**1st Semester**

**Managing Responsible AI**

**INSTRUCTORS:** Milton de Sousa & Sara Guerreiro de Sousa (as Invited Lecturer)

The course is done in partnership with the Centre for Responsible AI (<https://centerforresponsible.ai/>)

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**SHORT BIOS:**

**Milton de Sousa**

* Associate Professor
* PhD in Management, RSM, Erasmus University
* MBA with Distinction, University of Bradford
* Electrical and Computer Engineering Degree, University of Porto
* Teaching at Nova SBE: Organizational Behaviour, Global Leadership, Global Talent Management, Systems Change, Managing Responsible AI
* Research interests: servant leadership and responsible AI
* Executive education: academic director and leadership development for various MNCs.
* Invited Professor at University of Tilburg (the Netherlands), Sasin (Thailand), and American University in Cairo (Egypt).
* Milton’s work experience spans over 25 years, 14 of which while living in the Netherlands, in international management roles, consulting, leadership development and entrepreneurship. He chaired 3 editions of the Estoril Conferences and worked closely with the World Bank, UN, NATO, and the European Commission in several projects. Previously he was also director of the MBA programs at RSM, Erasmus University.

**Sara Guerreiro de Sousa (Invited Lecturer)**

* Bio

**OFFICE HOURS**

Meetings upon request.

**COURSE DESCRIPTION AND CONTENT**

Artificial Intelligence (AI) is changing the social fabric of society, with immense implications for organizations. Managers are confronted with many regulatory and ethical challenges posed by the development and adoption of AI. These include aspects related to inclusive practices (can AI truly ensure equity and fairness?), environmental sustainability (can the planet withstand the energy necessary to feed the computational power of AI?), and explainability (how can we understand and trust the outputs of AI?). Some even ask whether AI can put humanity at risk. Following from these questions, there are new standards, laws and regulations emerging that will affect organizations in many ways. On top of existing Data compliance frameworks (e.g. GDPR), AI specific frameworks will condition management decisions (e.g. EU AI Act) but may also provide new opportunities.

It is against this background that managers need to develop a strong understanding of what Responsible AI is and how it will affect their roles and decision-making. Managing Responsible AI aims at preparing management students for this new reality.

**LEARNING GOALS**

We address the five learning outcomes of the CEMS programme, namely: internationalism, reflective critical thinking, business-embeddedness, responsible citizenship and comprehensive leadership. In specific, by the end of the program you will be able to:

Knowledge

* Understand what Responsible AI is in its different dimensions.
* Identify the main components of existing frameworks for Data and AI regulation.
* Incorporate Responsible AI principles during the product development process.
* Realize the strategic relevance of Responsible AI for organizations.

Skills

* Critically reflect upon the ethical implications of AI in real contexts.
* Incorporate ethical reasoning dimensions when developing and deploying AI solutions.
* Establish multi-disciplinary dialogue with different AI fields.

Attitude

* Be considerate of the ethical implications of AI.
* Open up new perspectives on management.
* Realize the impact of AI on your role as a manager.

**TEACHING AND LEARNING METHODS**

We will start with an initial introduction on the dimensions of Responsible AI, and the latest developments regarding regulatory frameworks. We will then cover various cases of AI development and deployment in different sectors and organizational areas (e.g. health, retail, industry, HR). These are real cases, including examples from the Centre for Responsible AI. The main goals are to explore the ethical implications of AI in these situations from a multi-stakeholder perspective, consider the specific impact of existing laws and regulations, and develop sound managerial judgement when making strategic decisions.

**COURSE STRUCTURE**

The structure of the course is outlined below.

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|  | **Content** |
| **Session 1**  | **The field of Responsible AI** * Introduction to the course.
* The Responsible AI dimensions, including examples and cases.
* Data and AI regulatory frameworks and their impact on organizations.
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| **Session 2** | **Health Case Study*** Presentation of the case.
* Group work and discussion facilitated by faculty.
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| **Session 3** | **Retail Case Study*** Presentation of the case.
* Group work and discussion facilitated by faculty.
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| **Session 4** | **Industry Case Study*** Presentation of the case.
* Group work and discussion facilitated by faculty.
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| **Session 5**  | **HR Management Case Study*** Presentation of the case.
* Group work and discussion facilitated by faculty.
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| **Session 6** | **Becoming a Responsible AI Manager*** Concluding thoughts (brief group presentations with main conclusions and debate).
* Guest speaker (AI entrepreneur or Chief Data/AI officer).
* Developing a personal learning agenda for Responsible AI.
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**ASSESSMENT**

* Group assignment (50%): Prepare a presentation with the main conclusions regarding the different cases explored in class (presentations will be held in class with the presence of a guest speaker). A template will be given in advance.
* Individual assignment (50%): Interview 3 AI entrepreneurs and provide a critical reflection on how they (fail to) incorporate principles of Responsible AI in their practices, while incorporating the topics explored in class.

**BIBLIOGRAPHY AND OTHER RESOURCES**

Stahl, B. C., Schroeder, D., & Rodrigues, R. (2023). *Ethics of Artificial Intelligence: Case Studies and Options for Addressing Ethical Challenges*. Springer Nature.