

What Responsible Management
Competencies do
**BSc BUSINESS ADMINISTRATION
AND SERVICE MANAGEMENT:
ARTS AND CULTURE**
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 Business Administration and Service Management (BSc SEM) programme, Arts and Culture concentration. Through the Curriculum Development project the CBS PRME office has sought to identify and explore which competencies related to responsible management are acquired by BSc SEM 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 SEM Arts and Culture competencies are integrated in different

courses and to encourage a coherent progression across the entire programme.

The BSc SEM programme is structured in three specialisations: Tourism and Hospitality, Arts and Culture, and Service and Innovation. This report will specifically address the input on responsible management education in the Arts and Culture concentration. By combining the knowledge gained in various courses throughout the programme, students achieve a complete picture of both the societal and the business fields in which they will be working. The management of service companies that are both socially-minded and can maximise profit has emerged as the main theme of the programme's responsible education.

COMPETENCY PROFILE

As a result of discussions with the members of the Study Board and faculty, the following competencies in responsible management were identified as being acquired by students of BSc SEM A&C. The competencies were identified in Fall 2016 and are still valid for the 2018/2019 academic year:

- **The ability to understand the economic, aesthetic and political idiosyncrasies of private and public organizations that provide 'content' or 'experiences' in the form of cultural services, events or products.**
- **The ability to identify and analyse the managerial challenges of such organizations, and to propose measures to balance economic, aesthetic and political concerns, for example in successfully managing highly specialized skill-holders and highly uncertain external environments.**

While all courses are naturally aimed at supporting the development of these competencies in BSc SEM students, they are specifically addressed in the flagship courses *Cultural Economics and Politics: 2nd Year Project* (4th semester) and are further elaborated on in the following corner stone courses: *Service Management Foundations, Introduction to Management Studies, Service Management Operations* (1st Semester); *Financial Accounting, Strategy in a Service Perspective* and *Organisational Behaviour* (3rd Semester).

Finally, we would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Adriana Budeanu for all her help with the development of this report and for acting as an ambassador for the BSc SEM programme. We would also like to acknowledge the former programme director, Trine Bille, as well as the new programme director Søren Henning Jensen, for their continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT BSc SEM

FIRST SEMESTER

RESPONSIBILITY DAY is the first opportunity for BSc SEM 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. Max Schellmann was the SEM faculty representative for Responsibility Day in 2017 and 2018. During the day, students are taught about responsibility issues from an SEM perspective and encouraged to discuss different points of view (pro and con) responsible management. The main points are then summarised in class.

SERVICE MANAGEMENT FOUNDATIONS presents students with cases that provide context for class discussions about ethical issues pertaining to art and culture management organizations.

In **INTRODUCTION TO MANAGEMENT STUDIES**, students are presented with the organisational biography of a firm. They gain the skills to recognise the structures and processes of companies while also learning about contingency factors such as the environment and ethical stakeholder interaction. The course also focusses on the responsibility to create value for both society and businesses, and presents students with the sustainable competitive advantage view as a valid business strategy.

SERVICE MANAGEMENT OPERATIONS provides educational input on responsible management in four specific contexts. The concept of sustainability in services and the Triple Bottom Line are presented as part of the service strategy topic. It is also thoroughly discussed in the context of Service Encounters which are used to generate a discussion of employees' empowerment, ethical climate of contact personnel and to introduce new models of HR management. In addition, the environmental impact and consequences of the social landscape are discussed, specifically taking into account the consequences of facility placement. Finally, ethical consumer groups are examined in the context of consumer typologies in order to illustrate the moral decisions involved in consumer behaviour and the implication for corporate strategy.

Semester 1

Service Management Foundations

Introduction to Management Studies

Service Management Operations

Philosophy of Science and Qualitative Methods

SECOND SEMESTER

Explicit examples of responsible management teaching and/or content were not identified in this semester, pointing to a more implicit method of addressing responsible management education.

Semester 2

Managerial Economics

Statistics and Quantitative Methods

Art and Culture Marketing: 1st Year Project

THIRD SEMESTER

In the **FINANCIAL ACCOUNTING** course, one of the key learning objectives is to develop students' understanding of the role of ethics in the decision-making process. The course's textbook, *Financial Accounting – The Impact on Decision Makers* (Porter & Norton), includes ethical dilemmas and questions in every chapter. The first lecture, coinciding with the first chapter of the textbook, includes an 'ethics-decision-model'. Class discussions of ethical dilemmas are generated by presenting this model to students and illustrating it with real cases, including the bankruptcy of Enron in 2001. In addition, the exam sessions typically include at least one ethics-related question.

