

Syllabus of Business Ethics

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Course Description

This course introduces Business ethics as the modern managerial approach to ethical questions in business environment. It gives not only understanding of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics in organizations.

This course includes three part. The first part, which is called Universal ethics, takes into account the nature and essence of ethics, problems and possibilities of individual ethical and moral behavior formation. In the second part, named Applied Ethics, - questions and problems of ethical decision-making in the company are considered. Moreover, the third part concerns CSR, its contribution to strategic advantages of the company and its integration into business process.

The international and Russian experience in educational methodical materials is balanced so that students could gain an impression about features of national ethical context, and also that in fact ethical principles have no nationality as in their basis the human values are put.

This course is an important contribution to increasing standards of business as listeners are future executives of manufactures and NGOs.

Scope of Use

The present syllabus establishes minimum requirements of students' knowledge and skills and determines the content and methodologies of the course.

The present syllabus is designed for the lectures teaching this course, their teaching assistants, and students of the bachelor's degree program 38.03.02. Management, studying the course Business Ethics.

This syllabus meets the requirements of:

- Standards of National Research University Higher School of Economics;
- Bachelors' program Management of Federal Bachelors' Degree Program 38.03.02;
- University curriculum of the bachelors' program in management (38.03.02.) for 2015-2016.

Course Goals

The course aims to acquaint participants with the basic concepts and standards of Business Ethics and Corporate Social Responsibility (CSR), and to develop their skills in identification, analyses and permission of ethical dilemmas on workplace.

Learning Outcomes

After taking the course of Business Ethics students should know:

- reasons of emergence of Business Ethics and CSR concepts and the main stages of their genesis;
- algorithms of ethical dilemmas solution;
- problems, opportunities and methods of formation of ethical and morality behavior of personnel;
- possibilities of regulation of ethical violations and counteraction of corruption in the organization;
- CSR international standards;
- how to coordinate policy of CSR to abilities and the purposes of development of the organization, which competitive advantages of SCR are got by the company;

- how to realize CSR policy at all hierarchical levels in the organization;
- how the management of the company can stimulate successful interaction with shareholders and stakeholders;
- how the policy of CSR influences the current and future practice of state regulation.

be able to:

- to understand main types of ethical violations and consequence of their influence on business practice, economy and society in general;
- to prove criteria of employees' ethical behavior in decision making in conflict situations (cases of business ethics commissions);
- to use decision-making models in ethical dilemmas situation on workplace;
- to classify and define stakeholders interests in social, marketing problems of the company taking into account the ethical dilemmas of business;
- to prove need of practical realization of initiatives of CSR.

Course prerequisites

The course is based on the knowledge and competences provided by the following disciplines:

- General management.
- Theory of organization and Organizational behavior.
- Theory and history of management.
- Economic analysis of a firm.

Course Type is compulsory. The boost of the course is crucially important for students' awareness of their professional identity as Managers and their individual input to improving business climate in Russia and all-over the world. As the subject of the course is connected with morality and ethical standards, it is expected that students will demonstrate ethical commitment and behavior, for instance to academic and scientific work standards of NRU Higher School of Economics during classes and self-study work.

Course Outline

This syllabus is the plan for the course however it is subject to modification at any time throughout the semester in respond to student's progress. Such changes will be announced during classes.

Distribution of hours

Distribution of hours					
#	Topic	Total hours	Contact hours		Self study
			Lectures	Seminars	
Universal ethics					
1.	Nature and Essence of Ethics	12	2	2	8
2.	Business Ethics Concepts	10	2		8
3.	Professional ethics	12	2	2	8
Applied Ethics					
4.	Organizational moral standards and the ethical dilemmas of decision-making	14	2	4	8
5.	Managing ethics in organization	12	2	2	8
6.	Anti-corruption behavior	12	2	2	8

CSR					
7.	CSR: conceptual bases	12	2	2	8
8.	Socially responsible leadership and CSR' role in corporate governance	12	2	2	8
9.	The interaction between business and government in the implementation of social policies in Russia. Public-private partnership within the CSR	12	2	2	8
10.	Basic initiatives in the field of CSR and sustainable development. Corporate CSR reports. Audit reports.	12	2	2	8
11.	Globalization of CSR. Features of CSR of multinational corporations	12	2	2	8
Total:		144	22	22	100

Grading and course requirements

Attendance and active participation are critical to success. Course grade is based on the following components:

Assessment	% of the Grade
Seminars	50
Final Exam	50

There are Final exam that consist of multiple-choice items, open-ended questions and practical exercises. Exam will cover all course material.

