

# Lecturer Pairing

International Project Week 2017 Business Ethics and Sustainability

Metropolia UAS Business School, Helsinki, Finland

May 14- 19, 2017

Welcome to IPW2017 - Business Ethics and Sustainability. During the week, you will be working **together with another visiting lecturer**, each of you representing a different view on business ethics and corporate social responsibility, and each of you giving a **lecture** on your area of expertise. Together you will then **guide a student group** in solving the case making sure that your areas of expertise will also be considered in the final solution. Each pair will teach the same group (not at the same time).



## Lecturer Pairing 1: Michael Jaensch & Shoaib Nasir

A) Michael Jaensch, Hochschule für Technik und Wirtschaft Berlin, Germany

### “Contract Law and Ethics”

#### Running a Business – The impact of Rules of Fairness on Contract Law

There is a widespread discussion on a Code of Ethics for the conduct of private parties including companies and non-profit organisations. Often the respect for Human Rights and non-discrimination principles are thrown into the bargain. On the other hand, any legal commitment relies on the principle of freedom of contract to negotiate freely the rights and obligations of the commitment and the scope of liability. A thin line divides the need for private entities to conduct their affairs in the way they see fit and the need of society to limit this freedom for ethical purposes. The course will analyse the history and concept of Human Rights as well as equity (meaning fairness) and their impact on contract law. It will also show that contract law itself has developed over centuries detailed rules for fair and equitable behaviour, which limit the scope of freedom of contract.



B) Shoaib Nasir, Kwantlen Polytechnic University, Canada

### Best Practices in Business Ethics and CSR

To foster higher levels of ethical responsibility and sustainability, we need to find a healthy balance between mechanical and organic worldviews, where an organization is part of an interconnected and an interdependent web of life. Such a change can lead to a deep authenticity and a better understanding of the purposes of an organization as well as a shift to systemic organizational goals.

## Lecturer Pairing 2: Barbara Weitz & Christine Cilligan

A) Barbara Weitz, Hochschule für Wirtschaft und Technik des Saarlandes, Germany

### **Business Ethics and Corporate Social Responsibility - critical comments from a (German) lawyer**

1 Business Ethics and the law 1.1 Definition of business ethics 1.2 General legal rules 1.3 Special rules in relation to certain stakeholders 2 Corporate Social Responsibility (CSR) 2.1 Definition of CSR 2.2 Justification of legal obligations 3 Legal aspects of CSR under EU law 3.1 CSR regarding activities within the EU 3.2 CSR regarding activities outside the EU 4 Support of NGOs as part of CSR 4.1 General rules of company law 4.2 Special issues regarding the involvement of employees 5 Summary

B) Christine Gilligan, Sheffield Hallam University, the UK

### **Responsible and Sustainable business practice**

The lesson starts by outlining what responsible business practice is and why we need it. It will be linked to the UN Sustainable Development Goals and the triple bottom line. This will be in the area of corporate /private business organisations. In addition, the barriers to change, some of the drivers of change e.g. stakeholder pressure and some of the advantages of engaging in this agenda for business will be discussed. The next section will then look at how the SD Goals transfer into the voluntary. Voluntary sector organisations are values led and have either a social or environmental mission but very few have both - i.e. consider the triple bottom line. The final section will then explore a way of integrating social and environmental goals for both the private and voluntary sectors based on the concept of the circular economy.

## Lecturer Pairing 3: Menno de Lind van Wijngaarden & Nicola Adams

A) Menno de Lind van Wijngaarden, HU University of Applied Sciences Utrecht, the Netherlands

### **Sustainable Business Models**

Corporate Social Responsibility (CSR) Business has rapidly grown in the recent decades, more and more social enterprises are emerging and customers and investors increasingly demand responsible practices from companies. Governments in turn, increasingly acknowledge the indispensable role of the private sector in dealing with global issues. As a result, governments, companies, societal organizations and many more groups together have worked on the establishment of seventeen unique Sustainable Development Goals. The lectures will focus on these Sustainable Development Goals as a framework that supports business to respond to the trends in society; threatening shortage of resources, major shifts in demographics and economy, pollution and climate change. Besides attention for the growing share of CSR-oriented businesses the lectures will also focus on companies who choose a disruptive innovation path. Companies that look for sustainability in their business model and who can give social and environmental returns, in addition to their economical returns.