ORGANISATIONAL BEHAVIOUR focuses on the use of multiple perspectives in order to develop students' understanding of business and organisational decisions. Key study points include making sense of organisations, power groups, culture, leadership and organizational environments. Students are presented with stakeholder theory and develop an understanding of the general environment and global trends. Furthermore, some of the key constructs of the course include the role of ethics in leadership, the role of CSR in organisational management, and postmodern critiques and approaches to organizing, together with environmental considerations.

STRATEGY IN A SERVICE PERSPECTIVE introduces students to strategic planning and specifically references the use of CSR. The 7th lecture presents a broad overview of CSR before narrowing the focus onto the use of CSR as a common business strategy. This strategy is used for public relations, advertising, promoting brand image and as a marketing tool. The teaching emphasises that while CSR is a relevant strategy for companies, it can also, if used inappropriately, draw unwanted attention to a different side of company practices. The set readings include both positive and negative views of CSR in order to promote a balanced discussion in class. Included in the reading list is the UN Global Compact, which is analysed by a student group and presented to the rest of the class. Finally, the students discuss the Starbucks case of coffee-growing practices in relation to small coffee farms.

Semester 3

Financial Accounting
Organisational Behaviour
Management Control Systems
Strategy in a Service Perspective

FOURTH SEMESTER

CULTURAL ECONOMICS AND POLITICS: 2ND YEAR PROJECT considers economic and cultural theories to examine cultural economics and cultural politics in a Western context. Cultural values are a strong element of the course, with significant emphasis placed upon bequest value. This notion is discussed in detail, with explicit reference to the responsibility of the current generation to take care of cultural heritages for future generations. This course is the flagship course of the BSc SEM (Arts and Culture) programme in terms of responsible management education.

Semester 4

Macroeconomics
Corporate Finance
Management of Cultural Projects, Processes and Organisations
Cultural Economics and Politics: 2nd Year Project

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

Elective Courses, Exchange or Internship

SIXTH SEMESTER

Explicit examples of educational input on responsible management were not identified in this semester, pointing to a more implicit method of developing student competencies in responsible management.

Semester 6

Public Regulations

Cultural Entrepreneurship

Bachelor Project

Semester Overview: BSc SEM: Arts and Culture

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2017 - 2018  Max Schellmann	Service Management Foundations: Arts and Culture  Adriana Budeanu (INT)	Managerial Economics  Leonardo Santiago (OM)	Financial Accounting  Caroline Aggestam Pontoppidan (ACC)	Macroeconomics  Mauricio Prado (ECO)	Elective Courses, Exchange or Internship	Public Regulations: Arts and Culture  Peter Arnt Nielsen (JUR)
2016 Marianne Bertelsen	Introduction to Management Studies: Arts and Culture  Henrich Dahlgren (MARKTG)	Method II: Statistics and Quantitative Methods  H.C. Kongsted (INO)	Organizational Behaviour: Arts and Culture  Christian Frankel (IOA)	Corporate Finance  Ulf Nielsson (FI)		Rural Entrepreneurship: Arts and Culture  Max Schellmann (MPP)
2010 - 2015 Adriana Budeanu	Service Management Operations: Arts and Culture  Ana Maria Munar (INT)	Arts and Culture Marketing: 1st year Project  Jesper Clement (MARKTG)	Management Control Systems  Jytte Grambo Larsen (ACC)	Management of Cultural Projects, Processes and Organisations  Max Schellmann (MPP)		Bachelor Project  Alfred Reckendrees (MPP)
	Method I: Philosophy of Science and Qualitative Methods  Jesper Strandgaard (IOA)		Strategy in a Service Perspective: Arts and Culture  Aleksey Korniyshuk (SI)	Cultural Economics and Policy: 2nd Year Project  Trine Bille (MPP)		

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 BSc SEM: Arts and Culture, which you may find

SEM AMBASSADOR

Associate Professor Adriana Budeanu has agreed to be the ambassador for BSc SEM. Please feel free to contact her if you have any questions regarding responsible management education within the programme.



Adriana Budeanu:

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SEM STUDY DIRECTOR

Associate Professor Søren Henning Jensen serves as the study director for the BSc SEM programme.



Søren Henning Jensen:

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SEM CONCENTRATION COORDINATOR

Professor Trine Bille serves as the concentration coordinator for the BSc SEM Arts and Culture programme.



Trine Bille:

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SEM PROGRAMME MANAGER

Susanne Vad serves as the programme manager for the BSc SEM programme.



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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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PRME ACADEMIC DIRECTOR

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



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