# Course Description

This course is a theoretical and practical overview of ethics theory, values formation, and ethical decision-making within the context of management and leadership. Ethics and values are presented with an emphasis on identifying workable models for ethical decision-making and social responsibility at both the professional and personal level.

# University Learning Outcomes (ULO)

* **ULO1:**Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:**Intellectual and Practical Skills
* **ULO3:**Personal and Social Responsibility
* **ULO4:**Integrative and Applied Learning­
* **ULO5:**Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Analyze the concepts of ethics and business ethics, and where employees face ethical dilemmas.
* **CLO2:** Examine how the practice of business ethics and government regulation affects an organization.
* **CLO3:** Analyze the principles of corporate social responsibility and governance as they apply to real-world ethical dilemmas.
* **CLO4:** Explain how organizations address cultural differences while staying true to their own ethical principles while expanding globally.

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Haski-Leventhal, D. (2018). *Strategic corporate social responsibility: Tools and theories for responsible management.* Thousand Oaks, CA: Sage Publications.

Print ISBN: 9781473998018, 1473998018

*e*Text ISBN: 9781526448354, 1526448351

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: The Cheap Seats | 25 |  |
| Group Project: Profession Selection | 20 |  |
| Discussion: Multinational Company Selection | 20 |  |
| Paper: Ronald McDonald House Case Study | 25 |  |
| **Week 2** |  |  |
| Discussion: Moving Operations Overseas | 25 |  |
| Discussion: Moving Beyond Shareholders | 50 |  |
| Discussion: Cowboy Ethics Week 2 | 30 |  |
| Paper: CSR Models | 25 |  |
| **Week 3** |  |  |
| Discussion: Your MNC’s Mission, Values, Culture, & Sustainability Efforts | 100 |  |
| Discussion: Cowboy Ethics Week 3 | 30 |  |
| Discussion: News and Views First Article | 50 |  |
| Group Project: Deliverable 1 | 60 |  |
| **Week 4** |  |  |
| Discussion: Your MNC’s Shareholders & Investors | 100 |  |
| Discussion: Cowboy Ethics Week 4 | 30 |  |
| **Week 5** |  |  |
| Discussion: Comparing CSR Tools | 50 |  |
| Discussion: Cowboy Ethics Week 5 | 30 |  |
| Group Project: Deliverable 2 | 60 |  |
| **Week 6** |  |  |
| Discussion: Your MNC’s CSR Report | 50 |  |
| Discussion: Cowboy Ethics Week 6 | 30 |  |
| Discussion: News and Views Second Article | 50 |  |
| **Week 7** |  |  |
| Discussion: Your MNC Speech | 50 |  |
| Discussion: Cowboy Ethics Week 7 | 30 |  |
| Group Project: Deliverable 3 | 60 |  |
| **Total Points** | **1000** |  |

**Grading Scale**

|  |  |
| --- | --- |
| **Grade** | **Range** |
| A | 93–100 |
| A- | 90–92 |
| B+ | 87–89 |
| B | 83–86 |
| B- | 82–80 |
| C+ | 77–79 |
| C | 73–76 |
| C- | 70–72 |
| D+ | 67–69 |
| D | 63–66 |
| D- | 60–62 |
| F | 59 |