Therefore, the final grade will be calculated as follows:

$$\text{Final Grade} = \text{Cumulative Grade} \times 0,5 + \text{Final Exam Grade} \times 0,5$$

Seminars

An important goal of class activities on the seminars will be to provide opportunities to develop oral communication skills, usage of decision-making models in ethical dilemmas situation; to classify and define stakeholders' interests in cases that are relevant to Russian companies.

Seminars are organized both in traditional form as analyzing and reporting, and with active learning methods (such as debate, discussions, and business games). Students are expected to be present and engaged during each seminar, but in different roles (more or less active by their choice, as an expert or as group leader).

Students are required to read the assigned materials, and prepare group presentation before coming to seminars. They are invited to participate fully in discussions, presentations, practical assignments and case studies.

Teaching and learning materials

Lectures on Universal Ethics and Applied Ethics (Lectures 1-6) are posted in LMS as PowerPoint Presentation slides. Classes on CSR are conducted as group discussion. These materials are not published, but students might meet cases on CSR in LMS.

For the convenience of the students, the majority of recommended articles are collected in READER, which includes both English and Russian materials.

THE READER IS BEING REINNOVATED IN ORDER TO STUDY COURSE IN ENGLISH. THUS, THE ASSIGNED READINGS LISTS WILL BE REVISED.

Introduction and course overview

This part introduces and overviews the major topics of Business Ethics course.

Topic #1 Nature and Essence of Ethics

Cultivation of the concepts: "morality" and "ethics", its semantic definition.

Functions of morality. The spheres of human activity regulated by morality.

Problems and ways of justification of the ethical requirement. Normative regulation: interaction of law and ethics. Cultural regulation: how culture influences to moral and ethics.

Studying morality: main approaches (descriptive, conceptual, and normative). Structure of morality. The place of ethics in structure of morality.

Mechanism of formation of individual morality behavior. Determination of human behavior: a role of outlook, ideology, interpersonal relations.

Level of individual morality development (according to L. Kohlberg).

Assigned readings in Reader:

1. Bazerman, Max H, and Francesca Gino. 2012. "Behavioral Ethics: Toward a Deeper Understanding of Moral Judgment and Dishonesty." *Annual Review of Law and Social Science* 8: 85-104. https://dash.harvard.edu/bitstream/handle/1/10996807/bazerman_gino_beh-ethics-toward_annual-review_dec2012.pdf.
2. Borisova, E.I., L.I. Politschuk, and A.D. Suvorov. 2014. "Observe or Violate: Internal Motives of Academic Ethics 1, 2 (Sobliudat` Ili Narushat`: Vnutrennie Motivy` Akademicheskoi` E`Tiki 1, 2)." *OF THE NEW ECONOMIC ASSOCIATION*: 41. <http://journal.econorus.org/pdf/NEA-22.pdf#page=41>.
3. Center, Russian Public Opinion Research. 04.12.2012. "Press Release (Press-Vy`Pusk) №2180." «Russian Public Opinion Research Center» (OAO «VCIOM»). 29/08/2017. <https://wciom.ru/index.php?id=236&uid=113434>.
4. Harland, Edwin, and Rimma Khabirova. 05.06.2012. "Fraud: Easier to Prevent Than to Identify (Moshennichestvo: Legche Predotvratit`, Chem Vy`Iavit`)." *Harvard Business Review Russia*. Accessed 28.8.2017. <http://www.pwc.ru/en/fraud-forum/assets/moshennichestvo.pdf>.
5. Hofmann, Wilhelm, et al. 2014. "Morality in Everyday Life." *Science* 345, no. 6202: 1340-1343. https://www.researchgate.net/profile/Linda_Skitka/publication/265606809_Morality_in_everyday_life/links/57457f2608ae9f741b410416/Morality-in-everyday-life.pdf.
6. Mintzberg, Henry, Robert Simons, and Kunal Basu. 2002. "Beyond Selfishness." *MIT Sloan Management Review* 44, no. 1: 67.
7. Perryer, Chris, and Brenda Scott-Ladd. 2014. "Deceit, Misuse and Favours: Understanding and Measuring Attitudes to Ethics." *Journal of Business Ethics* 121, no. 1: 123-134.

