

READINGS:

Carroll, A, and Buchhholtz, A. (2006). *Business and Society: Ethics and Stakeholder Management*. Thomson South-Western, Chapters 6 and 7.

MOD 1

Exercises:

1. In discussions of business and society, why is there a tendency to focus on large rather than small or medium-sized firms?
2. What is the one greatest strength and the one greatest weakness of a pluralistic society? Do these characteristics work for or against business?
3. Identify and explain the major factors in the social environment that create an atmosphere in which business criticism takes place and prospers. How are the factors related to one another?
4. Explain in your own words the social contract. Give an example of a shared understanding between you as a consumer or an employee and a firm with which you do business or for which you work.
5. Identify and explain the pyramid of corporate social responsibility. Provide examples of each "layer" of the pyramid. Identify and discuss some of the tensions among the layers or components.
6. Differentiate corporate social responsibility from corporate social responsiveness. Give an example of each.

Professional Development:

It has been suggested that journalists are generally more liberal and CEO's are usually more conservative. Do you think this is true? Present your opinion on this issue and provide several examples of recent news events and their coverage that support your position.

Discussion Questions:

1. It has been suggested that commercials hurt businesses because businesses do not honestly and fairly portray their products on TV; therefore; they undercut their own credibility. Be prepared to discuss the degree to which you believe this suggestion is true and the impact it has on business credibility.
2. Prime-time television programs usually portray business executives as smirking, scheming, cheating, and conniving. What role has this portrayal played in shaping society's attitudes toward business and business executives? How has prime-time television programming affected your attitude toward business executives?

Readings:

Carroll, A, and Buchhholtz, A. (2006). Business and Society: Ethics and Stakeholder Management. Thomson South-Western. Chapters 4 and 5.

MOD 2

Exercises:

1. Explain the relationship between corporate public policy and strategic management.
2. Identify the steps involved in the strategic management process. In which step is a concern for social issues planning most evident? Explain.
3. What is your opinion of Naisbitt's belief that the major public issues start as isolated, local events? Give an example you are aware of that appears to support or refute his hypothesis.
4. Identify one example, other than those listed in Figure 5-3 of each of the leading force categories: events, authorities/advocates, literature, organizations, and political jurisdictions...
5. Identify a crisis that has occurred in your life or in the life of someone you know and briefly explain it in terms of the four crisis stages: prodromal, acute, chronic, and resolution.
6. What is a social audit? Describe how it may be seen as a tool for strategic control.
7. What are the four stages in environmental analysis? Briefly explain each stage.
8. What is the difference between public relations and public affairs? Why has there been confusion regarding these two concepts?

Professional Development:

1. What are the major ways in which public affairs might be incorporated into every manager's job?
2. Differentiate between a collaborative/problem-solving strategy and an individual/adversarial strategy. Which seems to be more effective in corporate public affairs?

Discussion Questions:

1. Conduct some research on the impacts on business organizations of the attacks on the World Trade Center in New York. What have been successful and unsuccessful examples of crisis management that have come out of this research? Is terrorism a likely crisis for which business may prepare?
2. Do you think international public affairs are a major growth area? What are the specific reasons for your answer?

MOD 3

Carroll, A, and Buchholtz, A. (2006). *Business and Society: Ethics and Stakeholder Management*. Thomson South-Western, Chapters 6 and 7.

Exercises:

1.
To demonstrate that you understand the three models of management ethics--moral, immoral, and amoral--give an example, from your personal experience, of each type. Do you agree that amorality is a serious problem? Explain.
2.
Give examples, from your personal experience, of Kohlberg's Levels 1, 2, and 3. If you do not think you have ever gotten to Level 3, give an example of what it might be like.
- 3. Compare your motivations to behave ethically with those listed in Figure 6-11 of your text. Do the reasons given in that figure agree with your personal assessment? Discuss the similarities and differences between Figure 6-11 and your personal assessment.**
4. Assume you are in your first real managerial position. Identify five ways in which you might provide ethical leadership. Rank them in terms of importance and be prepared to explain your ranking.
5. What do you think about the idea of codes of conduct? Give three reasons why an organization ought to have a code of conduct, and give three reasons why an organization should not have a code of conduct. On balance, how do you regard codes of conduct?
6. A lively debate is going on over the question of whether business ethics can or should be taught in business schools. Do you think business ethics can and should be taught? Be prepared to explain your reasons carefully.

Professional Development:

1. Give a definition of ethical business behavior, explain the components involved in making ethical decisions, and give an example from your personal experience of the difficulties involved in making these determinations.
2. From your own personal experience, give an example of a situation you have faced that would require one of the six elements of moral judgment.

