



What Responsible Management  
Competencies do  
**BA INTERKULTUREL  
MARKEDSKOMMUNIKATION**  
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 responsible management education plays in the Interkulturel Markeds-kommunikation (BA IMK) 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 BA IMK 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 BA IMK competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

The BA IMK programme develops students' language, communication and marketing competen-

cies progressively throughout each year of their programme. During the programme, students are taught to understand their own cultural background and communication style, as well as those of other cultures. They learn to respect other people's norms and values and gain competencies in responsible communication. Students are encouraged to critically analyse various theories by understanding the environment in which they operate and the actors with whom they cooperate. Teaching students the importance of 'respecting the values of individuals and leveraging differences' is the approach taken to management education in the BA IMK programme.

The BA IMK runs for the last time in 2018/2019. A new program - BA MAK - will run for the first time in summer 2019.

# COMPETENCY PROFILE

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

- **The ability to understand that the concept of responsibility is culturally contingent, and to understand the communicative and marketing consequences of this contingency.**
- **The ability to understand the challenges for responsible communication involved in marketing communication.**
- **The ability to work with intercultural marketing and communication strategies from a responsible communication perspective, including from a product-oriented as well as a process perspective.**

While all courses are naturally aimed at supporting the development of these competencies in BA IMK students, they are addressed specifically in the following corner stone courses: *Kultur- og Kommunikationsteori, Marketing Audit* (1st semester); *Marketing Strategy, Kommunikationsplanlægning* (2nd semester); *Global English and Intercultural Marketing* (3rd semester); *Interdisciplinary Case 1: Brand Management* and *Multimodal Communication* (4th semester). Overall, there is a coherent progression of responsible management education in culture and communication throughout the entire programme.

Finally, we would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Henriette Lungholt for all her help with the development of this report and for acting as an ambassador for the BA IMK programme. We would also like to acknowledge the former study board director, Mette Skovgaard Andersen, as well as the current study board director Christine Lenstrup, for their continuous support.

# SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT BA IMK

## FIRST SEMESTER

**RESPONSIBILITY DAY** is the first opportunity for BA IMK students to reflect on business practices through the lens of their study programme. During this day, responsible management is presented through a selected case, which is then critically discussed by the students. Henriette Lungolt was the IMK faculty representative for Responsibility Day 2017/2018, while Sarosh Asad facilitated the day in 2018.

### Semester 1

Professionel mundtlig kommunikation

Marketing Audit

Erhvervsøkonomi 1- Anvendt mikroøkonomi

Kultur- og kommunikationsteori

In the course **KULTUR- OG KOMMUNIKATIONSTEORI** students are introduced to the theoretical foundations of the concept of culture and the role it can play in communications. This basic understanding of different views and theories of cultures is a prerequisite for becoming a responsible communicator.

## SECOND SEMESTER

The **MARKETING STRATEGY** course focuses on the analysis of a company's marketing strategy, taking into account both internal and external aspects. Students are introduced to responsibility within marketing, mainly through CSR as a marketing strategy. The positive and negative sides of CSR are also taught. For example, students are introduced to the positive impact that CSR practices have on the world and the environment, but also presented with the negative aspects of CSR, including how CSR can prove costly and time-consuming for companies. CSR is a reoccurring theme within the course, where it is presented through cases and examples such as the the social marketing of NGOs, CSR and the buyer-seller relationship.

### Semester 2

Professionel skriftlig kommunikation

Marketing Strategy

Erhvervsøkonomi 2 - Finansiell Analysis

Kommunikationsplanlægning

In the course **Kommunikationsplanlægning**, students are familiarised with the role of planning communication activities. The course introduces students to academic skills of communication and the theories and philosophies behind communication.

## THIRD SEMESTER

The course **GLOBAL ENGLISH AND INTERCULTURAL COMMUNICATION** introduces students to a critical perspective on intercultural communication and the use of English as a global language. This includes a focus on responsibility and ethics in intercultural communication, which enables students to work in a responsible and ethical manner with intercultural communication in marketing communication. This is done for instance by introducing theories about stereotyping and language ideologies and allowing students to apply these theories to data and cases.

