



What Responsible Management
Competencies do
HA ERHVERVSØKONOMI - ERHVERVSJURA
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: Tao Lytzen, Jakob Boserup

INTRODUCTION

This report highlights the role that responsible management education plays in the Erhervsøkonomi og erhervsjura (HA (jur.)) 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 students of HA (jur.) during their time in the programme. This report presents findings from student focus groups as well as from meetings and on-going interaction with faculty members. The purpose is to identify explicitly how these HA (jur.) competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

Christina D. Tvarnø, the programme director, emphasises the importance of education in responsible management for HA (jur.) students as 'the correlation between management decisions and legal consequences calls for a strong focus on responsible

management.' This focus exists in several courses and electives throughout the HA (jur.) programme, and issues of responsible management are explored through an interdisciplinary approach drawing on both economics and law. This approach generates a number of ethical discussions.

The uniqueness of the programme lies in the way that both economics and law are covered in the syllabus. The phrase 'reflecting on what is lawful and ethical in a fusion of law and economics' is representative of how responsible management education is approached in the HA(jur.) programme. An example of integrating various perspectives into the course comes through the study of both legal and economic loopholes. Ethics is also a central construct in several courses, as students are given a holistic view of both the economic and legal aspects of business.

COMPETENCY PROFILE

Discussions with members of the study board and faculty have identified the following competencies in responsible management acquired by students on the HA (jur.) programme:

- **The ability to view socially responsible decision-making from a legal and economic perspective.**
- **The ability to seek optimal solutions by solving legal problems through economic considerations before such problems arise rather than needing to resolve legal disputes after they have already occurred.**
- **The ability to improve the output of an enterprise or public authority through consideration of the law, the market and society, taking an interdisciplinary, Danish-, EU- and international-oriented approach.**

While all courses in the HA(jur.) programme are naturally aimed at developing competencies in responsible management amongst students, these competencies are specifically addressed in the flagship course *Organisationsteori* (1st semester) and further elaborated on in the following corner stone courses: *International formueret* (2nd semester); *Markedsføringsret, EU ret, Industriøkonomi, Konkurrenceret* (3rd semester); *Eksternt regnskab* (4th semester); and *Skatteret* (6th semester). The theme of 'law and ethics' appears in various courses and follows a natural progression throughout the entire programme.

We would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Christina D. Tvarnø for all her help with the development of this report and for acting as both the ambassador and study board director for the HA(jur.) programme. We would also like to thank Clara Rao for her continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT HA(JUR.)

FIRST SEMESTER

RESPONSIBILITY DAY is the first opportunity for HA(jur.) 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. Clara Rao was the HA(jur.) representative at Responsibility Day in 2015 and 2016. During the Day, the case is discussed from both an economic and legal perspective to illustrate that in business the combination of law and economics can lead to responsible and efficient solutions.

The **ORGANISATIONSTEORI** course focuses on developing students' awareness and responsibility, competencies they can apply in subsequent courses of the programme. This course familiarises students with relevant theories and paradigms and relates such theoretical work to reality outside the classroom. Making students aware of their future working environments, providing them with applicable knowledge and connecting them with reality is seen as essential to enhancing their sense of responsibility. This is the flagship course of the HA (jur.) programme in terms of responsible management education.

Semester 1

Juridisk metode og aftaleret

Mikroøkonomi

Organisationsteori

Formueret 1

SECOND SEMESTER

The **INTERNATIONAL FORMUERET** course addresses responsibility in the context of management decision-making. It begins by looking at aspects of international litigation and arbitration, specifically through the subject of corruption. The course also examines the differing ways in which nations respond legally to incidences of corruption. Students are taught that it can be extremely detrimental for a company to instigate legal proceedings in a country where corruption is rife within the court system. Students are also shown the possible damaging consequences of being sued in such a country. In such cases, businesses are advised to choose arbitration instead of litigation.

Semester 2

Makroøkonomi

Forvaltningsret

Theory of the Firm

Formueret 2

International formueret

THIRD SEMESTER

In the **MARKEDSFØRINGSRET** course it is assumed that traders will comply with the law and adjust business decisions accordingly. However, students are encouraged to explore marketing in greater depth and discuss ethical issues such as situations in which traders seek and test the boundaries of legal marketing practices. Students are made aware that the law is not an exact science and that traders, even with the best intentions, may fail to comply with legal requirements. Students are equipped with the knowledge and tools they need to test real-life cases against compliance law; for example, by referring to the Consumer Ombudsman in the common case of controversial interpretations of marketing law. As another example,

students are presented the case of the Danish company Cult. The brand purposefully pushes the boundaries of marketing through the use of nudity in commercials. This strategy has proved to be very successful because it incites the media and tests social norms without offending the core consumer. The students are encouraged to consider the differences between law and ethics, examining questions such as 'Although Cult advertising may be legal, is it ethical?'