Discussion Question:

In the 1980s and for most of the 1990's, the preponderance of ethical issues in a business setting involved discrimination or harm to the environment. Now fraudulent and dishonest conduct on the part of senior executives are capturing headlines and calling into question business ethics. Why is this trend occurring now? What are the driving forces? What can we do to address this alarming trend? Does this mean that we have made significant progress in ethical behavior related to discrimination and the environment?

MOD 4

Readings:

Carroll, A, and Buchholtz, A. (2006). Business and Society: Ethics and Stakeholder Management. Thomson South-Western. Chapters 8 and 9.

Exercises:

1. Do you think business is abusing its power with respect to invasion of privacy of both consumers and employees? What about surveillance? Which particular practice do you think is the most questionable?
2. Do you think genetically modified foods raise a legitimate safety hazard? Should government agencies such as the FDA take action to require safety testing? What about warning labels? Do you think warning labels would unfairly stigmatize GMFs and make consumers question their safety? Is this fair to the GMF industry?
3. As an MNC seeks to balance and honor the ethical standards of both the home and host countries, conflicts inevitably will arise. What criteria do you think managers should consider as they try to decide whether to use home or host country ethical standards?
4. Explain ISCT and the concepts of hypernorms and moral free space. What difficulties would a manager encounter in applying these concepts?
5. Differentiate between a bribe and a grease payment. Give an example of each.
6. Of DeGeorge's seven moral guidelines, identify which single guideline you think is of most practical value for an MNC. Give a brief explanation of your choice.

Professional Development:

Using Donaldson's fundamental international rights, rank what you consider to be the top five of the ten rights. Explain your ranking.

Discussion Questions:

1. Do you agree that society is intoxicated with technology? Does this pose special problems for business with respect to the ethics of technology? Will such intoxication blind people to ethical considerations?
2. Drawing on the notions of moral, amoral, and immoral management introduced in Module Two, categorize your impressions of (a) Nestle, S.A. in the infant formula controversy and (b) Union Carbide in the Bhopal tragedy.

MOD 5

Readings:

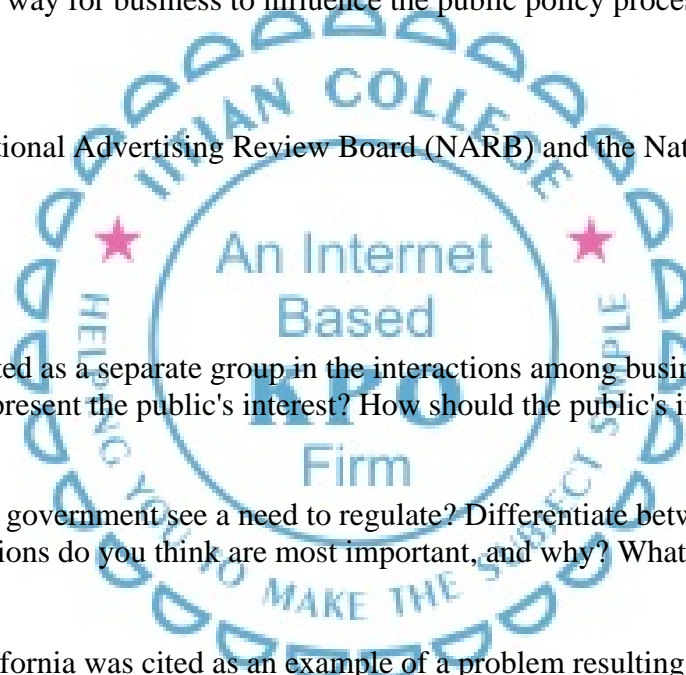
Carroll, A, and Buchhholtz, A. (2006). Business and Society: Ethics and Stakeholder Management. Thomson South-Western. Chapters 10, 11 and 12.

Check Your Understanding:

1. What is a PAC? What are the major arguments in favor of PACs? What are the major criticisms of PACs? In your opinion, are PACs a good way for business to influence the public policy process? What changes would you recommend for PACs?
2. What is the purpose of the National Advertising Review Board (NARB) and the National Advertising Division?

Exercises:

1. Explain why the public is treated as a separate group in the interactions among business, government, and the public. Doesn't government represent the public's interest? How should the public's interest be manifested?
2. What is regulation? Why does government see a need to regulate? Differentiate between economic and social regulation. What social regulations do you think are most important, and why? What social regulations ought to be eliminated? Explain.
3. Electricity regulation in California was cited as an example of a problem resulting from deregulation. What is the current mood of the country regarding deregulation? What evidence can you present to substantiate your opinion?
4. Outline the major benefits and costs of government regulation. In general, do you think the benefits of government regulation exceed the costs? In what areas, if any, do you think costs exceed the benefits?
5. Explain lobbying in your own words. Describe the different levels at which lobbying takes place. Why is there a lack of unity among the umbrella organizations?
6. What is your opinion of the consumerism movement? Is it "alive and well" or is it dead? Provide evidence for your observations.
7. Give an example of a major abuse of advertising from your own observations and experiences. How do you feel about this as a consumer?



