
BA 560: Ethics & Sustainability
Program: Full-Time MBA
Course Outline

COURSE INFORMATION

Division: Marketing & Behavioural Science (Ethics & Sustainability Cross-disciplinary Group)

Instructor: Tamar Milne

Period: 1

Email: tamar.milne@sauder.ubc.ca

Office: HA 577

Office hours: Wed, 10:00-11:00 am, or by appointment

Phone: 604-827-4951

Section numbers: 001 and 002

Class Meeting times: 001: M/W 2:00-4:00 pm, HA 133
002: M/W 4:00-6:00 pm, HA 132

Note: Make-up classes at same times on Fri, Sep 8, HA 337

Course duration: Period 1 – Sep 5-Oct 14, 2017

COURSE DESCRIPTION

This course is positioned in the first period of the MBA program to provide students with a broad foundation for understanding the positive and negative impacts business can have economically, socially, and environmentally – and how long-term, strategic approaches can unlock business opportunities while addressing these issues.

Both companies and society are confronted with a confluence of factors that point to a new way of doing business. These factors include environmental degradation and climate change, widespread poverty and social inequity, and the need for renewable sources of energy. Customer demands are evolving, technology is rapidly advancing, and resources are becoming increasingly scarce. This suggests that more than a “business as usual” approach is needed to be a successful and sustainable enterprise in the long-term.

The language and tools of ethics, sustainability, and responsibility are a new standard currency in business, and managers are increasingly required to build strong internal corporate governance and ethical systems, engage with stakeholders, and innovate to create new products and services. This course will lay an early and strong foundation for students’ ongoing exploration of these critical topics throughout the MBA program.

COURSE GOALS

To build students’ awareness of common ethical challenges, applicable ethical frameworks, and the appropriate tools and models to reduce unethical behaviour.

To guide students in identifying how the activities of an organization affect society and which tools and approaches will reduce the negative and increase the positive environmental and social impacts of business practices.

To develop students’ ability to analyze societal and business contexts from a long-term, multi-stakeholder perspective to inform more successful and sustainable strategies.

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LEARNING OBJECTIVES

Upon completion of this course, students will be able to:

- Explain and defend the role of responsible business in society.
 - Apply values-based management principles to diverse business challenges.
 - Anticipate and respond to ethical and social responsibility challenges that they will face as managers in a variety of organizations.
 - Engage proactively with key external stakeholders and manage values-based conflicts.
 - Determine how to evaluate corporate sustainability performance using a variety of frameworks.
 - Identify opportunities for innovation and new business development in response to evolving global conditions, market demands, and stakeholder pressures.
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COURSE RESOURCES AND MATERIALS

Required Reading Materials: Readings should be completed **before** the assigned class.

- Some of the readings will be accessible online through Connect and the UBC Library site.
- Some of the assigned readings and one of the Case Memo assignments (“Sustainable Tea at Unilever”) will require you to purchase and download a small course package from Ivey’s case site. Instructions on how to either download or order the materials are provided at the end of this outline.
- One of the Case Memo assignments (“Fighting Corruption at Siemens”) will require you to purchase and access online some e-learning materials. Instructions on how to access the materials will be provided before the start of classes.

Other Learning Resources: This course will be supported in WordPress and in Connect.

ASSESSMENT SUMMARY

Prep Quizzes (5, each worth 2% – Individual)	10%
Case Memos (2, each worth 10% – Pairs)	20%
Pre- and Post-Reflections (6 in total, each worth 5% – Individual)	30%
Final Project: Sustainability & Ethics Analysis (Team)	25%
Class Participation (individual)	15%

Brief descriptions follow below; detailed outlines will be provided in class for larger assignments.

ASSESSMENT DESCRIPTIONS

Prep Quizzes (5, each worth 2%; Individual) – 10%

Brief (1 to 5 questions) multiple-choice and/or short-answer quizzes based on the assigned readings will be due before class on non-case/non-live case study days and will be used to guide students’ prep work and stimulate a more active learning experience in the classroom.

More quiz details will be provided online and in class; see due dates in the Course Schedule and the program policy on Late Assignments.

