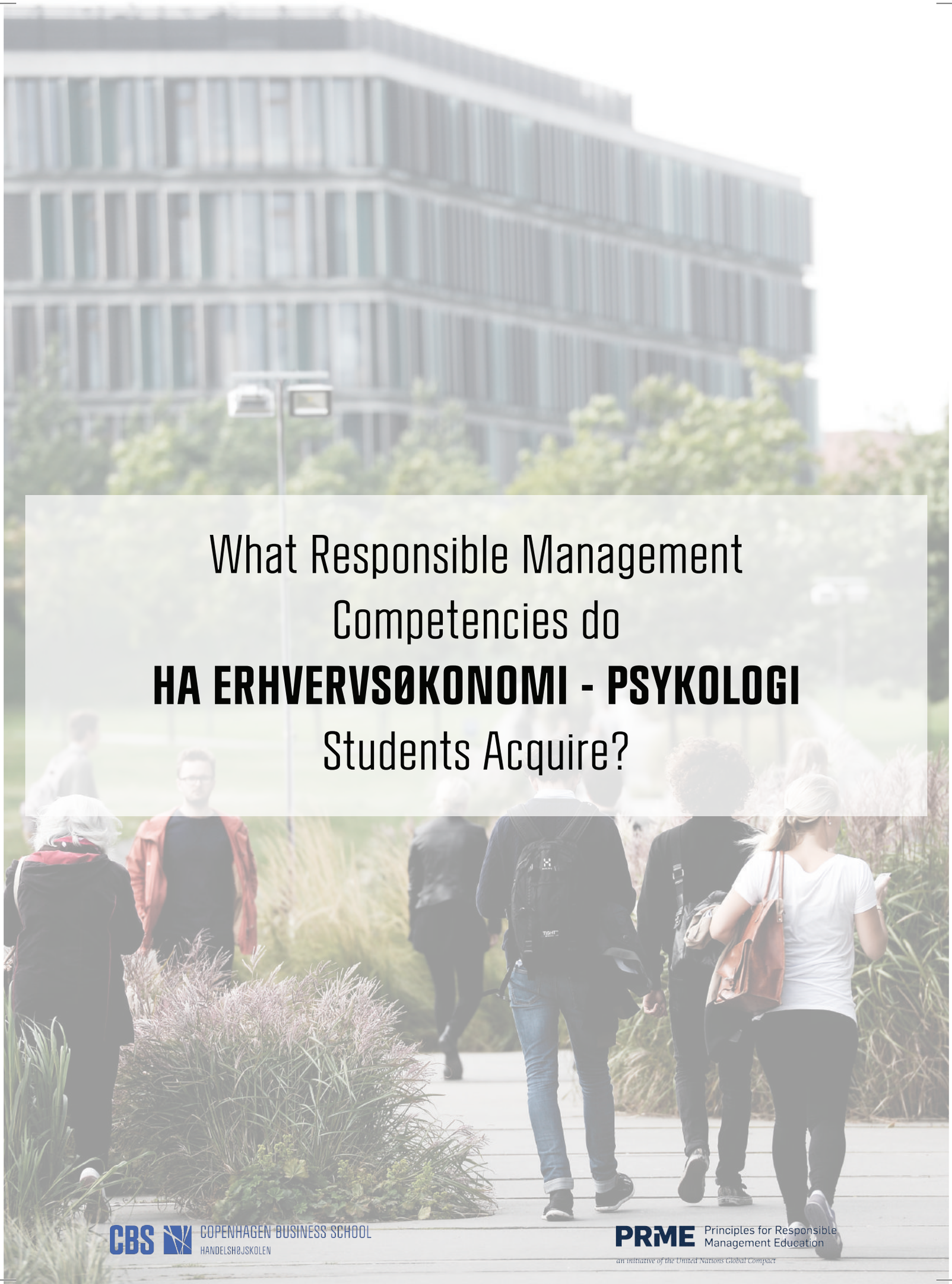


What Responsible Management Competencies do **HA ERHVERVSØKONOMI - PSYKOLOGI** Students Acquire?

CBS COPENHAGEN BUSINESS SCHOOL
HANDELSHØJSKOLEN

PRME Principles for Responsible Management Education
an initiative of the United Nations Global Compact

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: Jakob Boserup

Introduction

This report seeks to highlight the role responsible management education plays in the Erhvervsøkonomi – Psykologi (HA(psyk.)) 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 as part of their HA(psyk.) programme. This report presents findings from student focus groups, as well as meetings and on-going interaction with faculty members. The purpose is to explicitly address how these HA(psyk.) competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

HA(psyk.) focuses on the human factor in companies and other organisations. Understanding diversity and how to place people in different business contexts are central themes of the study programme. The content of this programme was restructured in 2015 and this report analyses the new structure and content of the programme. During the focus groups, students described their programme as one that focuses on individuals embedded in companies. For them, responsible management means considering all stakeholders, individuals and the environment when making managerial decisions. Students consider a responsible manager to be "a leader who regards his/her employees as people and not products".