Professional Development:

Explain how business and government represent a clash of ethical systems (belief systems). With which do you find yourself identifying most? Explain.

Discussion Questions:

1. What should be the respective roles of business and government in our socioeconomic system?
2. In your opinion, are PACs a good way for business to influence the public policy process? What changes would you recommend for PACs?

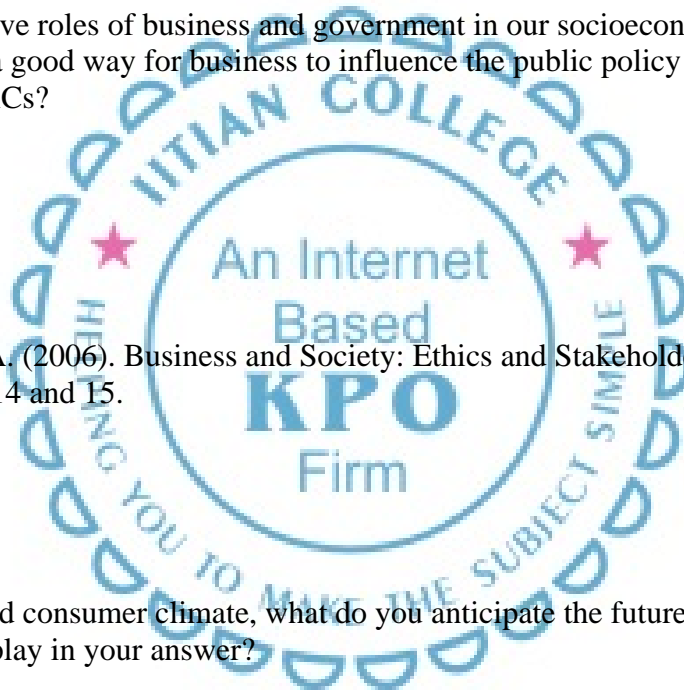
MOD 6

Readings:

Carroll, A, and Buchhholtz, A. (2006). Business and Society: Ethics and Stakeholder Management. Thomson South-Western. Chapters 13, 14 and 15.

Exercises:

1. Given the current business and consumer climate, what do you anticipate the future to be for the CPSC and the FDA? What roles do politics play in your answer?
2. How can ethics be applied in response to environmental issues?
3. What are some examples of business environmentalism and decision models for addressing environmental concerns?
4. Should businesses and societies continue to focus on unlimited economic growth?
5. Explain the pros and cons of community involvement and corporate philanthropy provide a brief history of corporate philanthropy, and explain why and to whom companies give.
6. Differentiate among public purpose partnerships, strategic philanthropy, and cause-related marketing, and cause branding.



7. Identify and discuss briefly what you think are the major trade-offs that firms face as they think about a possible plant closing or substantial layoffs and their and their responsibility to their employees and the community.

8. Describe what you think are a firm's social responsibilities in a plant- or business-closing situation and what factors influencing the degree of those responsibilities.

Professional Development:

In your opinion, why does a business have a responsibility to community stakeholders in a business-closing decision? Enumerate what you think are the major reasons.

Discussion Questions:

1. What is the future outlook for the natural environment?
2. Identify the dimensions of quality. Give an example of a product or service in which each of these characteristics is important.

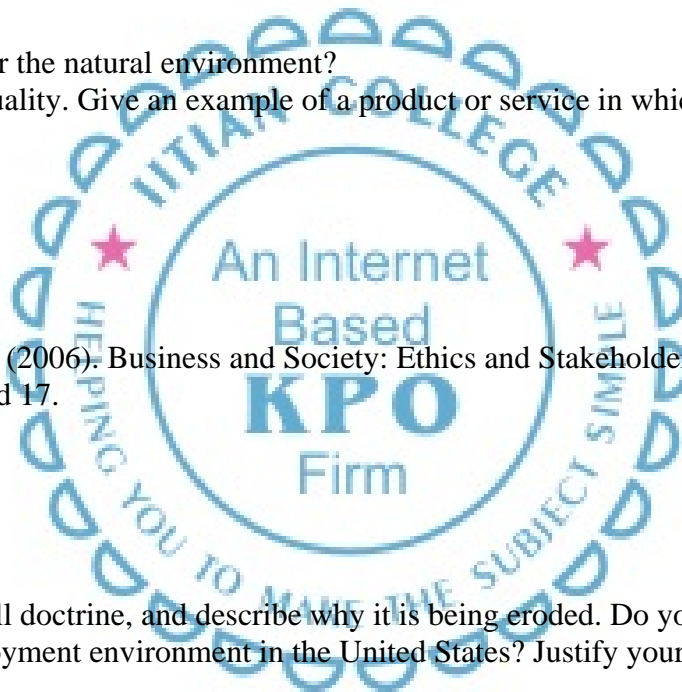
MOD 7

Readings:

Carroll, A, and Buchhholtz, A. (2006). Business and Society: Ethics and Stakeholder Management. Thomson South-Western. Chapters 16 and 17.