8. Sachdeva, Sonya, et al. 2015. "The Role of Self-Sacrifice in Moral Dilemmas." PloS one 10, no. 6: e0127409.
9. Sanchez-Runde, Carlos J, Luciara Nardon, and Richard M Steers. 2013. "The Cultural Roots of Ethical Conflicts in Global Business." Journal of business ethics 116, no. 4: 689-701.
10. Smith, Jeffery, and Wim Dubbink. 2011. "Understanding the Role of Moral Principles in Business Ethics: A Kantian Perspective." Business Ethics Quarterly 21, no. 2: 205-231.
11. Swaidan, Ziad. 2012. "Culture and Consumer Ethics." Journal of Business Ethics 108, no. 2: 201-213.
12. Teretshenko, Igor Aleksandrovich. 2009. "Personality, Society, State in the Context of the Problem of Fighting Corruption (Leechnost', Obshchestvo, Gosudarstvo V Kontekste Problemy` Bor`by` S Korruptciei`)." Power (Vlast'), no. 3. Accessed 28.08.2017. <http://cyberleninka.ru/article/n/lichnost-obschestvo-gosudarstvo-v-kontekste-problemy-borby-s-korruptsiei>
13. Wallace, R Jay. 2013. "The Deontic Structure of Morality." Thinking About Reasons: Themes from the Philosophy of Jonathan Dancy: 137.
14. Warren, Danielle E, and William S Laufer. 2009. "Are Corruption Indices a Self-Fulfilling Prophecy? A Social Labeling Perspective of Corruption." Journal of Business Ethics 88, no. 4: 841-849.

The seminar #1 will be taken in a format of debates of Karl Popper (the adapted version). The subject is "How important are business ethics in today society?". The lecturer could change the design of group discussion. Information about group working procedures will be announced additionally.

For preparation for Debates students must:

1. Meet with materials of the free electronic course «Moralities of Everyday Life» from Yale University URL: <https://www.coursera.org/learn/moralities>
2. Meet with recommended materials from Reader.
3. Prepare 10 negative and 10 positive arguments to reject or support the thesis (obligatory). Use statistics, collect the cases of best and bad practices.

Topic #2 Business Ethics Concepts

Roots of business ethics. Religious ethics as business ethics basis. Protestant ethics, ethics of Orthodoxy. The main modern concepts in business ethics. Ethics of advantage (Utilitarizm by I. Bentham). Ethics of duty (Deontic Ethics, a categorical imperative of I. Kant). Ethics of justice (egalitarianism, "capitalist" justice, "communitistic" justice, theory of justice by D. Rolls). Modern discussions in business ethics. Business Ethics as academic discipline. Structure of business ethics. Macro – and microethics. Macroethics: questions and problems; relationship between organizations, globalization, business and overcoming of poverty. Microethics: questions and problems, ways of increasing of ethical level in organization.

Assigned readings:

Meet with Materials of the free electronic course «Justice» from Harvard University.

URL: <https://www.edx.org/course/justice-harvardx-er22-1x-1>

Or References in Reader:

1. Blagov, YU.E. 2002. "Features of the Use of the Integral Theory of Social Contract in the Analysis of the Ethics of Russian Business (Osobennosti Ispol`Zovaniia Integral`Noi` Teorii

