



What Responsible Management
Competencies do
BSc BUSINESS ADMINISTRATION
AND SERVICE MANAGEMENT:
TOURISM AND HOSPITALITY
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, Tourism and Hospitality concentration. Through the Curriculum Development project, the CBS PRME office has sought to explore which competencies related to responsible management are acquired by BSc SEM students during their time in the programme. This report presents results based on findings from student focus groups and meetings and on-going interaction with faculty members. The purpose is to explicitly identify how these SEM competencies related to responsible management are integrated in different courses and to encourage a coherent progression across the entire programme.

In 2013 the BSc SEM programme introduced a new structure of three concentrations for specialisations: Tourism and Hospitality, Arts and Culture, and Service Innovation. This report will specifically describe the aspects of educational input on responsible management included in the courses taught in the Tourism and Hospitality concentration. By combining the knowledge gained in various courses throughout the programme, students attain a thorough understanding 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 educational input on responsible management.

COMPETENCY PROFILE

Discussions with members of the Study Board and faculty have identified the following competencies in responsible management acquired by SEM students through their studies:

- **The ability to understand the environmental and social impacts of tourism developments on destination communities.**
- **The ability to discuss and reflect on the implications of CSR policies for strategy and management in tourism organizations.**
- **The ability to reflect critically on how tourism businesses can contribute to sustainable development through social entrepreneurship.**

While most courses are naturally aimed at supporting the development of these competencies in BSc SEM students, they are specifically addressed in the flagship course: *Tourism, Social Entrepreneurship and Sustainability* (6th semester), and further elaborated on in the following corner stone courses: *Service Management Foundations, Service Economics, Introduction to Management Systems* (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 programme director, Trine Bille, for her 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. Adriana Budeanu was the SEM faculty representative for Responsibility Day from 2010 to 2015. In 2016, Marianne Bertelsen facilitated Responsibility Day for SEM. During the day, students are taught about responsibility issues from an SEM perspective and encouraged to discuss different points of view (pro's and con's) of responsible management. The main points are then summarised in class. According to both Marianne and the students themselves, the last session was highly informative.

Semester 1

Service Management Foundations

Introduction to Management Studies

Service Economics

Philosophy of Science and Qualitative Methods

Service Management Foundations provides the students with a context for discussions on ethical issues pertaining to tourism organizations and policy. The Tourism and Hospitality concentration touches upon the subject of green tourism, while also investigating the downsides of tourism and the impact it has on local society.

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

Service Economics provides educational input on responsible management in three specific contexts. It is thoroughly discussed in the context of operation management, and the case of Amy Ice-cream is used to generate a discussion of employees' empowerment 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.

SECOND SEMESTER

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

Semester 2

Managerial Economics

Statistics and Quantitative Methods

1st Year Project: Tourism Marketing

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 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 session typically includes at least one ethics-related question.

Semester 3

Financial Accounting

Organisational Behaviour

Management Control Systems

Strategy in a Service Perspective

ORGANISATIONAL BEHAVIOUR focuses on developing students' awareness of the importance of 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 introduced to 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, together with many environmental considerations.

STRATEGY IN A SERVICE PERSPECTIVE introduces students to strategic planning and specifically references the use of CSR. The 7th lecture presents students with a broad overview of CSR, which is then narrowed down to a focus on its use 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 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.

FOURTH SEMESTER

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

Semester 4

Macroeconomics

Corporate Finance

Tourism Supply and Operations Management

2nd Year Project: Contemporary Issues in
Tourism Demand

FIFTH SEMESTER

This semester is dedicated to an exchange, elective courses or an internship within a company. Of the **112** electives available to the Tourism and Hospitality concentration, **7** directly address responsible management, including *Introduction to Sustainable Business*, *Greening Product and Service Design Processes*, and *Introduction to Social*

Semester 5

Elective Courses, Exchange or Internship

SIXTH SEMESTER

TOURISM, SOCIAL ENTREPRENEURSHIP AND SUSTAINABILITY aims at providing students with the appropriate conceptual frameworks and knowledge they need to reflect critically on how tourism businesses can contribute to sustainable development through social entrepreneurship, and – more specifically – how tourism entrepreneurs can act as drivers of development and sustainability. The UN Development Programme states that development

is ‘the expansion of people’s freedoms to live long, healthy and creative lives; to advance goals they have reason to value; and to engage actively in shaping development equitably and sustainably on a shared planet. People are both the beneficiaries and the drivers of human development, as individuals and in groups. Social entrepreneurship, in turn, is ‘motivated primarily by social benefit to address social problems or needs that are unmet by government and the private sector in a way that is generally congruent with market forces (Brooks 2009, p. 177). Such businesses usually start small and local, but also grow to have global relevance, as we can see with the example of microfinance. This is the flagship course of the BSc SEM (Tourism and Hospitality) programme in terms of responsible management education.

Semester 6

Public Regulations

Tourism, Social Entrepreneurship and Sustainability

Bachelor Project

Semester Overview: BSc SEM: Tourism and Hospitality

Responsibility Day	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2016	Service Management Foundations: Tourism and Hospitality	Managerial Economics	Financial Accounting	Macroeconomics	Elective Courses, Exchange or Internship	Public Regulations: Tourism and Hospitality
Marianne Bertelsen	Adriana Budeanu (INT) Marianne Bertelsen (MPP)	Leonardo Santiago (ON)	Nina Sormunen (ACC)	Svend Erik Hougaard Jensen (ECON)	Georg Ringe (LAW)	Florence Vilchesche (INT) Ana Maria Munar (INT)
2010 - 2015	Introduction to Management Studies: Tourism and Hospitality Adriana Budeanu	Method II: Statistics and Quantitative Methods Christian Knudsen (MARK16)	Organizational Behaviour: Tourism and Hospitality Silviya Svetjenova Velikova (IDA) Roar Vester Bovim (IDA)	Corporate Finance Ulf Nilsson (FI)	Tourism, Social Entrepreneurship and Sustainability	
		H.C. Kongsted (NO)	Jesper Dierment (MARK16)	Management Control Systems Jytte Grambo Larsen (ACC)	Tourism Supply and Operations Management Carina Antonia Hallin (INT)	Bachelor Project Alfred Reckendorff (MPP)
				Strategy in a Service Perspective: Tourism and Hospitality Magdalena Dobralska (SMG)	2nd Year Project: Contemporary Issues in Tourism Demand Ana Maria Munar (INT)	
				Jesper Strandgaard (IDA)		

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 BSc SEM: Tourism and Hospitality, 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 Trine Bille serves as the study director for the BSc SEM programme.



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SEM CONCENTRATION COORDINATOR

Ana Maria Munar serves as the concentration coordinator for the BSc SEM Tourism and Hospitality programme.



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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

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PRME ACADEMIC DIRECTOR

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