B) Nicola Adams, University of Wolverhampton, the UK

### The link between personal and professional ethical values for (future) managers

I would discuss briefly where our personal ethical values come from and ask students to consider their own. Using examples which students can relate to, we would consider the impact of these on professional decisions and development, including choice of employer, management decision making, personal boundaries and associated actions. This can be linked to a comparison of stakeholder theory and stewardship theory as a way of managing an organisation and its corporate social responsibility. This would relate well to the Red Cross, since charitable/voluntary organisations can attract employees who are ethically and emotionally invested in the organisation's purpose in a different way than in commercial organisations. We would consider how a range of stakeholder views may influence ethical and CSR decision making within the organisation.

### Lecturer Pairing 4: David Richards & Tony O'Brien

#### A) David Richards, Lakehead University, Canada

##### **Leadership, Corporate Social Responsibility, and Employee Attitudes.**

Approaching the topic from an organizational behaviour perspective, the focus of the lecture is to provide an overview of ethical leadership and responsible leadership and how they inform corporate social responsibility strategies and related ethical practices. The lecture would also explore the potential impact that these leadership practices and corporate social responsibility itself on employee attitudes (e.g., organizational commitment and satisfaction). The lecture could also explore sensemaking processes in understanding how corporate social responsibility is enacted and understood by organizational members

#### B) Tony O'Brien, Sheffield Hallam University, the UK

##### **Managing data risks in the Digital Age: are organisations really equipped to deal with the social and ethical implications?**

Over the past three decades in particular, organisations have invested vast resources into the development and maintenance of enterprise-wide data/information systems. In more recent times, this has taken place within the context of an ever-increasing volatile environment which has witnessed the emergence and advancement of new technologies. As a consequence, organisations are now tied irrevocably to information technologies (IT) and information systems (IS), as never before not just to create competitive advantages but merely to survive.

Evidence tells us historically that organisations have had immense difficulty in managing their data assets. Given the ever more diverse challenges described above it is highly questionable whether any organisation can state that they are truly confident in managing the ethical and social risks around their data.

## Lecturer Pairing 5: Micaela Lopes & Rien Brouwer

A) Micaela Lopes, Polytechnic Institut of Setúbal, Portugal

### **Good Faith**

The main goal of my contribution is to clarify, through 3 exhibition sessions, the principle of good faith, not only as an ethical and moral principle, but essentially as a guiding legal principle on business relationships in international context. Contribute to clarify the role of the business law, the good faith principle in business relationships and the role of civil liability are also a goal of my lecture plan.

B) Rien Brouwer, University of applied science INholland, the Netherlands

### **Ethical issues concerning HRM (Human Resource Management)**

The lectures will focus on recruitment and selection (inclusion and exclusion) as well as ethical issues about a recent research of the 21 st skills in practice (talent management).

## Lecturer Pairing 6: João Rocha Santos & Jamie Rundle

A) João Rocha Santos, Polytechnic Institut of Setúbal, Portugal

### **BUSINESS ETHICS AND THE SINS OF UNSUSTAINABILITY - A COMBINED APROACH BETWEEN THE NEW ETHICS CHAIN OF VALUES AND THE DPOBE MODEL FOR ORGANIZATIONAL SUSTAINABILITY.**

In recent past, many companies all over the world with strong reputation, recognized "health" and considerable financial performance and profits, with a long presence in their markets, fell down due to the world economic environment and the global financial crisis that arise in the first decade of the present century. Some of these companies revealed with their collapse some lack of government principles and procedures in several pillars considered essential to grant the organizational sustainability. Also some of them showed with their bad practices, performed by it's managers by their own and sometime induced by their stockholders, a total lack of ethical principles, putting the priority mainly in the huge and fast achieve of financial profits. With this lecture it's pretended to make a combined analysis and discussion, using real business examples, between the lack of ethics in business and its impact on businesses sustainability, showing also some managerial practices considered by several authors has sins of unsustainability.

B) Jamie Rundle, Sheffield Hallam University, the UK

### **Understanding business ethics and responsibility through case studies in disaster-relief operations**

The role of operations management (OM) – an all-encompassing discipline which includes supply chain management, process improvement, quality thinking, performance measurement, efficiency, and disaster management, but which ultimately delivers products or services to customers - is often downplayed in contemporary management thinking.

Yet firms increasingly place considerable importance on 'doing the right thing' for their stakeholders. Whether this means ethical sourcing, responsible practice, or simply addressing their needs, indeed, in the past twenty-five years, there has been a radical shift towards customer-centric processes and flexible operations. And as technology has increased so too has visibility of firms' activities, with implications for transparency and - not least - competitiveness.

