

## Module's Specification Form

Teacher: Anne Caspari

### Aims of the module

- This course offers students a fully integrated, multi-disciplinary framework to understand, comprehend, feel, apply and assess both ethical issues and personal values in themselves, in different mind sets or developmental stages in individuals, organisations and societies, including their background dynamics and evolution. Students will fully access the motivators behind moral philosophies, applied to organisational and business situations in local and global context. The course will provide a profound ethical decision making framework, and insights into the foundations of value based leadership. Case studies will exemplify the elaboration of ethics programs, policies and ethical audits.
- Through the application of K. Wilber's integral framework and the Spiral Dynamics integral value model to business ethics, the students will learn a cutting edge approach to the most pressing ethical issues of today's global market, problems and challenges.

### General learning outcomes

#### Knowledge and understanding

The students will gain knowledge and understanding of:

- Gain knowledge about the main ethics models, concepts, theories and debates between various moral theories. Relate these terms and concepts to different situations and different types of organizations, taking in consideration the issues in business ethics as it relates to a global economy.
- Identify ethical issues that are common in business including honesty and fairness, conflicts of interest, fraud, discrimination, and information technology
- Define values, ethics and ethical leadership from several perspectives. Learn how to assess their own approaches and values.
- Learn how to apply qualitative analysis to ethical and values issues with mayor analysis and evaluation tools: the integral framework, Spiral dynamics, Triple bottom line, ethical audits
- Value codes that drive societies and individual behaviours and belief systems, and effective communication
- Value systems and Leadership principles, the nature of change management. Understand how power bases and leadership can influence ethical decisions
- Discuss ethics in relation to social responsibility. Explain Carroll's Model of Social Responsibility.
- Understand the importance of ethical decision-making and the issues associated with corporate governance.
- Understand the philosophical approaches to ethics including egoism, utilitarianism, deontology, relativist perspective, virtue ethics, and justice ethics and apply them to approach an ethical issue.
- Understand how the organizational factors of relationships and conflicts can influence our decision-making in relation to ethics.
- Understand the importance of an organizational ethics program.

**Understand the process of setting up an ethics audit including methods of measuring, verifying results, and reporting the findings.**

#### Cognitive skills

You will be able to:

- carry out integral analysis using the AQAL method and Spiral Dynamics integral
- identify, assess and apply internal factors such as integrity, responsibility, values, morals
- deliver effective and inspiring presentations to different target groups
- access leadership and change

## Teaching strategies

Lessons, case studies of ongoing international cases and projects, input from external guest lecturers, presentations from students with feedback rounds.

## Method of assessment

2 smaller oral and written exams, presentations of projects in Team effort -Presentations  
1 final written exam

## Required textbook

"Business Ethics: Ethical Decision Making and Cases", O. C. Ferrell, John Fraedrich, Linda Ferrell, 7th edition 2008

## Other readings

"Leadership and the Corporate Sustainability Challenge – Mindsets in Action" Avastone Consulting, 2008

"Personal Integrity Course", Avatar Mini Course, H. Palmer, 2003

"A Theory of Everything. An integral vision for Business, Politics, Science and Spirituality", K. Wilber, Shambhala, 2001

"Spiral Dynamics. Mastering values, leadership, and change", D.E. Beck, C.C. Cowan. Blackwell Publishing 1996

"Metamanagement", F. Kofman, Elsevier, 2005

"The 7 Habits of Highly Effective People", S.R. Covey, Free Press, 2003

## Guidelines for projects/assignments/case studies(if any)

### Guidelines for case study group work

Each group is expected to make an oral presentation to the rest of the class and submit a written paper of your findings. The objective of the case studies are

- aiding team members to develop practical case study applying the integral framework as a tool to organize knowledge and extrapolate diagnosis and solutions
- address some relevant questions for managing sustainability issues in the context of markets, global change, planning and communication
- sensing and understanding global trends
- getting accustomed to centre of gravity communication for successful and efficient presentations and leadership.
- Working in a team

Word documents will be turned in before the presentation to the Academic Affairs Department (check deadlines). Late papers will be reduced by one half grade for each day late.