- Obshchestvennogo Dogovora Pri Analize E`Tiki Rossii`Skogo Biznesa)." Vestnik S.-Peterburgskogo universiteta. Seriya Menedzhment. 8, no. 1.
- Burg, Ryan. 2009. "Deliberative Business Ethics." *Journal of Business Ethics* 88: 665-683.
 - Giorgini, Vincent, et al. 2015. "Researcher Perceptions of Ethical Guidelines and Codes of Conduct." *Accountability in Research* 22, no. 3 (2015/05/04): 123-138.
<http://dx.doi.org/10.1080/08989621.2014.955607>.
 - Johnsen, D Bruce. 2009. "The Ethics of "Commercial Bribery": Integrative Social Contract Theory Meets Transaction Cost Economics." *Journal of Business Ethics* 88: 791-803.
 - Kostrov, Yaroslav Olegovich. 2006. "Ethical Consumerism (E`Ticheskii` Kons`umerizm)." *Advertising: theory and practice (Reclama: teoriia i praktika)*, no. 5: 340-346.
 - Kovaleva, E.N. 2015. "Orientation to Stakeholders as a Key Competence in Forming the Image of Educational Institutions of Higher Education (the Experience of Germany) (Orientatsiia Na Tseli Stei`Kholderov Kak Cliuchevaia Kompetentciia Pri Formirovanii Imidzha Obrazovatel`Ny`Kh Organizatsii` Vy`Sshego Obrazovaniia (Opy`T Hermanii))." *Bulletin of Voronezh State University of Engineering Technologies (Vestneyk Voronezhskogo gosudarstvennogo universiteta inzhenerny`kh tekhnologii`)*, no. 3 (65).
 - Remišová, Anna, Anna Lašáková, and Zuzana Búčiová. 2014. "Ethical-Economic Dilemmas in Business Education." *Business, Management and Education* 12, no. 2: 303-317.
 - Rupp, Deborah E, and Drew B Mallory. 2015. "Corporate Social Responsibility: Psychological, Person-Centric, and Progressing." *Annu. Rev. Organ. Psychol. Organ. Behav.* 2, no. 1: 211-236.
 - Walla, Alice Pinheiro. 2015. "Kant's Moral Theory and Demandingness." *Ethical Theory and Moral Practice* 18, no. 4: 731-743.
 - Wallace, R Jay. 2013. "The Deontic Structure of Morality." *Thinking About Reasons: Themes from the Philosophy of Jonathan Dancy*: 137.

Seminar #2 is devoted to Decision-making in a situation of ethical dilemmas. For preparation students must:

- Read the general information on ethical dilemmas on workplace and decision-making models (LMS).
- Meet with Materials of the free electronic course «**Unethical Decision Making in Organizations**» from **University of Lausanne**. URL: <https://www.coursera.org/learn/unethical-decision-making>
- Prepare a small-group project (6 persons)** of how to solve the choosen case from the list of cases concerning ethical dilemmas (LMS). You should discuss the situation and reason the solutions before the seminar, using recommended decision-making model.

At classes all groups present their decisions by 1-2 members of the team. Each member of the group get the same mark. Additionally, students should improve their marks raising the question in general discussion.

Topic #3 Professional ethics

Concept and emergence of professional ethics. Dilemmas of professional ethics. Sense and need of professional ethics, its functions. Examples of professional ethics: medical, journalistic, military, lawyer ethics, ethics of the social worker. Reasons of crisis of professional ethics and possibility of its permission.

Assigned readings:

- Bakshantovsky, Vladimir Iosifivich, and Iurii` Vaganovich Sogomonov. 2005. *Ethics of the Profession: Mission, Code, Act (E`Tika Professii: Missiia, Kodeks, Postupok)*. Tyumen Federal education agency State educational institution of high professionsl education "Tyumen State Oil and Gas University" Applied Ethics Research Institute

