



## Ben-Gurion University of the Negev – Syllabus

<b>1  Course Title:</b>	<b>Business Ethics</b>
<b>Date:</b>	<b>15 to 22 October 2012</b>
<b>Location:</b>	<b>tba</b>

### 2| Course Instructor(s) & Guest Speaker(s)

Professor Nada Korac Kakabadse

### 3| Course Abstract

#### ETHICS FOR MANAGERS

This programme provides penetrating insight into the key ethical issues managers face in today's private sector and public organisations. Examination of the meaning of ethics and its implication for managers is supported by analysis of the relevance of values and embedding critical values into the organisation.

Additionally, the ethical dilemmas managers face is examined. Following this, the ethical competencies that managers need to develop in order to effectively work through ethical dilemmas are highlighted.

The programme concludes with exploration of current and future trends in the area of corporate social responsibility and the ethical challenges managers are likely to face.

The approach to teaching is diverse, involving team exercises; case studies and lectures. This programme integrates didactic with experiential learning.

### 4| Course Objectives

- To understand the meaning and relevance of ethics for high performing managers.
- To appreciate how individual values need to be incorporated with corporate values.
- To examine the ethical dilemmas and considerations managers are likely to face in the conduct of their role.
- To identify the relevance and contribution of ethical codes of conduct within corporations.
- To identify the ethical competencies that will assist managers in the discharge of their duties.
- To explore how to effectively embed responsible practice within the corporation.

### 5| Course Composition

Lectures, group work learning and discussion, drawing on published information for case analysis.

### 6| Evaluation and Grading

Take Home Question:

Taking into account what you have learnt this week and also drawing upon one or more case examples, what do you consider to be the ethical challenges, if any, facing the senior management of today's NGOs? How are some of these ethical challenges being addressed?



DAILY SCHEDULE

09:00 - 11:00 - 11:10 Coffee Break

13:00 - 14:00 Lunch

14:00 - 15:30/15:45:00 - 18:00 Coffee Break

Day 1: Monday, 15 October 2012	
Time	
Morning 9:00 - 12:30	<p><b><u>INTRODUCTION TO ETHICS AND VALUES</u></b> Group exercises examining each person's ethics and values and how differences can lead to tension is supported by lectures on the meanings of ethics and the importance of value negotiation.</p> <p><b><u>Topic: Introduction to Ethics and Values</u></b></p> <p><b>Team Exercise 1: Introduction to Ethics</b> <b>Plenary Feedback</b></p> <p><b>Lecture 1: Ethics - Values, Norms and Laws</b></p> <p><b>Team Exercise 2: Introduction to Values</b> <b>Plenary Feedback</b></p> <p><b><u>INTRODUCTION TO ETHICS AND VALUES</u></b></p> <p><b>Lecture 2: Values and Value Negotiation</b></p> <p><b>Team Exercise 3: Values Negotiation</b></p> <p><b>Hand out:</b> <b>Case Study 1: Kingjewels: Ethical Leadership in Practice (Ethical Decision Making)</b></p> <p>Readings: 'Is business bluffing ethical?: The ethics of business are not those of society, but rather those of the poker game' by Albert Carr, <i>Harvard Business Review</i>, pp. 143-153, Jan/Feb 1968</p>
Afternoon 14:00- 18:00	



DAILY SCHEDULE

09:00 - 11:00 - 11:10 Coffee Break

13:00 - 14:00 Lunch

14:00 - 15:30/15:45:00 - 18:00 Coffee Break

Day 2: Thursday, 18 October 2012	
<b>Time</b>	
<b>Morning 09:00 – 13:00</b>	<p><b><u>ETHICAL POSITIONING</u></b> Attention is given to the critical ethical considerations managers must make. Further in depth analysis of ethical theories will support classroom discussion. Attention is given to the ethical challenges Indian cotton farmers face as well as the critical concerns in implementing ethical codes of conduct.</p> <p><b><u>Topic: Ethical Positioning</u></b></p> <p><b>Team Exercise 4: Ethical Consideration</b></p> <p><b>Lecture 3: Ethical Theories</b></p> <p><b>DVD - Power of Multi Nationals Discussion</b></p>
<b>12:30 – 14:00 Lunch</b>	
<b>Afternoon 14:00 - 18:00</b>	<p><b><u>ETHICAL POSITIONING</u></b></p> <p><b>Lecture 4: Ethical Codes</b></p> <p><b>Team Exercise 5: Effectiveness of Company Codes</b></p> <p><b>Plenary Feedback on Effectiveness of Company Codes and Exercise</b></p> <p><b>Review Learning</b></p> <p>Readings: 'Assessing Managers' Ethical Decision-making: an Objective Measure of Managerial Moral Judgment', by Loviskcy G.E., Trevino, L. K. and Jabocs, R.R., <i>Journal of Business Ethics</i>, 73, pp. 263-285, 2007</p>



DAILY SCHEDULE

09:00 - 11:00 - 11:10 Coffee Break

13:00 - 14:00 Lunch

Day 3: Friday, 19 October 2012	
<b>Time</b>	
<b>Morning 08:30 – 12:30</b>	<p><b><u>ETHICAL DILEMMAS</u></b> The critical ethical dilemmas managers face is examined through small group discussion, lecture presentation and case analysis.</p> <p><b><u>Topic: Ethical Dilemmas</u></b></p> <p><b>Lecture 5: Ethical Dilemmas</b></p> <p><b>DVD - The Cola Conquest II (Ethical Dilemmas)</b></p> <p><b>Team Exercise 6 – Questions will be given to the class <u>after</u> the DVD has been shown</b></p> <p><b>Plenary Feedback</b></p> <p>Readings: 'A Typology of Moral Problems in Business: A Framework for Ethical Management', by Geva, A., <i>Journal of Business Ethics</i>, 69, pp. 133-147, 2006</p> <p>'When Ethics Collide: Managing Conflicts Across Cultures', by Buller, P. F., Kohls, J. J. and Anderson, K. S., <i>Organizational Dynamics</i>, Vol. 28, No. 4., pp. 52-66, 2000</p>
<b>13:00 – 14:00 Lunch</b>	