In light of the Europe 2020 Strategy on Intelligence (encompassing knowledge-based and innovative growth, sustainable growth and inclusive growth), the **EU-RET** course encourages students to value intelligent, sustainable and inclusive growth rather than focusing only on profit maximisation for individual companies. This course introduces students to the concept of responsible management and promotes it as a valid business practice.

INDUSTRIØKONOMI helps students develop the ability to understand the economic-theoretical rationale behind competition law. The students are taught about the historical evolution of competition law and how it has developed into its current form. The course also specifically looks at the current state of Danish competition law. The negative impact of cartels is discussed, including the way in which cartels harm consumers and can reduce overall economic welfare.

KONKURRENCERET addresses the grey zones and limits that occur when attempting to adhere to the law (e.g. leniency systems). Students learn how competition law is intended to ensure that undertakings do not create deadweight losses to society through cartels or abuse of dominance. They are further taught that the objective of the law is to increase consumer surplus as opposed to producer surplus, a balance to which economists from a total welfare perspective would be indifferent. In this course the unlawful practices of cartels are discussed and evaluated with respect to the law. These discussions, approached from both a legal and an economic perspective, concern the legal and strategic choices faced by responsible managers today.

Semester 3
Afsætningsøkonomi
Markedsføringsret
EU-ret
Industriøkonomi
Konkurrenceret

FOURTH SEMESTER

EKSTERNT REGNSKAB covers areas of financial accounting, including the measurement, communication and analysis of financial and non-financial information. Non-financial reporting, such as CSR reporting, is also discussed as part of the course, including through a video report of the impact of the Maersk-owned Apapa Terminal on Nigerian society.

Semester 4

Finansiering
Eksternt regnskab
Kreditret
Selskabsret

FIFTH SEMESTER

This semester is dedicated to an exchange, elective courses or an internship within a company. Out of the **71** electives available to the HA(jur.) programme, **4** electives directly address responsible management, including *Scandinavian Sustainability and Corporate Social Responsibility*, *The Human Perspective in Business Administration*, and *Introduction to Sustainable Business*.

Semester 5

Videregående juridisk metode og retsteori
Økonomisk videnskabsteori
Elective 2
Elective 3

SIXTH SEMESTER

Students taking the **SKATTERET** course are taught that responsible management is an essential part of taxation. They learn that the consequences of tax law decisions can be integrated into business strategy. This legal and economic combination is essential due to the focus on taxation in the media and amongst national and international governments, the EU and the OECD. The Skatteret course emphasizes that tax law focuses not only on taxation and deductibility but is also an integral part of any business decision.

Semester 6

Rets- og kontraktøkonomi
Skatteret
Bachelor projekt

Semester Overview: HA(jur.)

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2015 - 2016  Clara Rao	Juridisk metode og aftaleret  Christina D. Tvarnø (LAW)	Makroøkonomi  Dario Pozzoli (ECON)	Markedføringsret  Jan Tzaskowski (LAW)	Finansiering  Bjarne Florentsen (FI)	Videregående juridisk metode og retsteori  Christina D. Tvarnø (LAW)  Grith Ølykke (ECON)	Rets- og kontraktøkonomi  Thomas Rønde (IND)
2013 - 2014 Lena Lykke Zweidorff Jakobsen	Mikroøkonomi  Dario Pozzoli (ECON)	Forvaltningsret  Christina D. Tvarnø (LAW)	Afsetningsøkonomi  Jens Jacob Bøcker (MARKTG)  Tore Kristensen (MARKTG)	Eksternt regnskab  Mia Kaspersen (ACC)	Økonomisk videnskabsteori  Christina D. Tvarnø (LAW)  Grith Ølykke (ECON)	Skatteret  Michael Tell (LAW)
2012 Christina D. Tvarnø	Organisationsteori  Jacob Lyngstie (SMG)	Theory of the Firm  Jacob Lyngstie (SMG)	EU ret  Christina D. Tvarnø (LAW)	Kreditret  Patrik Lindskoug (LAW)	Elective Courses or Exchange	Bachelor projekt  Marie-Louise Holle (LAW)
	Formueret  Christina Tvarnø (LAW)  Marie-Louise Holle (LAW)	Formueret II  Peter Lindskoug (LAW)	Industriøkonomi  Thomas Rønde (IND)	Selskabsret  Søren Friis Hansen (LAW)		
	International formueret  Peter Arnt Nielsen (LAW)	Konkurrenceret  Christina D. Tvarnø (LAW)				

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

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.

CONTACTS AND RESOURCES

Below we have a list of the key people associated with HA(jur.), which you may find useful:

HA(JUR.) AMBASSADOR

Professor Christina D. Tvarnø is the study board director and ambassador for the HA (jur.). Please feel free to contact her if you have any questions regarding responsible management education within the programme.



Christina D. Tvarnø:

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HA(JUR.) PROGRAMME MANAGER

Dorrit Bergqvist serves as the programme manager for the HA (jur.) programme.



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PRME PROJECT MANAGER

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



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PRME ACADEMIC DIRECTOR

Professor Kai Hockerts is the Academic Director of the Curriculum Development project.



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