# Course Schedule

|  |  |  |
| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| --- | --- | --- | --- |
| **Week One: Our Changing World and the Evolution of CSR** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze real-life scenarios in the context of ethical decision making. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Articulate the definition and principles of CSR. | | CLO3 | |
| * 1. Evaluate business decisions and actions using the principles of CSR. | | CLO1, CLO2, CLO3 | |
| * 1. Recommend ethically appropriate solutions for business challenges. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Apply CSR and ethics concepts, topics, and principles to current events in business. | | CLO1, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Tutorials**  During this course, you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard, as needed.  **Click** the **Student Resources** button from the menu on the left. | |  |  |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least one substantive comment to three of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE Model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the RISE Model for Peer Feedback, located on Blackboard. | |  |  |
| **Required Readings**  Over the next 7 weeks, we will be delving into the topics of business ethics and CSR as presented in *Strategic Corporate Social Responsibility*. The first part of the textbook provides the theory behind CSR. The second examines the approaches and implementation of CSR. The third and last part focuses on measuring and communicating steps toward achieving CSR.  **Read** Ch. 1, “Our Changing World and the Evolution of CSR,” in *Strategic Corporate Social Responsibility*. This chapter examines CSR thought, definitions, concepts, and critical perspective. It should serve as an excellent introduction to the topics of ethics and CSR.  **Read** the Ch. 1 Lecture Notes. | | 1.1, 1.2, 1.3, 1.4, 1.5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the class and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  Note: A recorded lecture will be made available to those who are unable to attend the live session. | |  | Live Discussion: lecture and discussion = **1 hour** |
| **Ethics Resources**  **Review** [The 2018 World’s Most Ethical Companies® Honoree List](https://www.worldsmostethicalcompanies.com/honorees/). When selecting your MNC (see the full instructions for this assignment under Graded Assignments), consider one of those listed on the [Ethisphere](https://ethisphere.com/) website.  **Take** an online professional ethics quiz to see how you score. There are a number of websites, such as [Integrity and Work Ethics Test](https://www.psychologytoday.com/us/tests/career/integrity-and-work-ethics-test), that are free and easy to complete.  **Consider** watching the following movies that demonstrate ethical dilemmas—a perfect Saturday night activity:   * *The Lifeboat* (1944) * *Twelve Angry Men* (1957) * *Wall Street* (1987) * *Glengarry Glen Ross* (1992) * *Enron: The Smartest Guys in the Room* (2005) * *The Wolf of Wall Street* (2013) * *Draft Day* (2014) | | 1.1, 1.2, 1.3, 1.4, 1.5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: The Cheap Seats**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Bill’s dad takes him to a lot of baseball games and always buys the cheapest tickets in the park. When the game starts, his dad moves them to better, unoccupied seats, dragging Bill along. It embarrasses Bill. Is it ethical for them to sit in seats they did not pay for? Writean argument either for or against this behavior.   **Respond** to at least 1 student in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1 | Discussion = **2 hours** |
| **Group Project: Profession Selection**  In Weeks Three, Five, & Seven, your instructor-assigned team will post on how various ethical topics relate to a profession your team will select. Posting gives everyone the opportunity to learn about the ethical aspects of various professions.  **Review** the team assignments in the Announcements forum.  **Select** a profession you collectively find interesting and want to learn more about. Because this course’s focus is ethics, consider selecting a profession that has a governing body; for example, certified public accountant, AICPA, doctor, or AMA. If you are not sure what profession to select, there are a number of websites that have extensive lists. Here are a couple to get you started:   * [Career Paths: The Ultimate A-Z List of Professions](https://www.careeraddict.com/ultimate-list-professions) * [Compiled List of Professions](https://gist.github.com/mbejda/f08bd3348afad3f06ac1)   **Post** your team’s selected profession to the Professional Ethics discussion forum by 11:59 p.m. (Eastern time) on Thursday. Selections are on a first-come, first-served basis. | |  |  |
| **Discussion: Multinational Company Selection**  This course includes the following discussions in which you will report on a multinational company (MNC) of your choice:   * Week Three: Your MNC’s Mission, Values, Culture, and Sustainability Efforts * Week Four: Your MNC’s Shareholders & Investors * Week Six: Your MNC’s CSR Report   **Select** an MNC that you are interested in learning more about. You should select a company that is publicly traded and files with the Securities Exchange Commission (SEC) and/or is required to file or furnish financial statements with a foreign or domestic regulatory agency. Otherwise, it may prove to be difficult to do your research, unless you work for the company and/or have the ability to discover insider information on the company.  **Post** the name of your MNC, the reason why you are selecting this company, and the link to the most recent annual SEC 10-K filing. Include the name of your company in the subject line here and whenever you post about your company.  *Note:* Selections are on a first-come, first-served basis and need to be approved by your instructor. | |  | Discussion = **1 hour** |
| **Paper: Ronald McDonald House Case Study**  **Read** the “Ronald McDonald House Charities” case study in Ch. 1 of the text.  **Write** an APA-format paper (no more than 3 pages, including a references page) that analyzes the case study in terms of CSR. Your paper must answer the following questions:   * Do Ronald McDonald House’s actions and decisions fit with your idea of what CSR should be? * What can Ronald McDonald House do to become more responsible?   **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | 1.2, 1.3, 1.4 | Review instructor feedback = **0.5 hour** |
| **Discussion: News and Views First Article (due Week 3)**  In this course, you will post and discuss at least two current ethics- or CSR-related articles. The first is due by the end of Week Three and the second is due by the end of Week Six. The intent of this activity is to apply course concepts and themes to hot-off-the-press news. It is your opportunity to demonstrate what you are learning! Review the following posting guidelines:  **Post** your first article by 11:59 p.m. (Eastern time) on Sunday of Week Three. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **5.5** |

