

Global Executive MBA Forum
Business Ethics and Corporate Social Performance
University of Pittsburgh
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OVERVIEW

Leaders in business today need to skillfully and responsibly face the challenges of a changing global-business environment. This course examines concepts, issues, and tools related to the management of ethics, social responsibility in business, and the management of diverse stakeholders within global business environments. Participants learn how to recognize and respond to ethical problems, to understand their personal responsibilities as business managers, to evaluate various ethical frameworks, to apply a process of effective decision making to ethical problems, to grasp relationships between ethical behavior and organizational structure and processes, and to manage the ethical and social problems and opportunities arising from organizational, institutional, societal, and global dimensions of the business environment.

COURSE OBJECTIVES

There are several key objectives in this course that include providing students with the opportunity to:

- Apply the basic tools of ethical analysis, enabling students to deal with ethical issues and apply relevant ethical standards to challenging ethical dilemmas;
- Understand the various contextual factors that influence ethical decision making for managers in complex organizational situations;
- Explore the factors that influence the broad context of managerial ethics that include corporate social responsibility, stakeholder management and corporate social performance within a dynamic global context;
- Develop a personal understanding of how to analyse and solve real-world ethical dilemmas that impact managers, employees, peers and key external stakeholders that helps to maximize effectiveness for the organization.

COURSE READINGS AND CASE STUDIES

Readings

- Building a Business Case for Ethics – *Institute for Corporate Ethics*
- Ethics: A Basic Framework – *Harvard Business School Publishing*
- Avoiding Ethics Danger Zones – *Institute for Corporate Ethics*
- Ethical Breakdowns – *Harvard Business Review*
- Managing Ethics and Legal Compliance: What Works and What Doesn't Work – *California Management Review*
- Managing for Organizational Integrity – *Harvard Business Review*
- Values in Tension: Ethics Away From Home – *Harvard Business Review*
- The Role of Collaboration in Achieving Corporate Social Responsibility Objectives – *California Management Review*
- Learning to Navigate the Rough Seas of Ethics – *Harvard Business Review*
- Business Ethics: A View from the Trenches – *California Management Review*
- Corporate Social Responsibility: Doing Well By Doing Good – *Business Horizons*

Case Studies

- Leadership, Culture and Transition at Lululemon (Part A is provided via internet link distributed prior to Global Executive Forum)
- Lululemon Revisited – Parts (B) and (C) – can be accessed via Courseweb

COURSE REQUIREMENTS

There are four (4) components that will be used to evaluate your performance in the class:

- 1) **Individual Ethical Dilemma (20%):** Each student will be asked to prepare a 2 page ethical dilemma that you have witnessed or experienced (please disguise individual names and any reference to the firm/organization). This dilemma should describe a situation in which an individual faces a specific ethical dilemma, decision or challenge and what circumstances, issues and reactions were involved. Please avoid macro level dilemmas (e.g., organizational, cultural, national) as the subject of your paper. It is recommended that you do not provide a solution or outline any recommendations to your individual ethical dilemma. This ethical dilemma write up should be uploaded into CourseWeb on or before **Monday, August 26th at 12pm (EST)**. Instructions on how to upload your assignments can be found within course web (do not email them to the instructor as an attachment). Please also bring a hard copy of your individual dilemma to share with your dilemma partner who will be assigned during our first class session. Evaluation criteria for the individual ethical dilemma assignment are available in CourseWeb.

- 2) **Individual Ethical Analysis (20%):** Each person will be assigned a GEF partner within the class to discuss the ethical dilemma prepared for the GEF. After reviewing and discussing their dilemma, you are asked to prepare a 2 page analysis of your partner's dilemma which is **due by Friday, August 30th**. Time will be provided during the GEF to talk with one another about each individual ethical dilemma. This analysis will require you to apply concepts discussed during the course to analyze your partner's ethical dilemma and provide specific recommendations and a course of action that are consistent with your analysis.
- 3) **Team Case Analyses & CSR Briefings (40%):** You will be asked complete a corporate social responsibility (CSR) analysis and briefing within teams of 4-6 students. Keep in mind that this assignment must reflect the combined efforts of all team members. You are to select an organization (excluding BNY Mellon) that issues a formal **CSR Report** and provide a briefing and analysis using concepts, approaches and materials discussed in class. Each team will be asked to provide a 15-20 minute presentation on their selected CSR company report. The PowerPoint file must given to the instructor prior to the team's presentation. Both the PowerPoint file and team presentation will be evaluated and one grade issued for the entire team. In addition, peer feedback will be collected and included as part of the grade for the team analysis. Instructor grading will count for 90% and peer feedback will count for 10% of the grade for this assignment.
- 4) **Ethics in Negotiation Simulation (20%).** You will each complete several negotiations during the Global Executive Forum. Each negotiation exercise will be scored across a number of dimensions as outlined by standard devised by the American Bar Association that includes "ethical behavior". Based on the feedback you received from the final negotiation exercise, you will receive a rating on ethical behavior dimension that will be counted toward your final grade in the ethics course. Ethics in Negotiation Simulation and grading will take place as identified by the instructor during the GEF.