In grading, the following factors will be taken into account:

- 1) Quality of the analysis based on facts and interpretation (written)
- 2) Overall quality of the paper: structured conclusion, bibliography and footnotes (written)
- 3) Quality of the PowerPoint presentation: structure of the presentation, design and presentation itself (oral)

### Formative assessment:

The students, individually and in small groups (two max) investigate case studies in the field of business ethics as homework. The students will present a case in the following lessons to the class with a small PowerPoint presentation showing background information and displaying the background of ethical/non ethical conducts of major companies and the lessons learnt.

The Case Studies will concern the following companies: Nike, Starbucks, Worldcom, Enron, The Bodyshop, Benetton, WholeFoodsMarket, Texas Instruments, Walmart, Olympic Committee 2008 China

Structure and contents of the assignments:

- background business information about the company
- What is their mission statement and CSR policy status?
- How is this represented in their marketing and communication?
- What is going on behind the scenes in the corporate culture? What are the ethical questions involved? How much – or little – is the company aligned with their official CR policy?
- Lessons learnt?

## Case studies 50 % - Team effort (2 members per group)

### 1<sup>st</sup> Case Study: (2500 words excluding diagrams, footnote pages and bibliography listings)

#### “The Integral Model to Business Ethics” (references: supplied materials, internet research)

The research should focus on the following topics:

- 1) general 4 quadrant analysis of general Business Ethics concepts (show diagram). How do the interior qualities (left side quadrants) influence companies' behaviour in the market place positively or negatively?
- 2) general analysis: how do the different value systems deal with business? With ethical issues?
- 3) Where would you allocate the concept of “corporate responsibility” and how could that concept be “translated” for centre of gravity communication in the various value systems (vMemes)? Give at least one example of a corporate responsibility initiative and make a AQAL analysis of this case in respect to business ethics. What are the strong or weak points of that company's strategy?
- 4) Map out the furthering and limiting factors in a detailed AQAL analysis in the area of marketing and corporate communication.
- 5) Prepare a short PowerPoint presentation for the above concepts (15 min max.; with pictures, texts, diagrams)

**Discussion date: May 6<sup>th</sup>**

### 2<sup>nd</sup> case study (4000 words excluding diagrams, footnote pages and bibliography listings)

#### “Fair trade integral”: Analyzing ethical business in the global market, potential impacts, market strategies and dynamics

The research should focus on the following topics:

- 1) general 4 quadrant analysis of the Fair trade market (concepts and initiatives) (show diagram) including 1 subtopic
- 2) How are the characteristics and challenges different from main stream market initiatives? What is ethical business/ fair trade. What is not ethical about main stream?
- 3) What different stakeholders are involved along the supply chain, and what are their value systems (stakeholder analysis)? What are their needs and requirements?
- 4) Understand the philosophical approaches to ethics including egoism, utilitarianism, deontology, relativist perspective apply them to the fair trade. approach an ethical issue.
- 5) Discuss: What value systems are involved in the Olympic Games 2008 in China? Map out the ethical clashes (vMemes), problems and potential solutions.
- 6) Discuss: Major companies are moving into the fair trade business (Nestlé, Walmart, Ikea, Sainsbury's, Starbucks, M&S.). What are the positive and negative implications? What are the effects on the ethical trade in general? On the stakeholders? On customers?
- 7) Prepare a short PowerPoint presentation for the above concepts (15 min max.; with pictures, texts, diagrams)

**Discussion date: June 3<sup>rd</sup>**

#### Guidelines for case study group work

Each group is expected to make an oral presentation to the rest of the class and submit a written paper of your findings. The objective of the case studies are

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- address some relevant questions for managing sustainability issues in the context of markets, global change, planning and communication
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In grading, the following factors will be taken into account:

- 4) Quality of the analysis based on facts and interpretation (written)
- 5) Overall quality of the paper: structured conclusion, bibliography and footnotes (written)
- 6) Quality of the PowerPoint presentation: structure of the presentation, design and presentation itself (oral)