# Faculty Notes

**Course Setup**

**General Questions and Discussion Forum:** This course includes a discussion forum for general questions, comments, and concerns. This forum is intended for any course-related commentary not found within a specific weekly discussion. This forum is not graded. Make sure to monitor this forum for student posts. You are encouraged to make an announcement advertising this forum and monitor and post regularly to build engagement.

**Adobe Connect:** Consider posting an announcement asking students to submit any questions or topics they'd like addressed ahead of time. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

**Group Project: Profession Selection:** Post the team assignments for this course in the Announcements forum.

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| Week Two: Our Changing World and the Evolution of CSR | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Debate overseas outsourcing form the perspective of CSR and corporate obligations to local communities. | | CLO1, CLO3 | |
| * 1. Describe the various types of stakeholders, their responsibilities, and the CSR issues that relate to them. | | CLO1, CLO2, CLO3 | |
| * 1. Analyze how organizations manage and work with stakeholders. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Evaluate CSR models and theories. | | CLO3 | |
| * 1. Evaluate your personal and professional performance using ethical principles. | |  | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  This week, you will continue discussing corporate social responsibility (CSR), its pyramids, and moving beyond the interest in only shareholders.  **Read** the following in *Strategic Corporate Social Responsibility*:   * Ch. 2, “Pyramids, Shared Values, and Beyond”: The focus of this chapter is CSR theories and models. * Ch. 3, “Moving Beyond Shareholders”: The focus of this chapter is stakeholder theory; it examines the various approaches to management and integration.   **Read** the following chapter lecture notes:   * Ch. 2 Lecture Notes * Ch. 3 Lecture Notes | | 2.1, 2.2, 2.3, 2.4, 2.5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Readings and Videos**  **Watch** [Business Ethics: Corporate Social Responsibility](https://www.youtube.com/watch?v=xoE8XlcDUI8).  **Read** [Pros and Cons of Corporate Social Responsibility](https://yourbusiness.azcentral.com/pros-cons-corporate-social-responsibility-13106.html). | | 2.1, 2.2, 2.3, 2.4, 2.5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Moving Operations Overseas**  **Read** the following scenario:  Your company is managing to maintain a good profit margin on the computer parts you manufacture in a very tough economy. Recently, an opportunity has come along to move your production capacity overseas. The move will reduce manufacturing costs significantly as a result of tax incentives and lower labor costs, resulting in an anticipated 15% increase in profits for the company.  However, the costs associated with shutting down your U.S.-based operations would mean that you would not see those increased profits for a minimum of 3 years. Your U.S. factory is the largest employer in the surrounding town, and shutting it down would result in the loss of over 800 jobs. The loss of those jobs is expected to devastate the economy of the local community.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Do you support this decision? Why or why not?   **Respond** to at least 2 other students (one of whom must have taken a position opposite of yours) in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1 | Discussion = **2 hours** |
| **Discussion: Moving Beyond Shareholders**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Although the term *stakeholder management* is commonly used, so are the terms *stakeholder involvement*, *stakeholder engagement*, and *stakeholder integration*. Why does the term matter? * How well an organization manages and works with all its stakeholders is a strong indicator of its CRS level. Report on your MNC with regard to this topic of stakeholders and its CRS level.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.2, 2.3 | Discussion = **2 hours** |
| **Discussion: Cowboy Ethics Week 2**  Over the next 6 weeks, we will be exploring ethics from a different perspective: the Code of the West. James Owen wrote *Cowboy Ethics: What Wall Street Can Learn from the Code of the West* hoping to inspire a meaningful change. There are ten codes, and each week of this course includes lecture notes on two of the codes. You will review all ten by the end of the course.  **Read** Cowboy Ethics Lecture Notes – Week 2.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Take the time to reflect on the 2 questions posed in the lecture notes (living each day with courage and taking pride in your work). Important question for you: From what you have just read in the lecture notes, would you have made a good cowboy?   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.5 | Discussion = **2 hours** |
| **Paper: CSR Models**  **Write** an APA-format paper (no more than 3 pages, including a references page) that analyzes the CSR models presented this week. Your paper must answer the following questions:   * Do you think we need different models and theories of CSR? * In your opinion, which model is the most applicable to businesses? Explain.   **Submit** this assignment by 11:59 p.m. (Eastern time) on Sunday. | | 2.4 | Review instructor feedback = **0.5 hour** |
| **Discussion: News & Views First Article (due Week 3)**  As a reminder, you are required to post your first article by Week 3. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **7.5 hours** |

