



What Responsible Management
Competencies do
**HA ERHVERVSØKONOMI
INFORMATIONSTEKNOLOGI**
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 that responsible management education plays in the HA Erhvervsøkonomi – informationsteknologi HA(it.) 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 HA(it.) 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 HA (it.) competencies are integrated in different courses and to encourage a coherent progression across the entire programme.

HA(it.) is an inter-disciplinary programme that integrates knowledge, skills, and competencies in the interplay between information technology (IT), business and management. Responsible management not only plays an important role within each of the three disciplines in the programme, i.e. IT, Business Administration, and Organisation, but also across the disciplines. Responsibility is a

core value in the programme. It is strongly believed that the attitudes and behaviour that students develop during their studies will influence not only their future careers in IT and business but also impact societal conditions in the digital era.

The main focus on responsible management in the HA(it.) programme is in accordance with the guiding principles that are common to the three disciplines in the programme:

- The HA(it.) programme includes topics on responsible management in courses within and across the three disciplines.
- The HA(it.) programme reflects responsible approaches in teaching styles, learning objectives, teaching philosophies, theoretical perspectives, the composition of teachers, and exam activities.
- The HA(it.) programme helps develop conducts responsible practices by fostering reflective students who are responsible for their own learning and who engage actively with faculty.

COMPETENCY PROFILE

Discussions with members of the Study Board and faculty have identified the following competencies related to responsible management that are acquired by HA(it.) students. The competencies were identified in Fall 2016 and are still valid for the academic year 2018/2019.

- **The ability to understand the central role of responsible management within the context of IT, business, and management.**
- **The ability to explicitly account for the underlying principles behind responsible management practices in the interplay between IT, business, and management.**
- **The ability to recognise the complexity involved in practising responsible management, including its impact and consequences at individual, group, organisational, inter-organisational, and societal levels.**

While all courses are naturally aimed at supporting the development of these competencies in HA (it.) students, they are specifically addressed in the flagship course *Indføring i organisationers opbygning og funktion* and further elaborated on in the following corner stone courses: *Introduction to Information Systems and Information Systems Development, Virksomhedernes beslutningssituationer, Virksomhedernes beslutningssituationer* (1st semester); *Indføring i organisationers opbygning og funktion fortsat* (2nd semester); *IT-forandringsledelse, Makroøkonomi* (3rd semester); *IT-strategi, Virksomhedens interne økonomiske organisering* (4th semester); *Innovation og ny teknologi, Den beslutnings- og den styringsorienterede økonomistyring, Innovation og ny teknologi* (5th semester); and *Bachelorprojekt* (6th semester).

Finally, we would like to express our gratitude to all those who contributed to this project. In particular, we would like to thank Tina Blegind Jensen for all her help with the development of this report and for acting as an ambassador for the HA(it.) programme. We would also like to acknowledge the study board director, Kim Normann Andersen, for his continuous support.

SEMESTER REVIEW OF RESPONSIBLE MANAGEMENT AT HA (IT.)

FIRST SEMESTER

RESPONSIBILITY DAY is the first opportunity for HA (it.) 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. Attila Marton was the representative at Responsibility Day in 2016 and 2017. In 2018 Jacob Nørberg facilitated the day. During the day, students are given a general introduction to responsibility management in the context of IT, business, and management, and more specifically in relation to the HA(it.) programme (i.e., content and structure). The topics presented to students include input on how to ethically manage intellectual property, safeguard information privacy, maintain secure and virus-free computer systems, utilise energy-efficient technologies, and support efforts to reduce the digital divide. Students also discuss ethical concerns related to the programming of autonomous cars. In addition, students are challenged to reflect on the question of 'What is an (ir)responsible teacher, student or CIO?'

