



CIEE Global Institute – Berlin

Course name:	Business Ethics and Leadership
Course number:	(GI) MGMT 3001 BRGE
Programs offering course:	Berlin Open Campus, Berlin Global Architecture and Design, Berlin Global Internship
Open Campus Track:	Business
U.S. semester credits:	3
Contact hours:	45
Term:	Spring 2020

Course Description

This course examines the philosophical foundations and basic principles of ethics as they apply to businesses and the environments in which they operate. Real-world case studies are used to provide students with insight into how businesses and organizations manage – and in some cases fail to manage – challenging ethical and moral dilemmas. Students also consider the particular responsibilities of business leaders in fostering ethical awareness and practices within the corporate context.

Learning Objectives

Upon satisfactory completion of this course, the student should have the ability to:

- Define the role of ethics as part of a business's operating principles
- Articulate (orally and in writing) the “business case” for ethical decision making, i.e. how one shows that ethical practices make for good business practices
- Identify core ethical concepts in the context of business decisions through the analysis of case studies
- Identify complex (on the surface or latent) moral issues in a variety of business scenarios and games being played, e.g. in negotiation, communication and leadership situations
- Demonstrate, in discussion and written work, sensitivity and awareness of how business ethics may vary relative to US and German ideas of ethical and moral conduct, and how this corresponds to the two countries' respective business cultures
- Identify the behaviors of successful leaders managing toward an ethical business culture

Course Prerequisites

None.

Methods of Instruction



Through lectures and discussion, students will engage in core philosophical and moral concepts from our shared Western tradition and practice identifying and articulating them in business settings. Readings are assigned to help students gain familiarity with key ideas and terms, which they will then be expected to integrate into their oral and written work (including term paper and a final exam). Clips from film and television that model intersections between ethical concepts and business will be used in class to provoke discussion and debate.

Assessment and Final Grade

Students will be assessed according to the following criteria:

1. Participation:	20%
2. Homework Assignments:	15%
3. Quizzes:	20%
4. Presentation:	20%
5. Final Exam:	25%
TOTAL:	100%

Course Requirements

Homework and Quizzes

The reading materials assigned for each session should be read and analyzed before class, so that students can productively contribute to the in-class learning experience. Periodic homework assignments, as well as 'pop quizzes', will be used to monitor student progress and comprehension of the readings.

Presentation

Students will be paired up to present on an aspect of business ethnics and leadership at the end of the course. Presentations should include multimedia and be 6-7 minutes per person in length.

Final Exam

The exam will give students a chance to summarize and synthesize what they have learned during this course by answering short discussion questions based on the concepts and materials covered in the class.

Participation



Participation is valued as meaningful contribution in the digital and tangible classroom, utilizing the resources and materials presented to students as part of the course. Meaningful contribution requires students to be prepared in advance of each class session and to have regular attendance. Students must clearly demonstrate they have engaged with the materials as directed, for example, through classroom discussions, online discussion boards, peer-to-peer feedback (after presentations), interaction with guest speakers, and attentiveness on co-curricular and outside-of-classroom activities. Students are also expected to prepare 3 – 5 questions to ask guest speakers in class and during business visits. Questions should be submitted via Canvas beforehand.

Attendance Policy

Regular class attendance is required throughout the program, and all unexcused absences will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for Open Campus and Short Term programs, unexcused absences that constitute more than 10% of the total course will result in a written warning.

Students who transfer from one CIEE class to another during the add/drop period will not be considered absent from the first session(s) of their new class, provided they were marked present for the first session(s) of their original class. Otherwise, the absence(s) from the original class carry over to the new class and count against the grade in that class.

For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent. Attendance policies also apply to any required co-curricular class excursion or event, as well as to Internship, Service Learning, or required field placement. Students who miss class for personal travel, including unforeseen delays that arise as a result of personal travel, will be marked as absent and unexcused. No make-up or re-sit opportunity will be provided.

Attendance policies also apply to any required class excursion, with the exception that some class excursions cannot accommodate any tardiness, and students risk being marked as absent if they fail to be present at the appointed time.

Unexcused absences will lead to the following penalties:

<i>Percentage of Total Course Hours Missed</i>	<i>Equivalent Number of Open Campus Semester classes</i>	<i>Minimum Penalty</i>
--	--	------------------------



Up to 10%	1 content classes, or up to 2 language classes	Participation graded as per class requirements
10 – 20%	2 content classes, or 3-4 language classes	Participation graded as per class requirements; written warning
More than 20%	3 content classes, or 5 language classes	Automatic course failure , and possible expulsion

Weekly Schedule

NOTE: this schedule is subject to change at the discretion of the instructor to take advantage of current experiential learning opportunities.