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| Week Three: Business Ethics and Environmental Sustainability | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze a company’s mission, values, and culture. | | CLO4 | |
| * 1. Evaluate a company’s performance in terms of environmental sustainability. | | CLO1, CLO2 | |
| * 1. Articulate strategies for improving environmental sustainability. | | CLO3 | |
| * 1. Compare your own ethical principles and actions to the ethical principles and actions of others. | |  | |
| * 1. Describe the values, policies, and requirements of professional governing bodies. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  This week’s readings cover CSR approaches and implementation, and you will examine various techniques, as well as how to create and lead responsible, ethical, and sustainable organizations. As you read the chapters, keep in mind your selected MNC and if and how your organization is achieving the goals.  **Read** the following in *Strategic Corporate Social Responsibility*:   * Ch. 4, “Business Ethics”: The initial focus starts in Ch. 4 with the topic of business ethics. You will examine the philosophy and how it can help you make better business decisions. * Ch. 5, “Environmental Sustainability”: This focuses on environmental sustainability and the role of business in assuring the planet’s future.   **Read** the following chapter lecture notes:   * Ch. 4 Lecture Notes * Ch. 5 Lecture Notes | | 3.1, 3.2, 3.3, 3.4, 3.5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Read** [Partners in Business Ethics](https://www.scu.edu/ethics/focus-areas/business-ethics/programs/business-ethics-partnership/). The Markkula Center for Applied Ethics at Santa Clara University, founded in 2003, brings executives and scholars together to increase the members’ knowledge about effectively managing ethics in business organizations. Take the time to explore their website. There are a number of interesting articles on all of the topics you will be discussing this term. | | 3.1, 3.2, 3.3, 3.4, 3.5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Your MNC’s Mission, Values, Culture, and Sustainability Efforts**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Report on your MNC’s mission statement and corporate values. How does your MNC build an ethical culture? * How is your MNC doing in terms of environmental sustainability? Does it seem to understand the importance and urgency of sustainability? If so, provide a specific example. If not, why not, and what can be done about it?   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Discussion = **2 hours** |
| **Discussion: Cowboy Ethics Week 3**  **Read** Cowboy Ethics Lecture Notes – Week 3.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Share your opinion on Cowboy Ethics thus far. What ethical or social similarities or differences can you draw between the way you live your life today and the cowboy code of ethics described in the readings? Do not focus just on the codes from this week; your answer should generic.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.4 | Discussion = **2 hours** |
| **Group Project: Deliverable 1**  **Discuss** the following internally with your instructor-assigned team:   * This week, the material focused on ethics, behavior in the workplace, and professional codes of conduct. Report on your team’s selected professions: * Who governs each profession? * What are its values and policies? * Are there requirements for professionals to become part of the organization?   Feel free to add an additional relevant information.  **Select** one team member of your team to post a single, collective response by 11:59 p.m. (Eastern time) on Thursday. | | 3.5 | Group Project =  **2 hours** |
| **Discussion: News & Views First Article (due this week)**  As a reminder, you are required to post your first article by 11:59 p.m. (Eastern time) on Sunday of this week. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **7 hours** |