The lectures will explore how OM thinking can transform private, public and third-sector organisations. In particular, the lectures encourages a shift away from the out-dated and corrosive tendency to focus on poorly-defined, meaningless performance measures - itself a curse of the private sector's destructive desire to financially reward managers for short-term performance.

## Lecturer Pairing 7: Judith van Felius & Dr Rob Baker

### A) Judith van Felius, Saxion University of Applied Sciences, the Netherlands

#### **CSR Performance Ladder**

I will start my lecture with a broad perspective on CSR by using the CSR Performance Ladder, developed by the Dutch organization for Sustainable Entrepreneurship. This is an instrument to make sustainable development concrete, objective and demonstrably. The CSR Performance Ladder consists of five levels and is inspired by internationally recognized documents like ISO 26000, Global reporting Initiative, ISO9001. My lecture will illustrate how an organization can develop or adapt its management system by working through the 5 levels and using the Plan-Do-Check-Act cycle in every phase. The CSR Performance Ladder is structured in the three themes People, Planet, Profit. My lecture will continue with a focus on People. An essential starting point for any change to occur in an organization is for leaders to model the right behavior and culture. For the implementation of CSR and associated Business Ethics, integrity is an essential value. I will therefore ask students what they think integrity means and how they would translate this in concrete options for action by a leader. I will finish with a description of integrity as part of Authentic Leadership, which contributes to trust in the leader.

### B) Dr Rob Baker, Sheffield Hallam University, the UK

#### **Exploring the UN's 17 'Goals for Sustainable Development' and their relationship to Kontti and the Finnish Red Cross**

*Part 1: Demonstration of the Sustainable Development Goals; Which goals are appropriate in the Kontti Case and why?*

*Part 2: (from a PERSONAL/INDIVIDUAL perspective)*

"Individuals' responses to ethical issues in the work of aid organisations: Value heuristics and priority setting."

*Part 3 (from a FINNISH BUSINESS perspective)*

"Kontti and the Finnish Red Cross: exploring personal values in the workplace, values, attitudes and beliefs."

## Lecturer Pairing 8: Cathrin Ruppe & Nasser Jamalkhan

### A) Cathrin Ruppe, University of Applied Sciences Münster, Germany

#### **Incorporating Ethics into Business**

To develop knowledge, behavioural skills and self-reflexivity in relation to the emergent and often contradictory context of business ethics, with special emphasis on sustainability and recycling. The unit situates these issues within and across different cultural, social, and organisational contexts. The unit facilitates the students' ability:

- to understand the theoretical background of business ethics and its importance for enterprises,
- to consider the different approaches of management when it comes to ethical behaviour within the company and towards external partners and agents,
- to create and revise strategies for the implementation of an ethical framework for enterprises, while considering the agendas of different stakeholders within the company network.

On completion of the unit, students should have developed the capability to investigate ethical issues from different viewpoints and contrast ideas based on a combination of company needs and customer expectations. Their development of capability will be grounded in an understanding of the

interrelationships and dynamics of business ethics, in particular sustainability, shared economy, and recycling issues.

B) Nasser Jamalkhan, University of Hertfordshire, the UK

Provide an understanding of the major social issues that companies need to address in the global marketplace in order to be considered socially responsible practitioners

Consider the use of codes of ethics by global companies to address issues relating to social responsibility

Demonstrate how corporate social responsibility and ethical practice can provide competitive advantage in the global marketplace

Greener and more Sustainable development

### Lecturer Pairing 9: Nick Kearns & Marko Korkeakoski

A) Nick Kearns, Unitec Institute of Technology, Auckland, New Zealand

I have taught the ethics component for undergraduate courses involving reviewing different ethical models and the different outcomes from the application of each. CSR experience is with integrated reporting using IR and GRI (a little) frameworks. I thought for Metropolia an interesting topic would be a comparison of Maori and European ethical approaches to sustainability. NZ is a bicultural nation of Maori and Pakeha (Europeans et al) founded on the Treaty of Waitangi, and this results in the Maori world view being well studied and articulated. It has much in common with other indigenous peoples, but also its own unique perspective. I would (briefly) set out the five main Eurocentric approaches to ethics, then the relevant Maori concepts, and then take a look at a couple of cases – ideally one environmental and one social. I would then work to generalise the results to the Kontti case presented. Three words left.

B) Marko Korkeakoski, Metropolia University of Applied Sciences, Helsinki