



What Responsible Management
Competencies do
**BSc BUSINESS ADMINISTRATION
AND SERVICE MANAGEMENT:
SERVICE AND INNOVATION**
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, specifically the Service and Innovation 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 Service and Innovation 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 describe the aspects of responsible management education that are present in the courses taught in the Service and Innovation 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. In the context of this programme, responsible management is discussed from a managerial perspective by examining how service companies that are socially minded can also maximise profits. In addition, corporate actions are critically examined from a societal perspective in order to identify opportunities for stronger synergies between businesses and society.

COMPETENCY PROFILE

Discussions with the Study Board and faculty have identified the following competencies in responsible management that are developed by SEM students through their studies. The competencies were identified in Fall 2016 and are still valid for the 2018/2019 academic year:

- **The ability to understand the role of corporate social and environmental responsibilities in a service context.**
- **The ability to examine innovative approaches taken by service organizations in pursuit of sustainability goals.**
- **The ability to recognize and reflect on the challenges and opportunities for service innovations that arise from sustainability aspects.**

While all courses are naturally aimed at supporting the development of these competencies in BSc SEM students, they are specifically addressed in the flagship course *Service Innovation and Sustainability* (6th semester) and 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 are encouraged to discuss different points of views (pros and cons) of responsible management. According to both Marianne and the students themselves, the session was highly informative.

SERVICE MANAGEMENT FOUNDATIONS provides the students with a context for discussions on ethical issues pertaining to services and service sectors. Through cases and class discussions. The course explores innovation opportunities, and discusses how such opportunities can sometimes be created by corporate efforts to reduce the environmental and/or social impacts of their activities.

In **INTRODUCTION TO MANAGEMENT STUDIES**, students are firstly presented with the organisational biography of a firm. They gain the skills to recognise firm structures and processes, while also learning about contingency factors such as the environment and ethical stakeholder interaction. The course also explores the importance of responsibility to create value for both society and businesses, and presents 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

1st Year Project: Service Marketing

THIRD SEMESTER

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

ORGANISATIONAL BEHAVIOUR focuses on the use of multiple perspectives in order to understand business and organisational decisions. Making sense of organisations, power groups, cultures, leadership and environments are some of the key study focal points. Students are presented with stakeholder theory, as well as general environment and global trends. In addition, some of the key constructs of the course include the role of ethics in leadership and the role of CSR in organisational management, as well as many environmental considerations.

STRATEGY IN A SERVICE PERSPECTIVE introduces students to strategic planning and specifically references the use of CSR. In the 7th lecture a broad overview of CSR is introduced to students before the focus is narrowed down to 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 CSR is a relevant strategy for companies, but 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 the subject 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

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 4

Macroeconomics
Corporate Finance
Prediction Markets and Crowd Sourcing for Firm Innovation
2nd Year Project: Service Development and Design

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

SERVICE INNOVATION AND SUSTAINABILITY provides students with conceptual frameworks and theoretical knowledge that are relevant for critically examining how innovation in service organisations can contribute to sustainable development. The course takes the perspective of innovation as an approach to problem-solving, and focuses on strategic and managerial challenges raised by social and environmental aspects as relevant sources of innovative and creative thinking when developing product and services. The course combines theoretical knowledge, empirical case studies and tools that can be applied to examine and discuss sustainable innovations in service contexts. This is the flagship course of the BSc SEM (Service and Innovation) programme in terms of responsible management education.

Semester 6

Public Regulations

Service Innovation and Sustainability

Bachelor Project

Semester Overview: BSc SEM: Service and Innovation

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2017 - 2018  Max Schellmann	Service Management Foundations: Service and Innovation  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: Service and Innovation  Peter Amt Nielsen (JUR)
2016 Marianne Bertelsen	Introduction to Management Studies: Service and Innovation  Henrich Dahlgren (MARKTG)	Method II: Statistics and Quantitative Methods  H.C. Kongsted (IND)	Organizational Behaviour: Service and Innovation  Christian Frankel (IOA)	Corporate Finance  Ulf Nielsson (FI)		Service Innovation Sustainability  Adriana Budeanu (INT)
2010 - 2015 Adriana Budeanu	Service Management Operations: Service and Innovation  Ana Maria Murar (INT)	Service Marketing: 1st year Project  Jesper Clement (MARKTG)	Management Control Systems  Jytte Grambo Larsen (ACC)	Collective Intelligence: Crowdsourcing for Firm Innovation and Predictions  Carina Hallin (EGB)		Bachelor Project  Alfred Reckendrees (MPP)
	Method I: Philosophy of Science and Qualitative Methods  Jesper Strandgaard (IOA)		Strategy in a Service Perspective: Service and Innovation  Aleksey Korniychuk (SI)	Service Development and Design: 2nd Year Project  Adriana Budeanu (INT)		

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: Service and Innovation, which you may find useful:

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.



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SEM CONCENTRATION COORDINATOR

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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

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