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| Week Four: Responsible Leadership and Involving Stakeholders in CSR | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify ways stakeholder and investors are involved in a firm’s CSR. | | CLO2, CLO3 | |
| * 1. Analyze leadership styles and leadership development programs. | | CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  This week, you wrap up the topics on CSR approaches and implementation.  **Read** the following in *Strategic Corporate Social Responsibility*, and reflect on your MNC and its CSR.   * Ch. 6, “Responsible Leadership”: This chapter focuses on responsible leadership and applies it within the context of CSR. * Ch. 7, “Involving Stakeholders in CSR”: This chapter discusses how to involve stakeholders—especially employees, consumers and investors—in the company’s CSR efforts.   **Read** the following chapter lecture notes:   * Ch. 6 Lecture Notes * Ch. 7 Lecture Notes | | 4.1, 4.2 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Supplemental Leadership Resources**  **Watch** the followingJohn Maxwell videos. John Maxwell is an American author, speaker, and pastor who has written many books, primarily focusing on leadership:   * [John C. Maxwell Defines Leadership](https://www.youtube.com/watch?v=gfXGkdKKKUU)   **Read** “The Globally Responsive Leader: A Call for Action.”  **Consider** getting a copy of the following if you are looking for an excellent book on leadership: Krames, J. A. (2014). *Lead with humility: 12 leadership lessons from Pope Francis*. New York, NY: AMACOM. ISBN: 978-0814449110. | | 4.1, 4.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Your MNC’s Shareholders and Investors**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * How are employees, shareholders or investors, and consumers involved in your selected MNC? Write one paragraph on each. * What type of leadership style does the CEO demonstrate? Is there a leadership training program?   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2 | Discussion: = **2 hours** |
| **Discussion: Cowboy Ethics Week 4**  **Read** Cowboy Ethics Lecture Notes – Week 4.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Take one concept or idea from this week’s lecture notes that you have personally experienced (for example, a handshake deal or a promise you made that was difficult for you to keep), and comment on it.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.5 | Discussion: = **2 hours** |
| **Discussion: News & Views Second Article (due Week 6)**  As a reminder, you are required to post your second article by Week 6. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **5 hours** |

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| Week Five: CSR Impact and Benchmarking | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain CSR benchmarking tools and their importance. | | CLO1, CLO2, CLO3 | |
| * 1. Describe how the Gwynedd Mercy University community can pursue CSR in the context of the Critical Concerns of the Sisters of Mercy. | | CLO4 | |
| * 1. Describe organizational leadership types. | | CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  This week, you begin the third and final section of this book and the topic focus is CSR measurement and communication.  **Read** the following in *Strategic Corporate Social Responsibility*:   * Ch. 8, “CSR Impact”: This chapter covers social impact and assessment methods. * Ch. 9, “Benchmarking CSR”: This chapter discusses benchmarking tools.   **Read** the following chapter lecture notes:   * Ch. 8 Lecture Notes * Ch. 9 Lecture Notes | | 5.1, 5.3 |  |
| **Sisters of Mercy Social Justice Advocacy: The Critical Concerns of Sisters of Mercy**  **Read** [Social Justice Advocacy](https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.sistersofmercy.org%2Fwhat-we-do%2Fsocial-justice-advocacy%2F&data=02%7C01%7Camiller%40synergiseducation.com%7Cbbf12e0916a044b3af0508d5b119d8ad%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636609646946582198&sdata=YL8Mb27D12WUwIgDLc7YHFGJOQYPaV70pbRstuya4Mk%3D&reserved=0) and the write-up on each of the critical concerns (Earth, immigration, nonviolence, anti-racism, and women). | | 5.2 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Watch** [LSI - Why is SIA important](http://www.youtube.com/watch?time_continue=18&v=RB1Z5_xr6F0).  **Read** [The Impact of TOMS Shoes](http://www.acrosstwoworlds.net/?p=292).  **Review** the following resources which will introduce you to ISO:   * [ISO and Social Responsibility](http://www.youtube.com/watch?v=jRajp8s9beI) * [International Standards Organization: About ISO](http://www.iso.org/about-us.html) * Environmental Management: The ISO 14000 Family of International Standards | | 5.1, 5.3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Comparing CSR Tools**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Review the benchmarking tools (frameworks and guidelines, standards, certifications, and indices) presented in Ch. 9 of *Strategic Corporate Social Responsibility* and compare them to the [Critical Concerns of the Sisters of Mercy](https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.sistersofmercy.org%2Fwhat-we-do%2Fsocial-justice-advocacy%2F&data=02%7C01%7Camiller%40synergiseducation.com%7Cbbf12e0916a044b3af0508d5b119d8ad%7C7a9bcbb102ab4062aafc53c0ba30b9ac%7C0%7C0%7C636609646946582198&sdata=YL8Mb27D12WUwIgDLc7YHFGJOQYPaV70pbRstuya4Mk%3D&reserved=0). Report on the similarities, differences, and how you think the Gwynedd Mercy University community should proceed to achieve the goals of CSR and address the critical concerns.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Discussion: = **2 hours** |
| **Discussion: Cowboy Ethics Week 5**  **Read** Cowboy Ethics Lecture Notes – Week 5.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * After reading the Cowboy Ethics Lecture Notes, share your thoughts with your peers. Please discuss your thoughts on both “Ride the Brand,” the poem, and “Talk less and say more” including how you will apply these principles.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.5 | Discussion: = **2 hours** |
| **Group Project: Deliverable 2**  **Discuss** the following internally with your instructor-assigned team:   * This week covers sustainable, responsible, and ethical leadership. Chapter 6 of *Strategic Corporate Social Responsibility* describes seven leadership types: purpose-driven, value-based, transformational, servant, authentic, shared, and conscious leadership. What type or types of leadership are exhibited within your team’s selected professions?   **Select** one team member of your team to post a single, collective response by 11:59 p.m. (Eastern time) on Thursday.  **Reply** individually to 1 other team’s post. Compare and contrast two professions in terms of their leadership types. Do certain leadership types lend themselves to certain professions? | | 5.3 | Group Project =  **2 hours** |
| **Discussion: News & Views Second Article (due Week 6)**  As a reminder, you are required to post your second article by Week 6. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **7 hours** |