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Case Memos (2, each worth 10%; Pairs) – 20%

Case studies are used to apply the concepts, frameworks, and tools from the course, to learn how to analyze information, and to make decisions as a manager. Each case is a real-world situation that actually happened, and students are given the same information that the real-world manager had at the time.

Working in pairs, students will use the course tools and concepts that they feel are relevant to analyze the information, make a decision, and explain why their decision is the best course of action in light of the risks and benefits of the various alternatives.

Students will be required to purchase a small course package and access to a website containing the case materials. More assignment details will be provided online and in class; see due dates in the Course Schedule and the program policy on Late Assignments.

Pre- and Post-Reflections (6 in total, each worth 5%; Individual) – 30%

The class will host three special guest speakers on the topics of ESG/Investment, Aboriginal Engagement, and Corporate Ethics. To maximize and enrich their learning from each speaker's significant expertise and experience, students will be provided with some preparatory materials and a thought-provoking question or challenge based on those materials. Students will submit a ½-page Pre-Reflection on the question/challenge before each speaker's "Live Case Study" presentation. After each presentation, students will submit a ½-page Post-Reflection about any insights or changes of perspective, opinion, or decision as a result of having engaged with the class and the guest speaker.

More assignment details will be provided online and in class; see due dates in the Course Schedule and the program policy on Late Assignments.

Final Project: Ethics & Sustainability Analysis (Team) – 25%

One of the most effective ways to integrate and synthesize course concepts is to apply them in the context of real organizations. This final project will allow students to learn from researching a company that interests them and applying the full range of course concepts to analyze its sustainability- and ethics-related opportunities and challenges.

Combining pairs from the Case Memos to form teams of four, students will choose a real company to research and analyze. The goal is to understand the organization's corporate governance, business model, goals, history, and value chain – i.e. its internal context – and its competitive and regulatory environment and relevant macro social/cultural/technological/natural trends – i.e. its external context – to identify the key opportunities and threats that it is likely to face in terms of ethics and sustainability and to recommend how the organization should address them for long-term success. Each team will submit a 5-6-page (plus appendices) report of their work.

More assignment details will be provided online and in class; see due date in the Course Schedule and the program policy on Late Assignments.

Class Participation (Individual) – 15%

Students are expected to actively participate in class activities and discussions – which will require reading/viewing of all assigned materials before each class, preparing personal positions on the topics raised, and sometimes even seeking out additional relevant materials in special areas of interest to share with the group.

Note that quality of contributions is valued over quantity, and evaluation of in-class participation will emphasize experimentation, critical thinking, creativity, and practical application.

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Note also that participation marks must be earned through speaking in class and actively engaging with classmates during discussions and activities; **simply attending class does not equal “participation”**.

Grading scale for class participation:

- 0 – Absent or late to class.
- 5 – Present but does not participate.
- 6 – Participates with basic information such as case facts.
- 7 – Offers an opinion or asks/answers a basic question.
- 8 – Engages in a meaningful discussion with other members of the class.
- 9 – Shares an insightful analysis using data or evidence from the case or reading.
- 10 – Provides insight or asks a question that is instrumental in advancing understanding.

COURSE SCHEDULE (Topics and Readings subject to change at instructor’s discretion)

DATE	TOPICS	CORE READINGS (Additional current readings <u>will</u> be assigned ~1 week before each class)	DUE
Wed, Sep 6	Intro to Ethics and Sustainability Role and Responsibilities of Business in Society	Responsibilities to Society (2017) The Influence of Cultural Values on Business Practice (2014)	Prep Quiz 1 (Individual)
Fri, Sep 8 (make-up for Sep 4)	Business Ethics: Concepts and Context	Ethical Decision Making: A Global Perspective (2012) Managing for Stakeholders (2013)	Prep Quiz 2 (Individual)
Mon, Sep 11	Live Case Study on ESG/Investment: Guest Speaker	ESG Metrics: Reshaping Capitalism? (2016)	ESG/Investment Pre-Reflection (Individual)
Wed, Sep 13	Business Ethics Applied Case Memo Debrief	Case 1: Fighting Corruption at Siemens	ESG/Investment Post-Reflection (Individual) Case Memo 1 (Pairs)
Mon, Sep 18	Sustainability: Concepts and Context	The Big Idea: Creating Shared Value (2011) Sustainability’s Strategic Worth: McKinsey Global Survey Results (2014)	Prep Quiz 3 (Individual)
Wed, Sep 20	Live Case Study on Aboriginal Engagement: Guest Speaker		Community Engagement Pre-Reflection (Individual)

