

Managing Responsibly in a Global Environment

Management 3031Y — Summer 2009

University of Lethbridge
Faculty of Management
Calgary Campus

CLASS ROOM: J109

TIMES: Monday and Wednesday: 6-9 p.m.

INSTRUCTOR: Dr. David Ohreen

OFFICE: NJ 201

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OFFICE HOURS: Monday and Wednesday 4-6 p.m. or by appointment

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COURSE DESCRIPTION

This course is largely an examination of the forces shaping management decision-making in an organizational environment characterized by the process of globalization. The interaction of the political, legal, regulatory, and social environments in which an organization operates will be assessed in relation to ethical decision-making, stakeholder management, sustainability, and corporate citizenship. In short, we will investigate what constitutes a “responsible manager.”

However, what constitutes a “responsible manager” is often debated and thus we will look at multiple perspectives within this debate, in an attempt to help students understand the likely consequences of their actions. Moreover, as our ability to communicate instantly around the globe continues to increase, the planet seems to become ever smaller and more vulnerable to whims of consumption and disposal. In this course, we will also consider the global and long-term impacts of our theories and actions in relation to the multiple demands placed on business today.

COURSE OBJECTIVES

- Become familiar with and be able to discuss critically the **concept of corporate social responsibility (CSR)**
- Understand both the theory and practice of **stakeholder management**
- Be able to identify different **theories of ethics** and apply them to corporate decision-making in the global context
- Develop the concepts needed for assessing issues from an **ethical perspective**
- Look at some of the **specific implications of globalization** for various stakeholders over time

PREREQUISITE

Writing 1000 or a university English course (3.0 credit) equivalent.

TEXT

Although there is no formal text, we will be using a Custom Resource Learning Package which you can order on-line from the U of L bookstore. It is the student's responsibility to ensure they have read and kept track of all materials delivered in class.

EVALUATION:	Concept Exam 1 (social responsibility/globalization)	30%
	Concept Exam 2 (ethical theory)	20%
	Case Analysis	20%
	Final Exam	30%

Concept Exams 1 & 2: Concept Exam 1 will be held on **July 22**. Concept Exam 2 will be held on **August 5**. Both exams will cover all material to date including lectures, readings, videos, in-class debates, etc.

Case Analysis

In order to make this course relevant to the world in which we live and, in particular, to current events, I am requiring you to write a short "case analysis." This 6-8 page (double spaced) paper will express your carefully thought out and well argued perspective on a relevant movie (e.g. *The Corporation*, *Supersize Me*, or *Thank You for Smoking*), a news issue (lead paint in children's toys, "popcorn lung"), or event (ethanol fuel, oil spill in Wabamun Lake, Alberta). You may select your own topics but please get my approval in advance. In writing your case analysis you must construct a thesis statement (a summary statement of 25 words or less that encapsulates your position on the issue), provide a brief overview of the case, and then give arguments to support your opinions. As you develop your argument, rely on facts, provide evidence, and include a conclusion summarizing your points. This is worth 20% of your grade and **due on July 20**.

The case analysis must be handed in on the due date otherwise a penalty of 5% per day will be taken off your grade. **Papers will not be accepted five calendar days past the due date.** Paper must be handed in-class or in my mailbox. **NO EXCEPTIONS.** I insist on proper essay structure and documentation of all reference material used (**NO REFERNCES = NO GRADE**). I will not read drafts of papers.

Final Exam

The final exam is on **August 24**. This is not an open-book final and students will not be allowed notes of any kind. The final exam **MUST** be written in order to pass the course.

CLASS PARTICIPATION

I strongly encourage class participation and in some respects it's the most important part of the course. Class participation requires listening skills, analytical ability (criticizing incomplete arguments, suggesting alternative theories, pointing out gaps in each other's reasoning) and the willingness to test new ideas (remember: there are no stupid questions or ideas). I hope to keep the class atmosphere informal enough that everyone feels comfortable expressing his or her thoughts and opinions. Good discussions will only be possible if people conscientiously read the assigned material before class. Students are also encouraged to contribute by bringing in examples from TV, newspaper, magazines or personal experience.

CLASS NOTES

PowerPoint lecture notes will be available for all students.

CLASS ETIQUETTE

I take that everyone here is an adult and will conduct him or herself accordingly. Please make sure you are on time for class. Come to class prepared by reading the chapters assigned. If you are tired, sleepy or don't feel like being here—please stay home. Ensure cell phones are turned off before entering class.

If you know you are going to be late or have to leave early please let me know in advance to minimize class disruptions.

The University of Lethbridge has an inclusive language policy which means using language which does not discriminate among characteristics of gender, age, race, ethnicity, religion or minority. For example, use “person-kind” instead of “man-kind or “chairperson” instead of “chairman” etc.

PLAGIARISM AND CHEATING

Plagiarism, cheating or other forms of misconduct will result in failure of part or all of the course components and will be reported. See the University of Lethbridge Calendar (p. 74 of the 2008 – 2009 Calendar) for details of the University's policies with respect to student conduct.

MISSED EXAM POLICY

Students who fail to write final exams on the scheduled dates must provide satisfactory evidence of illness or extenuating circumstances AND must have the approval of the Dean for a make-up exam. Otherwise a grade of “F” will be given for the exam.

GRADING

A+ 100-95	A 94-90	A- 89-86	Excellent
B+ 85-82	B 81-78	B- 77-74	Superior
C+ 73-70	C 69-66	C- 65-62	Satisfactory
D+ 61-58	D 57-50		Poor
49 or less			Fail

TENTATIVE SYLLABUS:

July	Readings
6	Introduction
8	1) <i>Case: Merck & Co. Inc.</i> 2) <i>The Business and Society Relationship</i> – Carroll, Buchholtz, and Karakowsky
13	3) <i>The Social Responsibility of Business is to Increase Profits</i> - Milton Friedman 4) <i>Doing Business Ethics: An Analysis of Friedman</i> – Joseph DesJardins and John McCall

15	5) <i>Confronting Moral Worlds</i> – Mark Wexler
20	6) <i>Business Ethics: A Stakeholder and Issues Management Approach</i> – Joseph Weiss
	Case Analysis Due
22	Concept 1 Exam
27	7) <i>Normative Theories in Ethics</i> – William Shaw
29	7) <i>Normative Theories in Ethics</i> – William Shaw
	8) <i>New Directions in Corporate Social Responsibility</i> – Norman Bowie
August	
5	Concept 2 Exam
10	9) <i>Broadening the Debate: The Pros and Cons of Globalization</i> – Joyce Osland
	10) <i>The Challenge of Cultural Relativism</i> – James Rachels
12	11) <i>When Ethics Travel: The Promise and Perils of Global Business Ethics</i> – Donaldson and Dunfee
17	12) <i>Corporate Responsibility for Working Conditions in Developing Countries</i> – David Vogel
	13) <i>Over a Barrel</i> – Andrew Nikiforuk
19	14) <i>Business and Environmental Ethics</i> – Michael Hoffman
	15) <i>A Road Map for Natural Capitalism</i> – Amory Lovins, Hunter Lovins, and Paul Hawken.
August 24	Final Exam

I reserve the right to make adjustments to the class schedule during the term without consent or consultation from the students.