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| Week Six: CSR Reporting and Marketing | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe the various types of CSR reporting. | | CLO2 | |
| * 1. Analyze the use of CSR reporting as a part of a firm’s marketing strategy. | | CLO2, CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  This week’s readings discuss how reporting and marketing can become powerful channels to involve more stakeholders in CSR efforts of the company and also to inspire others to follow.  **Read** the following in *Strategic Corporate Social Responsibility*:   * Ch. 10, “CSR Reporting” * Ch. 11, “CSR and Marketing”   **Read** the following chapter lecture notes:   * Ch. 10 Lecture Notes * Ch. 11 Lecture Notes | | 6.1, 6.2 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Supplemental Resources**  **Review** the following resources on the Global Reporting Institute (GRI). The GRI is an independent international organization that has pioneered sustainability reporting since 1997 and that helps businesses and governments worldwide understand and communicate their impact on critical sustainability issues.   * [Global Reporting.org: About GRI](https://www.globalreporting.org/Information/about-gri/Pages/default.aspx) * [The GRI Sustainability Reporting Standards: The Future of Reporting](http://www.youtube.com/watch?v=AGqE4OO0_7g)   **Browse** the [Americn Marketing Association](https://www.ama.org/Pages/default.aspx) website. The American Marketing Association is a professional association for marketing professionals. It is headquartered in Chicago, IL and has professional and collegiate chapters across the United States. | | 6.1, 6.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Your MNC’s CSR Report**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Research and describe the nature your MNC’s CSR report. If your selected MNC does not have a CSR report, then select one of any company that you know and are interested in. Include what type of reporting was used (for example, from basic, to full reporting, to advanced reporting—the various types of reporting can be found in the lecture notes and in the textbook). Also include the type of marketing that is being used to promote CSR.   **Respond** to at least 3 other students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.1, 6.2 | Discussion: = **2 hours** |
| **Discussion: Cowboy Ethics Week 6**  **Read** Cowboy Ethics Lecture Notes – Week 6.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Comment on the last two codes and any personal or professional experience you would like to share in light of these two codes.   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.5 | Discussion: = **2 hours** |
| **Discussion: News & Views Second Article**  As a reminder, you are required to post your second article by 11:59 p.m. (Eastern time) on Sunday of this week. The following guidelines apply:   * The article must be dated within the last 6 months, preferably within the last month or two. * Provide a hyperlink to the article, publication information, a brief synopsis, and explanation of how the article relates to ethical decision making/CSR. * Respond to at least 2 other students’ posts in a manner that is thought provoking and that appropriately challenges or elevates the discussion. | | 1.5 | Discussion = **1 hour** |
| **Total** |  |  | **5 hours** |