Exercises:

1. Explain the employment-at-will doctrine, and describe why it is being eroded. Do you think its erosion is leading to a healthy or unhealthy employment environment in the United States? Justify your reasoning.
2. In your own words, explain the right to due process. What are some of the major ways management is attempting to ensure due process in the workplace?
3. If you could choose only one, would the ombudsperson approach or the peer review panel be your choice as the most effective approach to employee due process? Explain.
4. What is your assessment of the value of the 1986 False Claims Act?
5. Enumerate the strengths and weaknesses of the polygraph as a management tool for decision-making. What polygraph uses are legitimate? What uses of the polygraph are illegitimate?
6. What are the two major arguments for and against honesty testing by employers? Under what circumstances could management most legitimately argue that honesty testing is necessary?



7. Which two of the four guidelines on the issue of privacy presented in this Module do you think are the most important? Why?
8. Identify the privacy, health, and due-process ramifications of both the workplace smoking issue and the AIDS issue.

Professional Development:

1. How do you feel about whistle blowing now that you have read about it? Are you now more sympathetic or less sympathetic to whistleblowers? Explain.
2. How has technology affected workplace privacy? What are the implications for the social contract between firms and their employees?

Discussion Questions:

1. How has the World Trade Center tragedy affected workplace privacy? What are the long-term implications of that?
How have you been affected personally?
2. Describe what privacy in the work place means to you and what privacy protection companies should give employees.

MOD 8

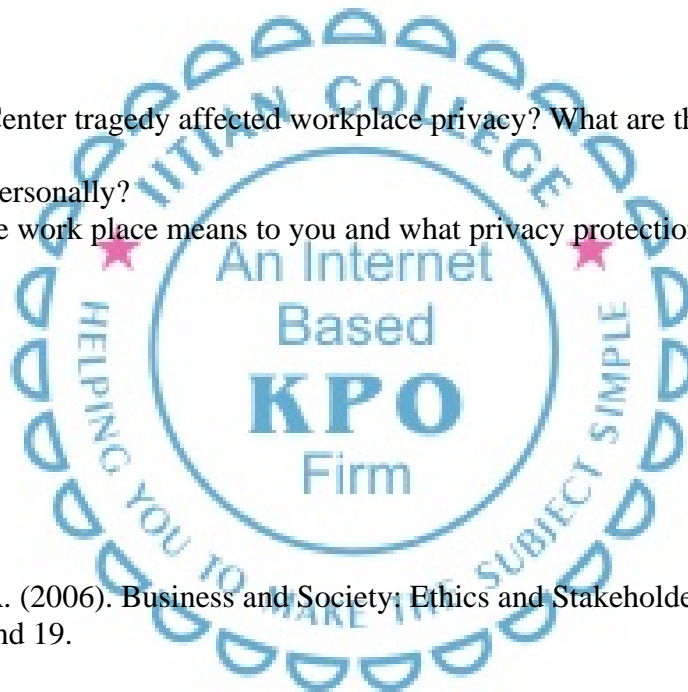
Readings:

Carroll, A, and Buchhholtz, A. (2006). *Business and Society: Ethics and Stakeholder Management*. Thomson South-Western. Chapters 18 and 19.

Assignments:

Check Your Understanding:

1.
List the major federal discrimination laws and indicate what they prohibit. Which agency is primarily responsible for enforcing these laws?
2.
Give two different definitions of discrimination, and provide an example of each.
3. What is the primary Federal law that prohibits discrimination?



4. What are the primary provisions of the Civil Rights Acts of 1991?

Exercises:

1. Do you think that preferential treatment should be given in university admissions? Explain your answer.
2. Explain the evolution of corporate governance. What problems developed? What are the current trends?
3. Explain how mergers, acquisitions, takeovers, greenmail, golden parachutes, and insider trading are related to the corporate governance issue.
4. Outline the major suggestions that have been set forth for improving corporate governance. In your opinion, which suggestions have the greatest chance of being effective? Why?
5. In what way have companies taken the initiative in becoming more responsive to owners/stakeholders? Where would you like to see more improvement? Discuss.

Professional Development:

Explain the dilemma of affirmative action versus reverse discrimination. Do you think the Supreme Court is headed in the right direction for handling this issue? Explain.

Discussion Questions:

1. What impact do you think the Americans with Disabilities Act (ADA) are having on businesses? Explain your answer.
2. What are the major criticisms of board of directors? Which single criticism do you find to be the most important? Why?