tel: 3815 4293
E-mail: cgj.mpp@cbs.dk

HA (FIL.) PROGRAMME MANAGER

Laila Chemnitz serves as the programme manager for the HA (fil.) programme.



Laila Chemnitz:

Tel: 3815 2785
E-mail: lch.stu@cbs.dk

PRME ACADEMIC DIRECTOR

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



Caroline Aggestam Pontoppidan

Tel: 3815 2309
E-mail: cap.acc@cbs.dk

PRME PROJECT MANAGER

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



Lavinia Iosif-Lazar:

Tel: 3815 3123
E-mail: li.edu@cbs.dk