### Semester 3

Corporate Communication

Videnskabsteorie og kvalitativ metode

Global English and Intercultural Communication

Kvantitativ Metode

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## FOURTH SEMESTER

**INTERDISCIPLINARY CASE 1: BRAND MANAGEMENT** introduces students to a holistic approach to brand management. The course is focused on corporate branding and as such it looks in-depth at corporate values, vision, culture and identity. The course presents the idea that brands are most effective when brand values are reflected across the organisation and are an integral part of the business decision processes. Many of the cases used in this course are Nordic and thus reflect a Nordic approach to managing brands.

### Semester 4

Legal English and International Business Law

Cross-Cultural Studies for Marketing

Interdisciplinary Case 1: Brand Management

Multimodal Communication

Supporting responsible and fair communication using multimodal means and tools – in addition to promoting sales and other immediate commercial goals – is an integrated part of the course **MULTIMODAL COMMUNICATION'S** rationale. This differentiates the course from thematically related courses in DK and abroad with a more narrow focus on sales and marketing. This includes integrating concrete research results on the assessment of communicational fairness by experimental and other means in the mandatory readings.

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## FIFTH SEMESTER

The 5th 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

Elective Courses, Exchange or Internship

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## SIXTH SEMESTER

Explicit examples of educational input on responsible management were not identified in this semester. However, the competencies will be touched upon implicitly in the course **INTERDISCIPLINARY CASE: GLOBAL MARKETING MANAGEMENT**.

### Semester 6

Interdisciplinary Case: Global Marketing Management

Bachelorprojekt

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## Semester Overview: BA IMK

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
 Sarosh Asad	Professional mundtlig kommunikation  Karen Høby Skanning (MSC)	Professionel skriftlig kommunikation  Christine Lenstrup (MSC)	Global English and intercultural communication  Dorthe Lønsmann (MSC)	Legal English and International Business Law  Kistine Lykkesterm (MSC)	Elective Courses, Exchange or Internship	Interdisciplinary Case: Global Marketing Management  Alexander Josiassen (MARKTG)
2016 - 2017 Henriette Lugholt	Marketing Audit  Diana Storm (MARKTG)	Marketing Strategy  Diana Storm (MARKTG)	Videnskabsteori og kvalitativ metode  Elsebeth F. Lange (MSC)	Cross-Cultural Studies for Marketing  Richard Jones (MARKTG)  Fumiko Kano Gückstad (MSC)		Bachelorprojekt  Diana Storm (MARKTG)
2012 - 2015 Sine Nærholm Just	Erhvervsøkonomi 1 - Airvendt mikroøkonomi  Eric Bentzen (OMV)	Erhvervsøkonomi 2 - Finansiell Analyse  Victor Lund (OMV)	Corporate Communication  Simon Krogh (MSC)	Interdisciplinary Case 1: Brand Management  Richard Jones (MARKTG)		
<b>Corner Stone Course</b>	Kultur- og kommunikationsteori  Mika Christoffersen (MSC)	Kommunikationsplanlægning  Henriette Lugholt (MSC)	Kvantitativ metode  Christen Poulsen (MSC)	Multimodal kommunikation  Viktor Smith (MSC)		

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 BA IMK, which you may find useful:

## IMK AMBASSADOR

Henriette Lungholt has agreed to be the ambassador for the BA IMK programme. Please feel free to contact her if you have questions regarding responsible management education within the programme.



**Henriette Lungholt:**

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## IMK STUDY DIRECTOR

Associate Professor Christine Lenstrup serves as the study director for the BA IMK programme.



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## IMK PROGRAMME MANAGER

Laila Chemnitz serves as the programme manager for the BA IMK programme.



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## PRME ACADEMIC DIRECTOR

Associate Professor Caroline Aggestam Pontoppidan is the Academic Director of the Curriculum Development project.



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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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