2. Bayou, Mohamed E, Alan Reinstein, and Paul F Williams. 2011. "To Tell the Truth: A Discussion of Issues Concerning Truth and Ethics in Accounting." *Accounting, Organizations and Society* 36, no. 2: 109-124.
3. Bishara, Norman D, and Cindy A Schipani. 2009. "Strengthening the Ties That Bind: Preventing Corruption in the Executive Suite." *Journal of Business Ethics* 88: 765-780.
4. Brooker, Penny. 2011. "Towards a Code of Professional Conduct for Construction Mediators." *International Journal of Law in the Built Environment* 3, no. 1: 24-47.
5. Hammersley, Martyn. 2015. "On Ethical Principles for Social Research." *International Journal of Social Research Methodology* 18, no. 4: 433-449.
6. Payne, Dinah, and Milton Pressley. 2013. "A Transcendent Code of Ethics for Marketing Professionals." *International Journal of Law and Management* 55, no. 1: 55-73.
7. Puffer, Sheila M, and Daniel J McCarthy. 1997. "Business Ethics in a Transforming Economy: Applying the Integrative Social Contracts Theory to Russia." *U. Pa. J. Int'l Econ. L.* 18: 1281.
8. Schwartz, Mark S. 2004. "Effective Corporate Codes of Ethics: Perceptions of Code Users." *Journal of business ethics* 55, no. 4: 321-341.
9. Singh, Jang B. 2011. "Determinants of the Effectiveness of Corporate Codes of Ethics: An Empirical Study." *Journal of Business Ethics* 101, no. 3: 385-395.
10. Stohl, Cynthia, Michael Stohl, and Lucy Popova. 2009. "A New Generation of Corporate Codes of Ethics." *Journal of business ethics* 90, no. 4: 607.
11. Swaidan, Ziad. 2012. "Culture and Consumer Ethics." *Journal of Business Ethics* 108, no. 2: 201-213.
12. Webley, Simon, and Andrea Werner. 2008. "Corporate Codes of Ethics: Necessary but Not Sufficient." *Business Ethics: A European Review* 17, no. 4: 405-415.
13. Willey, Susan J., et al. 2013. "Cracking the Code: Using Corporate Codes of Conduct to Teach Business Ethics." *Journal of Legal Studies in Business* 18 (07//): 133. <http://proxylibrary.hse.ru:2048/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=87587225&site=eds-live>.

Seminar #3 is devoted to Professional codes, analyses of their appointment, structure, announced values and principles. For preparation students must:

1. *Read the appropriate articles in the Reader.*
2. ***Prepare a small-group project (6 persons) with Professional Code analysis. Student should choose one of the Code from Reader set or find it from open sources. You can examine the Codes of modern and public demanded professions as well as consultants, lawyers, journalists, or, on the contrary, rare professions, or, instead, you can analyze the Codes of public servants and police officers. You should discuss the Code, answer the questions and prepare the PP presentation for 5-8 minutes before the seminar.***

At classes all groups present their decisions by 1-2 members of the team. The time duration can be changed due the number of presented teams. For extra high grading you can make a comparison analyses with demands to the profession in 2 different countries, not only your native country. Each member of the group get the same mark if he/she attends at the seminar. Additionally, students should improve their marks raising the question in general discussion in classes.

Topic #4 Organizational moral standards and the ethical dilemmas of decision-making

Ethical problems of business. Decision-making process in organization: taking in account the ethical dimension. Individual distinctions and ethical behavior. Barriers and favorable factors in acceptance of right ethical decisions. Moral standards of the organization. Ethical principles. Ethical dilemmas. Technologies of decision-making in a situation of ethical dilemmas. A role of managers in the organization. Ethical duties of the manager and subordinates. The moral problems of power and hierarchy in organization, assessment of manager due to ethical dimension. Individual cases and cases of the companies.

Assigned readings

Meet with Materials of the free electronic course «**Unethical Decision Making in Organizations**» from **University of Lausanne**. URL: <https://www.coursera.org/learn/unethical-decision-making>

Or References in Reader:

1. Ardichvili, Alexandre, Douglas Jondle Ph D, Jack Wiley Ph D, Edgard Cornacchione Ph D, Jessica Li Ph D, and Thomas Thakadipuram Ed D. "Building Ethical Business Cultures: Bric by Bric." *The European Business Review* (2013).
2. Brooker, Penny. "Towards a Code of Professional Conduct for Construction Mediators." *International Journal of Law in the Built Environment* 3, no. 1 (2011): 24-47.
3. Garofalo, Charles. "Ethical Challenges in Global Governance." *Viesoji Politika Ir Administravimas*, no. 23 (2008).
4. Halff, Gregor. "Codes of Conduct: Managing the Contradictions between Local and Corporate Norms." *Journal of Communication Management* 14, no. 4 (2010): 356-67.
5. Johnsen, D Bruce. "The Ethics of "Commercial Bribery": Integrative Social Contract Theory Meets Transaction Cost Economics." *Journal of Business Ethics* 88 (2009): 791-803.
6. McKinney, Joseph A, Tisha L Emerson, and Mitchell J Neubert. "The Effects of Ethical Codes on Ethical Perceptions of Actions toward Stakeholders." *Journal of Business Ethics* 97, no. 4 (2010): 505-16.
https://www.researchgate.net/profile/Joseph_Mckinney/publication/226355287_The_Effects_of_Ethical_Codes_on_Ethical_Perceptions_of_Actions_Toward_Stakeholders/links/00b4952bc69c1e6478000000.pdf.
7. Pustovalova, E. . "Legal Function in the Company: Yesterday, Today, Tomorrow (Iuridicheskaia Funkcija V Kompanii: Vchera, Segodnia, Zavtra)." *Corporate lawyer (Korporativny`i iurist)* 9 (2010): 37-41.
8. Robbins, Rebecca and Brian Wansink. "Employee Health Codes of Conduct: What Would They Look Like and Who Wants to Accept Them?" *International Journal of Workplace Health Management* 8, no. 3 (2015): 214-29.
9. Weber, James and David M Wasieleski. "Corporate Ethics and Compliance Programs: A Report, Analysis and Critique." *Journal of Business Ethics* 112, no. 4 (2013): 609-26.
10. Williams, Paul F. "The Focus of Professional Ethics: Ethical Professionals or Ethical Profession?" In *Research on Professional Responsibility and Ethics in Accounting*, 15-35, 2010.
11. Zakaria, Mohamad, Zanda Garanča, and Abdallah Sobeih. "Cultural and Legal Challenges in Implementing Code of Conduct in Supply Chain Management of Mobile Phone Industries: Sony Ericsson Case Study." *Social Responsibility Journal* 8, no. 2 (2012): 227-41.

Seminar #4-5 is devoted to critique analyses of Corporate Codes of Conduct: their meaning, logic structure, typical adjusted situations, tools of motivation for positive ethical behaviour.

For preparation students must:

1. *Read the appropriate articles in the Reader.*
2. **Prepare a small-group project (6 persons)** with Review of one of Codes of Conduct. Student should choose the Code of Conduct from Reader set or find it at open sources.
You should discuss the Code, answer the questions and prepare the PP presentation for 6-8 minutes before the seminar.

At classes all groups present their decisions by 1-2 members of the team. The time duration can be changed due the number of presented teams. Each member of the group get the same mark. Additionally, students should improve their marks raising the question in general discussion.

Topic #5 Managing ethics in organization

Ethical Regulation in organization: corporate standards, codes of conducts, and other internal documents of the companies. Russian practice of application of ethical standards. Supporting tools to increase the ethical level of organization culture (ethical codes, "cards of ethics", and committees on ethics, social audit, training in ethical behavior, ethical examination, and ethical consultation). Corporate culture (theory of R.Ryutinger) and ethical climate of the organization. Control of ethical standards: ombudsman; compliance system; hot lines, whistleblowing. Bad practices, best practices (cases of the companies).

Assigned readings:

1. Bailey, Wendy, and Andrew Spicer. 2007. "When Does National Identity Matter? Convergence and Divergence in International Business Ethics." *Academy of Management Journal* 50, no. 6 (December 1, 2007): 1462-1480. <http://dx.doi.org/10.5465/amj.2007.28225989>.
2. Baumann-Pauly, Dorothee, et al. 2013. "Organizing Corporate Social Responsibility in Small and Large Firms: Size Matters." *Journal of Business Ethics* 115, no. 4: 693-705. https://www.alexandria.unisg.ch/219450/1/Baumann-Pauly%20et%20al_forthcoming.pdf.
3. Berrong, Stefani. 2011. "How to Create an Ethical Culture (Kak Sozdat' E`Ticheskuu Kul`Turu)." *Corporate culture management (Upravlenie korporativnoi` kul`turoi`)*, no. 1: 2-9.
4. Brooker, Penny. 2011. "Towards a Code of Professional Conduct for Construction Mediators." *International Journal of Law in the Built Environment* 3, no. 1: 24-47.
5. Burcea, Nelu. 2015. "Ethics, Management and Human Rights." *Internal Auditing and Risk Management* 38, no. 1: 63-68. [http://www.nou.univath.ro/files/pdf/Nr_2\(38\)_2015.pdf#page=69](http://www.nou.univath.ro/files/pdf/Nr_2(38)_2015.pdf#page=69).
6. Davenport, Thomas H, and Laurence Prusak. 1998. *Working Knowledge: How Organizations Manage What They Know*: Harvard Business Press.
7. Fey, Carl F., and Stanislav Shekshnia. 2011. "The Key Commandments for Doing Business in Russia." *Organizational Dynamics* 40, no. 1 (2011/01/01/): 57-66. <http://dx.doi.org/http://dx.doi.org/10.1016/j.orgdyn.2010.10.003>.
8. Guerci, M, et al. 2015. "The Impact of Human Resource Management Practices and Corporate Sustainability on Organizational Ethical Climates: An Employee Perspective." *Journal of Business Ethics* 126, no. 2: 325-342. http://nipc.ir/uploads/The_Impact_of_Human_16822.pdf.
9. Hah, Kristin, and Susan Freeman. 2014. "Multinational Enterprise Subsidiaries and Their Csr: A Conceptual Framework of the Management of Csr in Smaller Emerging Economies." *Journal of Business Ethics* 122, no. 1: 125-136.
10. Halff, Gregor. 2010. "Codes of Conduct: Managing the Contradictions between Local and Corporate Norms." *Journal of Communication Management* 14, no. 4: 356-367.
11. Johnsen, Susan, and Kjell Stokvik. 2014. "Cultural Differences and Corporate Sustainability and Responsibility in Norwegian-Russian Business Relations-the Case of Oil and Gas Industry." *Universitetet i Nordland*. https://brage.bibsys.no/xmlui/bitstream/handle/11250/194309/Johnsen_og_Stokvik.pdf?sequence=1.
12. McKinney, Joseph A, Tisha L Emerson, and Mitchell J Neubert. 2010. "The Effects of Ethical Codes on Ethical Perceptions of Actions toward Stakeholders." *Journal of Business Ethics* 97, no. 4: 505-516. https://www.researchgate.net/profile/Joseph_Mckinney/publication/226355287_The_Effects_of_Ethical_Codes_on_Ethical_Perceptions_of_Actions_Toward_Stakeholders/links/00b4952bc69c1e6478000000.pdf.
13. O'Riordan, Linda, and Jenny Fairbrass. 2014. "Managing Csr Stakeholder Engagement: A New Conceptual Framework." *Journal of Business Ethics* 125, no. 1: 121-145. https://ueaeprints.uea.ac.uk/44203/1/JBE_O_Riordan_and_Fairbrass_New_Conceptual_Fwork_Oct_2013_DOI_10.1007s10551_013_1913_x.pdf.pdf.
14. Payne, Dinah, and Milton Pressley. 2013. "A Transcendent Code of Ethics for Marketing Professionals." *International Journal of Law and Management* 55, no. 1: 55-73.

15. Plakasov, Taras Olegovich. 2011. "Management of Corporate Morality in Russian Companies (Upravlenie Korporativnoi` Moral`iu V Rossii` Skikh Kompaniiakh)." Public administration. Electronic Herald (Gosudarstvennoe upravlenie. E`lektronny`i` vestneyk), no. 28.
<http://cyberleninka.ru/article/n/upravlenie-korporativnoy-moralyu-v-rossiyskih-kompaniyah>.
16. Tian, Qing, Yan Liu, and Jianhong Fan. 2015. The Effects of External Stakeholder Pressure and Ethical Leadership on Corporate Social Responsibility in China. Vol. 21.
17. Treviño, Linda Klebe, Niki A den Nieuwenboer, and Jennifer J Kish-Gephart. 2014. "(Un) Ethical Behavior in Organizations." Annual Review of Psychology 65: 635-660.
18. Zakaria, Mohamad, Zanda Garanča, and Abdallah Sobeih. 2012. "Cultural and Legal Challenges in Implementing Code of Conduct in Supply Chain Management of Mobile Phone Industries: Sony Ericsson Case Study." Social Responsibility Journal 8, no. 2: 227-241.