Make-Up and Attendance Policies

Class attendance is a mandatory and graded aspect of this course. Students are required to notify the instructor prior to the scheduled class of any absences. Only absences for personal illness and/or medical emergencies will be considered excused absences. Missing one than one session of this course will require that an either and automatic failure or incomplete grate. Incomplete (I) grades are only given for verified health/medical emergencies only and must be approved by the instructor prior to the final class session.

COURSE SCHEDULE, READINGS AND ASSIGNMENTS

Pre-session assignment: Review all materials provided on the multimedia case study entitled, “Leadership, Culture and Transition at Lululemon” distributed prior to the forum.

Your 2-page individual ethical dilemma write up should be uploaded into CourseWeb on or before Monday, August 26th at 12pm (EST).

Sessions 1: Introduction and Business Case for Ethics

Readings: “Building a Business Case for Ethics”; “Ethics: A Basic Framework”;

Cases: “Leadership, Culture, and Transition at Lululemon” – (Multimedia Case)

Assignments: Group discussion of Lululemon (A) case study; Dilemma partners assigned (share individual dilemma hard copy)

Sessions 2&3: Organizational Policies and Ethics Dilemmas

Readings: “Avoiding Ethical Danger Zones”; “Ethical Breakdowns” “Managing for Organizational Integrity”; “Managing Ethics and Legal Compliance”; “Business Ethics: A View from the Trenches”

Cases: Lululemon (B) Revisited – “When Autonomy and Accountability Conflict”

Assignments: Individual Ethical Dilemmas uploaded into CourseWeb;

Sessions 4&5: Corporate Social Responsibility - Going Beyond Compliance

Readings: “Managing for Organizational Integrity”; “Managing Ethics and Legal Compliance”; “Business Ethics: A View from the Trenches”; “Corporate Social Responsibility: Doing Well By Doing Good”; 2012 CSR Report from BNY Mellon

Cases: Lululemon (C) Revisited – “Global expansion or risky venture?”

Assignments: Group discussion for Lululemon (C)

Sessions 6-9: Corporate Social Responsibility - Going Beyond Compliance

Assignments: Group CSR briefings and participation in the scored negotiations simulation to take place during these sessions (details and scheduling to be discussed during the global forum)

Post-session assignment: Your 2-page individual analysis of your partner’s ethical dilemma should be uploaded into CourseWeb on or before **Friday, August 30th**.

Guidelines for Case Analyses and Presentations

Here are some things to think about as you prepare your team case analyses for this course. Below are a few of the key points that should be covered in all case analyses:

- What is the central issue or critical dilemma facing this individual/organization?
- What key concepts or tool you have studied in this course help you to understand the situation facing this organization?
- What are your recommendations for addressing key issues you have identified that are facing the individual and/or organization in this situation?

Case analysis and presentations will be evaluated by the following criteria:

1. Content (40%)

- a. Use of course concepts that are clearly defined and explained
- b. Correct application of relevant course concepts to specific case details
- c. Action steps and/or recommendations that are specific and concrete

2. Clarity (40%)

- a. Consistency between the analysis and action steps/recommendations
- b. Focus on critical issues from an ethics/social responsibility perspective with a balance between “breath” and “depth” (focusing more on the latter)
- c. Good structure and logical flow of arguments and adequate technical dimensions of presentation (grammar, style, organization, transitions, etc.)

3. Creativity (20%)

- a. Different or unique view of problem or analysis of case. Distinctive or innovative approach.
- b. Innovative or create format and/or delivery of information

Helpful Suggestions:

Keep in mind the following keys to success in preparing all case analyses and team presentations:

1. Assume that I have read the case. Avoid re-stating case details except in circumstances where these details are being included as concrete examples of core course concepts, analysis or recommendation.
2. Focus on depth of analysis versus breath of coverage. Cover 2-3 key issues or areas of concern and provide supportive concepts, theories and recommendations for these issues. Avoid raising an issue that you are not prepared to address or analyze.
3. Don't overlook the technical aspects of your paper/presentation. Remember that lack of attention to the technical aspects can reduce clarity. Organization, grammar, presentation style, and logical flow are keys to the overall clarity and persuasiveness of your work.
4. Make sure recommendations are linked to the analysis. Be sure that the analysis of the situation or problem is linked to or logically follows the recommendations presented for change.