Semester 1

Intrdocution to Information Systems and Information Systems Development
Indføring i organisationers opbygning og funktion
Virksomhedernes beslutningssituationer
Programmering og udvikling af små systemer og databaser

The course **INTRODUCTION TO INFORMATION SYSTEMS AND INFORMATION SYSTEMS DEVELOPMENT** includes a session dedicated to the topic of ethical responsibilities in relation to information systems. Students discuss, for example, the responsibility of managers in controlling or granting employee access to internet resources, and the responsibilities of employees in using these resources in their day-to-day work. The course book dedicates an entire chapter to presenting these ethical, legal, and moral responsibilities that follow from designing, developing, and managing computer based information systems. Other chapters also present the corporate and societal risks of crime related to computer and information technology, the impact of technology on employment and personal privacy, as well as the professional duties that come with working in the IT world, including the protection of sensitive and/or confidential information.

INDFØRING I ORGANISATIONERS OPBYGNING OG FUNKTION introduces students to responsibility issues as a central part of all organisational life. This is done by discussing responsible and ethical behaviour with respect to strategy, structure, culture, decision-making, motivation, and management/leadership. Specifically, an introductory chapter in the course reading material reflects on corporate social responsibility (CSR), including economic, legal, ethical and philanthropic issues. Furthermore, the course provides a very diverse set of theories and perspectives on organisational behaviour to allow for a broad foundation or toolbox for students to form insights and solid arguments. In this context students learn to apply different research designs and methods to examine organizational issues. The course emphasises close collaboration with industry by inviting guest lecturers and by asking students to conduct a project within an organisation. This is done to ensure that theory and practice are closely interrelated. This is the flagship course of the HA(it.) programme in terms of responsible management education.

The course **VIRKSOMHEDERNES BESLUTNINGSSITUATIONER** presents students with the problem of how to optimise the scarce resources of an organisation and in this way optimise the resources of society. Students are introduced to the challenges that confront many organisations, including the need to take into account a diverse range of expectations from the surrounding society, which can be crucial for the survival of the organisation.

SECOND SEMESTER

INDFØRING I ORGANISATIONERS OPBYGNING OG FUNKTION II addresses the responsible management in a similar matter to the first semester.

Semester 2

Regnskabsvæsen
IT-projektledelse
Programmering og udvikling af små systemer samt databaser II
Indføring i organisationers opbygning og funktion II

THIRD SEMESTER

IT-FORANDRINGSLEDELSE addresses Principles of Responsible Management Education by discussing a case written by Louise Harder Fischer: “The Significance of a change leaders mindset”.

MAKROØKONOMI addresses the importance of optimising the scarce resources of society as a whole, both at industry and organisational level. Moral issues regarding maximising the wealth of society, the distribution of wealth – in a society and between societies/countries – and growth are discussed in many models, from Pareto-efficient equilibria over (lack of) solidarity in monetary regimes to long-run growth models (Solow).

Semester 3

Finansiering
IT-forandringsledelse
Distribuerede Systemer
Makroøkonomi

FOURTH SEMESTER

VIRKSOMHEDENS INTERNE ØKONOMISKE ORGANISERING includes a discussion on the issue of self-interested individuals and profit-maximising companies, as well as the possibilities of aligning these different interests in a decision-making environment. The course teaches students how they can identify and thus prevent self-interested behaviour (some times called ‘gaming’), thereby saving costs for both companies and society. The focus is on understanding the consequences of such self-interest and profit maximisation.

Semester 4

Virksomhedens interne økonomiske organisering
IT Strategi
Analyse og design af brugervenlige informationssystemer

IT-STRATEGI focuses on how organisations align their digital/IT portfolios with their overall strategic goals. The course introduces the general strategy models and tools applied by businesses. Students discuss how IT and digitalization can be used in a responsible manner both within organisations and in relation to external stakeholders. The course touches upon digital/IT-driven optimisation of work processes and the importance of not compromising the privacy and integrity of individual employees. Another perspective of responsible management within organisations relates to the governance of IT. The governance perspective includes an introduction to recognised models for example CoBIT and ITIL. Data and the use of data is a theme touched upon throughout the course and in relation to the generic strategy models traditionally taught at business schools.