Competency Profile

Discussions with members of the study board and faculty have identified the following student competencies in responsible management developed by this programme:

- **The ability to understand the broad scope of managers' responsibilities, both in relation to their employees and to the organization's interactions with society.**
- **The ability to work critically and innovatively with organizational challenges.**
- **The ability to reflect explicitly on the human factor in making organizational choices.**

While all courses in the HA(psyk.) programme are naturally aimed at supporting the development of these competencies in students, they are specifically addressed in the flagship course *Regnskab og økonomistyring* (3rd semester) and further elaborated on in the following corner stone courses: *Økonomisk psykologi, Virksomhedsstudier* (1st semester); *Socialpsykologi, Mikroøkonomi, Organisationsteori, Kvantitativ metode* (2nd semester); *Arbejds- og ledelsespsykologi, Organisation og omverden* (3rd semester); *Forbrugeradfærd og markedsanalyse* (4th semester); and *HRM og psykologiske test* (6th semester).

We would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Mia Kaspersen for all her help with the development of this report and for acting as an ambassador for HA(psyk.). We would also like to acknowledge the study board director, Ursula Plesner, for her continuous support.

Semester Review of Responsible Management at HA(psyk.)

First Semester

Responsibility Day is the first opportunity for HA (psyk.) students to reflect on business practices through the lens of their study programme. On this day, educational input on responsible management is presented through a selected case study, which is then critically discussed by the students. Henriette Kirkeby was the HA (psyk.) faculty representative for Responsibility Day in 2015, while Mia Kaspersen facilitated the event in 2016.

Virksomhedsstudier and **Økonomisk Psykologi** are two courses in the first semester that are integrated and address the same phenomenon from two different perspectives. Virksomhedsstudier seeks to develop the students' understanding of firms and the role of management from the perspective of classical and modern economic theory, taking 'efficiency' and 'rational' decision-making as the point of departure. Økonomisk psykologi (Behavioural Economics), on the other hand, provides the students with explanations as to why the behaviour of firms/individuals might deviate from norms of efficiency or rationality.

The interdisciplinary approach of the courses, contrasting two strands of reasoning, aims at developing students' understanding of the impact of decision-making on cognitive factors. In order to become reflective practitioners and improve decision-making at firm and individual level, students are expected to attain the following competencies related to responsible management: the ability to recognise incentives and risks in decision-making situations; the ability to challenge normative models; the ability to question established perceptions of efficiency and rationality.

Second Semester

The **Socialpsykologi** course presents the interactions and mutual influences between the individual and the social environment. Students learn how human thoughts, feelings and attitudes are affected by group interactions. They further assess the influence of social conditions, particularly cultural factors and historical context, on human behaviour.

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 and equality also presented in Økonomisk psykologi. During a company visit, students have a class on game theory in practice and also on organisation theory. This course encourages students to challenge assumptions of basic microeconomics from both rational and irrational behaviour.

In the **Organisationsteori** course, students are presented with both classical texts and contemporary readings on basic organisational theory. This develops their understanding of organisational theories and their purpose in evaluating structure and function. Students are presented with cases in each lecture and are encouraged to reflect on the progression of organisations, specifically in relation to their dealings with employees.

In the **Kvantitativ metode** course, students are not only introduced to basic quantitative tools within business analysis but also encouraged to identify the potential weaknesses of such methods. Students learn how to interpret results without biased decision-making in order to reach valid solutions. The course uses 'teaser questions' each week to illustrate the limitations of human decision-making during times of uncertainty. Emphasis is placed on the practice of statistics and how it can lead to significant errors in research.

Third Semester

The **Arbejds- og ledelsespsykology** course looks at the relationship between work, individuals and organisations. The course presents the challenges of the psychosocial work environment, including employee stress and considers the value of employee wellbeing. Students are also presented with input on how learning occurs within organisations and the building of social identity.

The **Regnskab og økonomistyring** course covers basic areas of financial and management accounting and related managerial concerns. As part of the course, non-financial (e.g. CSR) reporting is discussed, including discussion of a video report on the impact of the Maersk-owned Apapa Terminal on Nigeria. In addition, discussions of the Balanced Scorecard are extended to include a sustainability dimension (the Sustainability Balanced Scorecard). This is the flagship course of the HA(psyk.) programme in terms of responsible management education.

