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## Business as a Profession

Anglia Ruskin University  
Cambridge  
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### Is Business Management a Profession?



Rakesh Khurana  
Harvard Business School

If management was a  
**licensed profession**  
on a par with **law** or  
**medicine**,  
there might  
be **fewer opportunities**  
for corporate **bad**  
**guys**.

## Criteria of a „bona fide” profession

- (1) Common body of **knowledge**
- (2) System for **certifying** that individuals possess such knowledge
- (3) Commitment to use knowledge for the **public good**
- (4) Code of **ethics** with sanctions



**Ian I. Mitroff**  
USC Los Angeles

Business schools are guilty of being active **accomplices** and **co-conspirators** in the criminal behavior of corporate bad guys.

## Business schools have promulgated

- a **distorted view of human nature** (humans are motivated solely by greed and purely opportunistic),
- a narrow and outdated notion of ethics (**materialistic egoism**)
- a **limited** definition of the **role of management** (management is about making money and can be captured solely in economic terms)

Occupations are defined as **professions** to the degree to which they **serve society**.

Unless management **lives up** to that **service standard**, it calls into question what business schools are doing.



**Joel M. Podolny,**  
Dean, Yale School of  
Management

## **CEMS – Global Alliance for Management Education**

**The CEMS Masters in International  
Management Program  
has been ranked the best in the world  
in 2009  
by Financial Times.**

## **The Future International Manager**

A Vision of the Roles and  
Duties of Management

Edited by Laszlo Zsolnai  
and Antonio Tencati



## The Future International Manager

- (i) is committed to **environmental sustainability**,
- (ii) exercises **social responsibility**,
- (iii) works with **sensitivity** toward **gender and diversity** issues,
- (iv) harmonizes **information communication technologies** with processes and **organizational culture**,

## The Future International Manager (cont.)

- (v) applies **holistic perspective** in problem solving,
- (vi) cooperates with **social and political actors**,
- (vii) is engaged in **progressive entrepreneurship**.

**Unless future business managers demonstrate that they serve the common good in their daily practice, the legitimacy and moral standing of the business profession remain questionable.**

**<http://laszlo-zsolnai.net>**