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DATE	TOPICS	<u>CORE READINGS</u> (Additional current readings <u>will</u> be assigned ~1 week before each class)	DUE
Mon, Sep 25	Sustainability Strategy	Sustainability Marketing – An Innovative Conception of Marketing (2010)	Community Engagement Post-Reflection (Individual) Prep Quiz 4 (Individual)
Wed, Sep 27	Sustainability Applied Case Memo Debrief	Case 2: Sustainable Tea at Unilever	Case Memo 2 (Pairs)
Mon, Oct 2	Live Case Study on Ethics: Guest Speaker		Ethics Pre-Reflection (Individual)
Wed, Oct 4	Ethical Leadership Course Wrap-up	Can An “Ethical” Bank Support Guns and Fracking? (2014)	Ethics Post-Reflection (Individual) Prep Quiz 5 (Individual)
Exam Week	Final Project: Ethics & Sustainability Analysis (Team) due by 5 pm on Friday, October 13		Final Project: Ethics & Sustainability Analysis (Team) due by 5 pm on Friday, October 13

KEY REGULATIONS

Attendance: As per RHL Regulations on Professionalism, Attendance and Behaviour, students are expected to attend 100% of their scheduled classes. Students missing more than 20% of scheduled classes for reasons other than illness will be withdrawn from the course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on a student’s transcript. Students must notify their instructors at the earliest opportunity if they are expected to miss a class due to illness. A medical note from a licensed, local doctor is required if more than 20% of scheduled classes for a course are missed due to illness. Students are required to notify the Student Experience Manager if they are absent from two or more classes due to illness.

Tardiness: As per RHL Regulations on Professionalism, Attendance and Behaviour, students are expected to arrive for classes and activities on time and fully prepared. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving halfway through a scheduled class, or later, will be treated as absent for that class.

Electronic Devices: As per RHL Regulations on Professionalism, Attendance and Behaviour, laptops and other electronic devices (cellphones, tablets, personal technology, etc.) are not permitted in class unless required by the instructor for specific in-class activities or exercises. Cellphones and other personal electronic devices must be turned off during class and placed away from the desktop. Students who fail to abide by the RHL “lids down” policy will be asked to leave the room for the remainder of the class. Research has shown that multi-tasking on laptops in class has negative implications for the learning environment, including reducing student academic performance and the performance of those sitting around them.

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ACADEMIC MISCONDUCT

All UBC students are expected to behave as honest and responsible members of an academic community. Failure to follow appropriate policies, principles, rules and guidelines with respect to academic honesty at UBC may result in disciplinary action.

It is the student's responsibility to review and uphold applicable standards of academic honesty. Instances of academic misconduct, such as cheating, plagiarism, resubmitting the same assignment, impersonating a candidate, or falsifying documents, will be strongly dealt with according to UBC's procedures for Academic Misconduct. In addition to UBC's Academic Misconduct procedures, students are responsible for reviewing and abiding by RHL's policy on Academic Integrity.

STANDARD REFERENCE STYLE

The Robert H. Lee Graduate School uses American Psychological Association (APA) reference style as a standard. Please use this style to cite sources in your work unless directed to use a different style.

LATE ASSIGNMENTS

Late submissions will not be accepted and will receive a zero.

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INSTRUCTIONS: HOW TO ACCESS THE COURSE PACK

1. Go to the Ivey Publishing website at www.iveycases.com
2. [Log in](#) to your existing account or click "[Register](#)" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser: <https://www.iveycases.com/CoursepackView.aspx?id=12947>
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
 - o To order the material in digital format, check "digital download" and click "OK".
 - o To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
 - o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
 - o If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader. **This material is for your personal use only and is not to be shared or distributed in any form.**

Questions? Contact Ivey Publishing

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Business Hours:

Monday-Thursday: 8:00 am-4:30 pm (ET)
Friday: 8:00 am-4:00 pm (ET)