Instructor Information

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COURSE MANUAL

INTRODUCTION TO THE COURSE

The course focuses on the importance of business ethics in the business environment. Today's managers face business situations where individual ethics may conflict with those of organizations. The course not only gives an understanding of business ethics but also focuses on how to identify and analyze ethical dilemmas.

The changing business environment of current times has increased the need for business managers to deal, negotiate and function along with other stakeholders in society. While the shareholders' interests are crucial for a business, this course aims to provide the students with an understanding of stakeholders and examine different ways in which businesses interact with them and the moral dilemmas involved therein. The course will discuss the values based on which capitalist corporations function and how it might affect the performance of ethical and moral values within business practices. Modernist ethical theories, like utilitarianism, ethics of duty, and rights and justice will be discussed to equip students with the conceptual tools required for ethical leadership and decision-making using examples from real business situations. In light of the discussion on capitalist values and the moral and ethical dilemmas it

creates, the course will also explore alternative ways of organizing and building innovative enterprises centered on values that ensure the interests of business stakeholders in a better manner.

COURSE OBJECTIVES

This course will explore concepts and practices related to business ethics, including the following:

- Importance of business ethics training.
- Identify the relationship between businesses and stakeholders and understand the relevance of corporate social responsibility.
- Understand the values underlying the functioning of corporations.
- Greater understanding of the business, social, and environmental issues and benefits of following business ethics in different business situations and different organizational contexts.
- Develop skills to identify and analyze ethical dilemmas and apply principles of ethical decision making.
- Explore alternative innovative ways of enterprise based on a diversity of values to better ensure the wellbeing of all stakeholders.

LEARNING GOALS

In addition to the specific course-related objectives, this course is designed to achieve the following learning goals

1. Stakeholder's interests in problems of the organizations.
2. Ethical issues in business situations.
3. Decision-making criteria in conflicts.

TEACHING METHOD

The course will have a judicious mix of lectures and case discussions covering all the relevant subjects. Here the onus of learning will be with the student and the instructor will be a facilitator. Instead of learning 'what to do', the readings and cases will also be used as examples of real-world phenomenon where a particular issue or set of issues arises and good and bad practices are seen. The key to learning this way is to see many examples and many situations and learning inductively from the different experiences of student managers. The core readings will constitute the minimum required reading. Additional articles, videos and news items will be shared as the class progresses.

GRADING

The course grade will be determined on the basis of the following:

Online Classes

Evaluation Item	Weightage	Nature	Explanation
Assignment 1	25%	Individual	Take home
Assignment 2	25%	Individual	Take home
Assignment 3	50%	Individual	Take home

Offline Classes

Evaluation Item	Weightage	Nature	Explanation
Class participation	10%	Individual	Quality of class participation
Quiz	40%	Individual	In class
End term	50%	Individual	Sit-down pen and paper examination

Details of the assignments (Online Sessions): The assignments will include online quizzes, employer ethical analysis and case analysis. Details of each will be shared as the classes progress.

DELIVERABLES

General Written Work Guidelines

All written assignments must be scholarly in nature. Follow APA format. It is expected that you will use 12 point font, Times New Roman, one inch margins and proper citing/sourcing. All word documents should be in standard formats with required headings to make for easy reading. In general appendices, tables and exhibits do not count towards the word limit.

The submissions are only in MSWORD format. Students are not permitted to copy from websites and they will be penalized if found copying/lifting from the website (There will be a plagiarism check). However they can quote the source and accession at the end of the text.

Plagiarism Policy for Written Assignments

Your submissions would be processed through "Turnitin" for similarity check. See the detailed policy as under:

Level of Plagiarism	Penalty
<=10%	No penalty as it might occur due to mere content similarity
11%-20%	Write-up will be evaluated only for 75% (Example: If the write-up is to 40 marks, student will be evaluated only on 30 marks)
21%-30%	Write-up will be evaluated only for 50% (Example: If the write-up is to 40 marks, student will be evaluated only on 20 marks)
31%-35%	"0" on the written assignment
>35%	Your internal marks would be reduced by "20 marks" irrespective of the marks the student has earned. (Example if a student's internal mark is 35 and if his/her written assignment is plagiarized beyond 50 percent, the final internal marks would stand as ((35+0) – (20)) = 15 marks

Policy pertaining to plagiarism is only to encourage students to write creatively, not to penalize them. However, if they do not adhere to guidelines, penalty would be levied.

TEXT BOOK, COURSE PACKAGE AND OTHER READINGS

The required text books for the course include the following:

#	Title	Author	Code	Sessions
1	Business Ethics- Managing Corporate Citizenship and Sustainability in the Age of Globalization 5th Edition (2019) Oxford University Press	Andrew Crane, Dirk Matten, Sarah Glozer, and Laura Spence	TB 1	1, 2, 4,5, 6, 7, 8, 9, 10
2	Business Ethics: A Textbook with Cases, 9th Edition (2017) Wadsworth/Cengage Publishers	William.H. Shaw	TB 2	3, 4,5

3	Business Ethics, Ethical Decision Making & Cases, 12th Edition (2019) Boston, MA: Prentice Hall	O.C. Ferrell, John. Fraedrich and Linda Ferrell	TB 3	11, 12
4	*Making other worlds possible: Performing diverse economies*. (2015) U of Minnesota Press.	G. Roelvink, K.S. Martin, & J.K. Gibson-Graham (Eds.)	TB 4	2, 4

In addition to the textbook, there are other supporting articles for each session. These materials are available publicly and/or in the library. The required readings in the class schedule is provided below. I will assume that you have done those readings when you come to the class. The discussions will take the book material as a starting point and probe deeper into the issues. If something in the material is not clear to you, please do not hesitate to ask.