FIFTH SEMESTER

DEN BESLUTNINGS- OG DEN STYRINGSORIENTERED E ØKONOMISTYRING builds upon the same framing as VØS (4) but with an extended focus on companies' costing side. The following issues are highlighted for the students in various dimensions and models: the importance of taxing some of the scarce resources of organisations; the need to allocate different kinds of costs to decentralised units to prevent over-use and slack in the organisation. The course also raises students' awareness of the importance of considering 'externalities', including the need for decision-makers to be aware of the consequences for wealth and distribution when they act and affect other individuals, organisations, companies or society.

Semester 5

Den beslutnings- og den styringsorienterede økonomistyring

Innovation og ny teknologi

Elective Courses

INNOVATION OG NY TEKNOLOGI exposes students to contemporary technological trends with an explicit emphasis on business opportunities and challenges associated with IT-driven innovations. Specifically, the course covers a wide range of topics related to the strategic management of technological innovations, including The Innovator's Dilemma, ecosystems, platform thinking, crowdsourcing, and social networks. The concluding lectures in this course are dedicated to discussing the 'dark side of technological innovation', emphasising privacy and security concerns, misguided expectations and cyber-bullying.

This semester is furthermore dedicated to elective courses. A number of electives at CBS directly address issues of responsible management.

SIXTH 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 6

Bachelor Project

IT - kontrakter

Semester Overview: HA (it.)

RESPONSIBILITY DAY	SEMESTER 1	SEMESTER 2	SEMESTER 3	SEMESTER 4	SEMESTER 5	SEMESTER 6
2018  Jacob Nørbjerg	Introduction to Information Systems and Information Systems Development  Till Winkler (DIGI)	Regnskabsvæsen  Leif Christensen (ACC)	Finansiering  Claus Parum (FI)	Analyse og design af brugervenlige informations-systemer  Jacob Nørbjerg (DIGI)	Den beslutnings- og den styringsorienterede økonomi-styrning  Tamas Vamasi (OM)	Bachelorprojekt  Louise Harder Fischer (DIGI)
2016-2017 Attila Marton	Virksomhedens beslutnings-situationer  Tamas Vamasi (OM)	IT-projektledelse  Annette Vibeke Lotz (DIGI)	IT-forandringsledelse  Louise Harder Fischer (DIGI)	IT-strategi  Abayomi Bayere (DIGI)	Innovation og ny teknologi  Thomas Jensen (DIGI)	It-kontrakter  Jan Trzaskowski (JUR)
2013- 2015 Maralke Buus Tine Blegind Jensen	Indføring i organisationers opbygning og funktion  Ali Shah (DIGI)	Indføring i organisationers opbygning og funktion fortsat  Ali Shah (DIGI)	Makroøkonomi  Tamas Vamasi (OM)	Virksomhedens interne økonomiske organisering  Tamas Vamasi (OM)	Elective Course	
2012 Helle Zimmer Henriksen	Programmering og udvikling af små systemer og databaser  Jacob Nørbjerg (DIGI)	Programmering og udvikling af små systemer samt databaser fortsat  Inge-Lise Salomon Mads Nyborg (DIGI)	Distribuerede Systemer  Jacob Nørbjerg (DIGI)		Elective 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.

Flagship Course

Corner Stone Course

CONTACTS AND RESOURCES

Below we have a list of the key people associated with HA (it.), which you may find useful:

HA (IT.) AMBASSADOR

Professor Tina Blegind Jensen has agreed to be the ambassador for HA(it.). Please feel free to contact her if you have any questions regarding responsible management education within the programme.



Tina Blegind Jensen:

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HA (IT.) STUDY DIRECTOR

Professor Kim Normann Andersen serves as the Study Director for the HA(it.) programme.



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HA (IT.) PROGRAMME MANAGER

Susanne Stockholm serves as the study secretary for the HA(it.) programme.



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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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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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