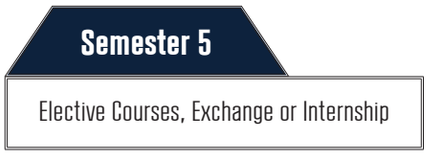
Organisation og omverden is a course that focuses on the interaction between organisations and their environments and the strategies that organisations develop to manage this interaction. Students are introduced to stakeholder and institutional perspectives of organisations. Issues related to the CSR activities of organisations and corporate reputation are subsequently analysed within these perspectives. During one of the sessions on CSR, the documentary "Når tilbud dræber" (When Offers Kill) is discussed in depth.

Fourth Semester

The course **Forbrugeradfærd og markedsanalyse** introduces students to consumer behaviour research. Based on fundamental psychological theories and students' knowledge from previous courses, the course covers four broad areas: the consumer in the marketplace; the consumer as individual; the consumer as decision-maker; and the influence of groups on consumers. Students are introduced to current marketing models and theories in order to help enable them to describe and reflect critically on the influential role of all marketing activities by private businesses and public institutions. Taking into account the ways that social media is changing the roles of consumers in the marketplace, reflections about modes of consumer empowerment are also a part of the course. Teaching methods include lectures, case work, an individual home assignment, group work and discussion sessions.

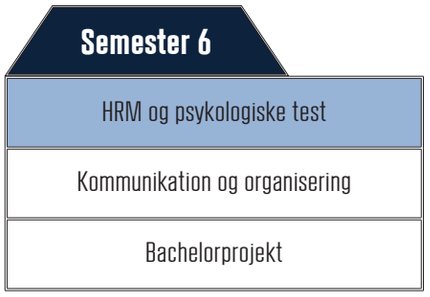
Fifth Semester

This semester is dedicated to an exchange, elective courses or an internship within a company. Of the **119** electives available to the HA (psyk.) programme, **5** directly address responsible management, including *Introduction to Sustainable Business, Corporate Governance* and *Scandinavian Sustainability and CSR.*



Sixth Semester

HRM og psykologiske test presents students with processes and activities within human resource management (HRM), as well as the economic and psychological consequences of HRM decisions. Students are encouraged to account for HRM activities from a plurality of perspectives, further developing the ability to evaluate solutions from a holistic approach.



Semester Overview: HA(psyk.)

Responsibility Day	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
2016 Mia Kaspersen	**Personlighedspsykologi og kognition** Elisabeth Naima Mikkelsen (IOA)	**Socialpsykologi** Elisabeth Naima Mikkelsen (IOA)	**Arbejds- og ledelsespsykologi** Elisabeth Naima Mikkelsen (IOA)	**Forbrugeradfærd og marked-sanalyse** Antonia Erz (MARKTG)	**Elective Courses, Exchange or Internship**	**HRM og psykologiske test** Jens Glaf (IAO)
2014-2015 Henriette Kirkeby	**Økonomisk psykologi** Henrich Dahlgren (MARKTG)	**Mikroøkonomi** Leslie Christensen (ECON)	**Regnskab og økonomistyring** Peter Skærbæk (ACC) Mia Kaspersen (ACC) Tim Neerup Themsen (ACC)	**Finansiel analyse** Victor Lund (OM)		**Kommunikation og organisering** Lisbeth Clausen (MSC)
2013 Morten Sloth	**Virksomhedsstudier** Henrich Dahlgren (MARKTG)	**Organisationsteori** Anne Roelsgaard Obling (IOA)	**Organisation og omverden** Morten Thanning Vendelø (IOA)	**Organisationsanalyse** Anne Roelsgaard Obling (IOA)		**Bachelorprojekt** Liv Engholm Feldt (DBP)
2012 Jens Glaf	Integreret projekt Henrich Dahlgren (MARKTG)	**Kvantitativ metode** Christian Erik Kampmann (INO)	**Kvalitative metoder** Marianne Stang Våland (IOA)	**Videnskabsteori** Liv Egholm Feldt (DBP)		

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(psyk.), which you may find useful:

HA(psyk.) Ambassador

Mia Kaspersen has agreed to be the ambassador for the HA(psyk.) programme. Please feel free to contact her if you have any questions regarding responsible management education within the programme.

Mia Kaspersen:
Tel: 3815 2341
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HA(psyk.) Study Director

Ursula Plesner serves as the study director for the HA (psyk.) programme.

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E-mail: up.ioa@cbs.dk

HA(psyk.) Programme Manager

Maria Isabel Christensen serves as the programme manager for the HA (psyk.) programme.

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PRME Academic Director

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

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E-mail: kho.msc@cbs.dk
cc: mmms.edu@cbs.dk

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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This report refers to the Autumn semester, 2016.