CLASS SCHEDULE   *(Each session is of 90 minutes' duration)*

MODULE 1	**Foundation of Business Ethics –** This module presents the key conceptual foundations of business ethics. This enables the learners to gain a thorough understanding of the subject's main theories and tools
Session 1	**Introduction: Relevance of Ethics in Business**
Objective of the Session	At the end of the first session, you will have a basic understanding of the concept of business ethics and its importance at both an academic level and in terms of practical management in different types of organizations. You will also learn how globalization represents a critical context for business ethics.
Readings	Chapter 1 of the textbook (TB 1)
Pedagogy	Lecture and discussion
Ethics Theatre	Movie Review: The Wolf of Wall Street/The Corporation/Wall Street (1987)
Session 2	**Framing Business Ethics: Corporate Responsibility, Stakeholders, and Citizenship**
Objective of the Session	At the end of the session, you will know different ways of framing business ethics in the context of the corporation being part of a wider society. You will have an overview of concepts such as corporate social responsibility and stakeholder theory, that leads on to an analysis of key contemporary concepts such as corporate accountability and corporate citizenship which offer important conceptual space for understanding business ethics beyond its traditional boundaries

Readings	Chapter 2 of the textbook (TB 1)
	Case Discussion - American Apparel: a new fashion for CSR? (P.80 of TB 1)
Pedagogy	Lecture and case discussion
Session 3	**The Nature of Capitalism and Corporations**
Objective of the Session	By the end of the session, you would have gained an understanding on the nature of capitalism, key features of capitalism, moral justification and criticisms of capitalism. You will also learn about limited-liability company, corporate moral agency, differing views of corporate responsibility and institutionalizing ethics within corporations
Readings	Chapter 4 & 5 of textbook (TB 2)
Pedagogy	Lecture and discussion
Session 4 & 5	**Evaluating Business Ethics: Normative Ethical Theories and Justice and Economic Distribution**
Objective of the Session	By the end of this session, you will have an understanding of the role of normative ethical theory for ethical decision-making in business, the international differences in perspectives on normative ethical theory, applicability of Western modernist ethical theories, i.e. utilitarianism, ethics of duty, and rights and justice. You will also be able to appreciate the Indian concept of Dharma on ethics. You should be able to understand and apply alternative ethical theories, i.e. virtue ethics, feminist ethics, discourse ethics, and postmodernism and conduct a pluralist business ethics evaluation
Readings	Chapter 3 of the textbook (TB 1)
	Chapter 2 & 3 of textbook (TB 2)
	Caselets from the textbooks
Pedagogy	Lecture and case discussion
Session 6	**Making decisions in Organizations: Descriptive Ethical Theories**
Objective of the Session	By the end of this session, you should be able to explain why ethical and unethical decisions get made in the workplace, specify the characteristics of a decision with ethical content, understand a basic ethical decision-making model, critically evaluate the role of individual differences in shaping ethical decision-making and

	critically evaluate the role of situational influences on ethical decision-making, including both issue-based and context-based factors
Readings	Chapter 4 of the textbook (TB 1)
Pedagogy	Lecture and case discussion
Ethics Theatre	Clips from House of Cards (Netflix)
Session 7	**Managing Business Ethics**
Objective of the Session	By the end of this session, you should be able to critically examine the role of codes of ethics in managing the ethical behaviour of employees, current theory and practice regarding the management of stakeholder relationships and partnerships and understand different ways of organizing for the management of business ethics
Readings	Chapter 5 of the textbook (TB 1) **Case discussion: Siemens: engineering change in anti-corruption (P. 221 of the textbook TB 1)**
Pedagogy	Lecture and case discussion
MODULE 2	**Contextualizing Business Ethics –** This module explores business ethics in the context of key stakeholder groups. Each session in this module explains the specific stakeholder relationship involved, the main ethical issues that arise, and then how each stakeholder can be examined through the lenses of globalization, corporate citizenship, and sustainability
Session 8-10	**The Corporate Citizen and Its Stakeholders**
Objective of the Session	By the end of this session, you should be able to understand the concept of the stakeholders and the various stakeholders who are directly or indirectly affected by a firm's functioning
Readings	Chapter 6-11 of the textbook (TB 1)
Pedagogy	Lecture and discussion
Ethics Theatre	Related clips from the movie "Up in the Air (Jason Reitman, 2009)", "Erin Brockovich (Steven Soderberg, 2000)"

Session 11	Ethical Leadership
Objective of the Session	By the end of this session, you should be able to define ethical leadership, its requirements, its benefits, its impact on organizational culture, as well as learn leadership styles and ethical decisions
Readings	Chapter 11 of the textbook (TB 3)

Treviño, L.K., Hartman, L.P., and Brown, M. (2000). Moral person and moral manager: how executives develop a reputation for ethical leadership. *California Management Review*, 42 (4): 128–42 |
Pedagogy	Lecture and class discussion
Session 12	Sustainability: Ethical and Social Responsibility Dimensions
Objective of the Session	By the end of this session, you should be able to define sustainability, relate sustainability to ethical decision making and social responsibility, examine global environmental issues and provide strategic directions for implementation of sustainability
Readings	Chapter 12 of the textbook (TB 3)
Short cases on ethical dilemmas
Pedagogy	Lecture and discussion
Session 13-14	Is Making Other Worlds Possible?
Objective of the Session	These two sessions will take you through innovations explored to build organizations and enterprises based on values that enable the making of a more ethical and responsible business, and which are currently marginalized within capitalist corporations. You will be able to examine these alternatives and will be encouraged to think and reflect critically on it.
Readings	Chapters 2 and 4 of the textbook (TB 4)
Pedagogy	Lecture and class discussion
Session 15	Revision