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| Week Seven: Moving Forward - the Challenges, Opportunities and Future of CSR | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the importance of running an ethical organization. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Articulate strategies to move organizations toward CSR. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Identify ways in which professional organizations can become involved in CSR. | | CLO1, CLO2, CLO3, CLO4 | |
| * 1. Describe professional organizations’ involvement in the Critical Concerns of the Sisters of Mercy. | | CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Required Readings**  Keep in mind that CSR is still a relatively new and evolving business approach. According to the textbook introduction, just a half century ago, most people (for example, Milton Friedman, American economist, author, and a Nobel laureate) believed a business’s sole purpose was to maximize profits. However, as the expression goes, “We’ve come a long way!” Think about what you have learned over the last 6 weeks about CSR. What do you see as the future of CSR?  **Read** Ch. 12, “The Way Forward: Making the Shift,” in *Strategic Corporate Social Responsibility*. This chapter explains the author’s vision of CSR and the conclusions she has drawn.  **Read** the Ch. 12 Lecture Notes. | | 7.1, 7.2, 7.3, 7.4 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Code of the West**  **Watch** [The Code of the West: Alive & Well in Wyoming](http://vimeo.com/7931683), a short film by James Owen (Yurie Hart). | | 2.5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Your MNC Speech**  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * Imagine you are the CEO of your selected MNC and about to address employees about the future of the company. What would you say to get them engaged and involved? How would you convince them that they do in fact work in an ethical organization? Then, how would you convince them to either continue with the current strategic CSR approach or to initiate a new one? Respond to this question as if you were giving speech to your employees.   **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 7.1, 7.2 | Discussion = **2 hours** |
| **Discussion: Cowboy Ethics Week 7**  **Read** Cowboy Ethics Lecture Notes – Week 7.  **Post** a clear and logical response to the following by 11:59 p.m. (Eastern time) on Thursday. Provide specific examples to support your answers:   * After reading the Cowboy Ethics Lecture Notes, share your thoughts with your peers. Please discuss your thoughts on both “Remember that some things aren’t for sale,” and “Know where to draw the line” including how you will apply these principles. And finally, I’ve shared my final thoughts; would you please share yours?   **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.5 | Discussion = **2 hours** |
| **Group Project: Deliverable 3**  **Discuss** the following internally with your instructor-assigned team:   * Research your selected profession in light of the [Critical Concerns of the Sisters of Mercy](https://www.sistersofmercy.org/what-we-do/social-justice-advocacy/). Is your profession involved in any of the critical concerns? If not, should it be? How could individuals or groups in your selected profession get involved? For example, Doctors without Borders is a great example of a professional organization whose mission addresses the critical concerns of the Sisters of Mercy.   **Select** 1 team member of your team to post a single, collective response by 11:59 p.m. (Eastern time) on Thursday. Feel free to reply to other team’s posts. A reply is not required. | | 7.3, 7.4 | Group Project =  **1 hour** |
| **Total** |  |  | **5 hours** |

# Breakdown of Academic Instructional Equivalencies

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|  | **AIE Hours** |
| **Week 1** |  |
| Required | 4.5 hours |
| Supplemental | 1 hour |
| **Week 2** |  |
| Required |  |
| Supplemental | 7.5 hours |
| **Week 3** |  |
| Required | 7 hours |
| Supplemental |  |
| **Week 4** |  |
| Required | 5 hours |
| Supplemental |  |
| **Week 5** |  |
| Required | 7 hours |
| Supplemental |  |
| **Week 6** |  |
| Required | 5 hours |
| Supplemental |  |
| **Week 7** |  |
| Required | 5 hours |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 41 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 42 |