DAILY SCHEDULE

09:00 - 11:00 - 11:10 Coffee Break

13:00 - 14:00 Lunch

14:00 - 15:30/15:45:00 - 18:00 Coffee Break

Day 4: Monday, 22 October 2012	
Time	
<b>Morning 09:90 – 13:00</b>	<p><b><u>ETHICAL COMPETENCIES</u></b> The ethical competencies necessary for effective performance as a senior manager are examined through small group discussion, case analysis and the experience of visiting speakers.</p> <p><b><u>Topic: Ethical Competencies</u></b></p> <p><b>Lecture 6: Ethical Competences and Strategies</b></p>
<b>13:00 – 14:00 Lunch</b>	
<b>Afternoon 14:00 - 18:00</b>	<p><b><u>ETHICS AND EFFECTIVE IMPLEMENTATION</u></b> The learning of the week is brought together through an examination of the Corporate Social Responsibility challenges managers face and the ethical concerns in effectively implementing CSR into the organisation. The examination of these issues is through classroom discussion, case analysis and lecture.</p> <p><b><u>Topic: Ethics and Effective Implementation</u></b></p> <p><b>Hand out:</b> <b>Case Study 2: The Bribery Scandal at Siemens AG (Organisation Culture and Ethical Effects)</b></p> <p><b>Plenary Report</b></p> <p><b>Lecture 7: Ethics and Culture</b></p> <p><b>Lecture 8: Ethics and the Corporation</b></p> <p>Readings: 'Corporate Directors and Social Responsibility: Ethics versus Shareholder Value', by Rose, J.M., <i>Journal of Business Ethics</i>, 73, pp. 319-331, 2007</p> <p>'Deep Throat's Lessons for Whistle-Blowers' by O'Connell, P., <i>Business Week</i>, 3 June 2005</p> <p>'A clash of Values: Public Ethics and the Business of Government', by Newman, M.A. and Gaffney, M.J., <i>International Review of Public Administration</i>, Vol. 7, No. 1. pp. 17-27, 2002</p> <p>'The Discipline of Building Character', by Badaracco, J. L., <i>Harvard Business Review</i>, pp. 115-124, Mar-Apr 1998</p>
	<p><b>Take Home Question:</b> Taking into account what you have learnt this week and also drawing upon one or more case examples, what do you consider to be the ethical challenges, if any, facing the senior management of today's NGOs? How are some of these ethical challenges being addressed?</p>



## 8| Bibliography

### Mandatory Readings

- 'Is business bluffing ethical?: The ethics of business are not those of society, but rather those of the poker game' by Albert Carr, *Harvard Business Review*, pp. 143-153, Jan/Feb 1968
- 'Assessing Managers' Ethical Decision-making: an Objective Measure of Managerial Moral Judgment', by Lovisky G.E., Trevino, L. K. and Jacobs, R.R., *Journal of Business Ethics*, 73, pp. 263-285, 2007
- 'A Typology of Moral Problems in Business: A Framework for Ethical Management', by Geva, A., *Journal of Business Ethics*, 69, pp. 133-147, 2006
- 'When Ethics Collide: Managing Conflicts Across Cultures', by Buller, P. F., Kohls, J. J. and Anderson, K. S., *Organizational Dynamics*, Vol. 28, No. 4., pp. 52-66, 2000
- 'Corporate Directors and Social Responsibility: Ethics versus Shareholder Value', by Rose, J.M., *Journal of Business Ethics*, 73, pp. 319-331, 2007
- 'Deep Throat's Lessons for Whistle-Blowers' by O'Connell, P., *Business Week*, 3 June 2005
- 'A Clash of Values: Public Ethics and the Business of Government', by Newman, M.A. and Gaffney, M.J., *International Review of Public Administration*, Vol. 7, No. 1. pp. 17-27, 2002
- 'The Discipline of Building Character', by Badaracco, J. L., *Harvard Business Review*, pp. 115-124, Mar-Apr 1998

### Complementary Readings

- Andrew Kakabadse and Nada Kakabadse, *CSR in Practice: Delving Deep*, Palgrave Macmillan, 2007, ISBN: 0230013686
- Andrew Kakabadse and Mette Morsing, *Corporate Social Responsibility: Reconciling Aspiration with Application*, Palgrave Macmillan, 2006, ISBN: 1403941300
- Nada Kakabadse and Andrew Kakabadse, *Governance, Strategy and Policy: Seven critical Essays*, Palgrave Macmillan, 2006, ISBN:1403991774

**Nada Korac Kakabadse** is Professor in Management and Business Research at the University of Northampton, Business School. She is the co-editor (with Andrew Kakabadse) of the *Journal of Management Development and Corporate Governance: The International Journal of Business in Society*. She has co-authored 20 books (with Andrew Kakabadse) and has published over 160 scholarly articles. Her current areas of interest focus on leadership, strategy, boardroom effectiveness, governance, ethics/CSR and ICT impact on individual, organisation and society. Nada has acted as consultant to numerous public and private sector organisations.

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