Week 1

Class 1.1 Introduction and Core Ideas: Why Business Ethics?

Class 1.2 The Power of Self-Interest
- Discuss Goshal's ideas
- Case Study "The Parable of the Sadhu"

Reading:

Goshal (2005) "Bad Management Theories are Destroying Good Management Practices" (read until p. 86, "Reverse the Trend")

Week 2

Class 2.1 The Limits of Self-Interest
- Discuss Adam Smith's main ideas
- In-Class viewing and discussion of excerpts from Film/Documentary: *Requiem for The American Dream* (Noam Chomsky)



Reading:

Smith (1994) "The Wealth of Nations" (Chapter 2)

Class 2.2 Site Visit and Guest Lecture with the country manager of Gallup
Gallup is a global performance-management consulting company. Some of Gallup's stated key practice areas are employee engagement, customer engagement, talent management, and well-being. Gallup has 30 offices in more than 20 countries, employing about 2,000 people in four divisions: Gallup Poll, Gallup Consulting, Gallup University, and Gallup Press. Our visit will focus on the consulting side of the company and its engagement with ethics and leadership practices.

Due date for submission of Homework Assignment 1

Class 2.3 The Necessity of Trust
- Examine the application of game theory to real-world scenarios, particularly with regard to motivating cooperation and establishing trust
- Connect William's article with business example

Reading:

Williams (1988) "Formal Structures and Social Reality"

Week 3

Class 3.1 Incentive Compatibility
- Explore connections between ethics and self-interest
- Discuss Suarendonk's ideas related to building trust

Reading:

Suarendonk (2017) "Metaphysics of Trust"

Class 3.2 Guest lecture with the managing director of Beiersdorf Manufacturing Berlin
Beiersdorf is a German company specializing in personal-care products, including



brands such as Nivea and Eucerin. The company is a global entity with 150 affiliates and 17,000 employees worldwide. More than 70% the company's revenue comes from outside Germany.

Due date for submission of Homework Assignment 2

Week 4

- Class 4.1 Corporate Responsibility
- Institutionalization of ethics in a corporate environment
 - Discuss Suchanek's ideas

Reading:

Suchanek (2015) "Business Ethics – Invest in Trust" (chapter 1)

- Class 4.2 The Need for Transcultural Leadership in a Global World
- Differing cultural conceptions of corporate social responsibility
 - Discuss Shaw reading

Reading:

Shaw (2011) "Business Ethics" (Part two, Chapter five, from p. 164 "Rival Views of Corporate Responsibility" until p. 182)

Due date for submission of Homework Assignment 3

Week 5

- Class 5.1 Leading with Respect
- Utilizing cultural difference to inform and improve leadership models
 - Discuss Möhrer reading

Reading:

Möhrer et al. (2015) "Transcultural Competence and Leadership Excellence"



- Class 5.2 Leadership as a Work of Art
- Examine the actions of multinational companies who work with subcontractors and suppliers, especially with regard to enforcing labor laws and maintaining safety standards.
 - Discuss Arnold and Bowie's ideas

Reading:

Arnold & Bowie (2003) "Sweatshops and Respect for Persons"

Due date for submission of Presentations

Week 6

- Class 6.1 Volkswagen Case Study
- In-Class debate and discussion of Volkswagen's emissions scandal. In small groups, students will assess the case and connect it to concepts previously discussed in the course, as well as the theories in the Adler reading.

Reading:

Adler (2011) "Leading Beautifully"

- Class 6.2 Final Exam and Concluding Discussion

Final Exam to be completed during class

Readings

Adler, N.J. (2011): *Leading Beautifully*.

Arnold, D. & Bowie, N. (2003): "Sweatshops and Respect for Persons".

Goshal, S. (2005): "Bad Management Theories are Destroying Good Management Practices".

Möhrer et al. (2015): "Transcultural Competence and Leadership Excellence".

Shaw, W. (2011): *Business Ethics*.

Smith, A. (1994): *The Wealth of Nations*.

Suchanek, A. (2015): "Business Ethics – Invest in Trust".



Suurendonk, M. (2017): *Metaphysics of Trust*.

Williams, B. (1988): "Formal Structures and Social Reality".

Online Resources

<http://www.topographie.de/en/>

<http://geert-hofstede.com/the-hofstede-centre.html>

<http://www.worldbusinessculture.com/Business-in-Germany.html>

<http://www.dartmouth.edu/~german/German8/Typical.html>

<http://www.economist.com/news/special-report/21579146-successful-europe-requires-new-kind-germany-overcoming-demons>

http://www.slate.com/articles/arts/television/2006/09/foreign_office.html