Topic #6 Anti-corruption behavior

Corruption: term definition. Public opinion to corruption in Russia. Index of perception of corruption. Corruption consequences. Prevalence of corruption. Risk factors and typical signs of corruption, how to identify the corruptions zones. Zones of high corruption risks: types of commercial activity that are most predisposed to corruption. Prevention measures, anti-corruption programs and strategy. Legislative measures for anti-corruption counteraction. Practical examples.

Assigned readings:

1. Cuervo-Cazurra, Alvaro. 2016. "Corruption in International Business." Journal of World Business 51, no. 1 (2016/01/01): 35-49. <http://dx.doi.org/http://dx.doi.org/10.1016/j.jwb.2015.08.015>.
2. Goel, Rajeev K., and James W. Saunoris. 2014. "Global Corruption and the Shadow Economy: Spatial Aspects." Public Choice 161, no. 1 (October 01): 119-139.
<http://dx.doi.org/10.1007/s11127-013-0135-1>.
3. Hess, David. 2009. "Catalyzing Corporate Commitment to Combating Corruption." Journal of Business Ethics 88: 781-790.
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gies_in_Fighting_Corruption_Some_Intuitions_and_Counter_Intuitions/links/567a079308ae361c2f6815c0.pdf.

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<http://files.eric.ed.gov/fulltext/EJ1060816.pdf>.
14. Spicer, Andrew. 2009. "The Normalization of Corrupt Business Practices: Implications for Integrative Social Contracts Theory (Isct)." *Journal of Business Ethics* 88, no. 4: 833-840.
15. Warren, Danielle E, and William S Laufer. 2009. "Are Corruption Indices a Self-Fulfilling Prophecy? A Social Labeling Perspective of Corruption." *Journal of Business Ethics* 88, no. 4: 841-849.
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Seminar #6 is about "Regulation of Anti-corruption Behavior in the Company". For preparation, students must:

1. Review the materials published on LMS (Code of Conduct of "Layer Cake", Anti-corruption Adds.

The seminar consists of 3 stages: firstly, we will be divided into 5-6 team. Each team will answer a question. Secondly, we will remember the rules of Anti-corruption legislation (Code of Conduct of "Layer Cake"). Thirdly, will meet with sophisticated cases from the practice of Work of the Ethics Commissions.

During the game 1 representatives from each team will check the justification of case decision (according to Anti-corruption legislation) and its argumentation. Each case has right decision wich will be announced by lecturer.

Topic #7 CSR: conceptual bases

Dilemma of economic efficiency and public benefit in the context of business development. Concept of CSR: evolution of representations and genesis. Corporate social responsibility: basic concepts and definitions. Distinction in concepts: corporate social responsibility, corporate citizenship, sustainable development. Normative and positive approaches in SCR concepts, integrated model of corporate social activity formation. Various CSR models and ways of their realization in foreign countries.

Assigned readings

1. Adams S. The World's most ethical companies 2015. Forbes, <http://ethisphere.com/worlds-most-ethical/wme-honorees/>

2. Bryan W. Husted. Corporate Social Responsibility Practice from 1800-1914: Past Initiatives and Current Debates. *Journal of Business Ethics*. 2014.
3. Costa R., Menichini T. A multidimensional approach for CSR assessment: The importance of the stakeholder perception. *Expert Systems with Applications*. Volume 40, Issue 1, January 2013, Pages 150–161.
4. Linda O’Riordan, Jenny Fairbrass. Managing CSR Stakeholder Engagement: A New Conceptual Framework. *Journal of Business Ethics*. October, 2013,
5. Shamir R. Capitalism, Governance, and Authority: The Case of Corporate Social Responsibility. *Annual Review of Law and Social Science*. Vol. 6: 531-553 (Volume publication date December 2010).
6. Yu Y., Choi Y. Stakeholder pressure and CSR adoption: The mediating role of organizational culture for Chinese companies. *The Social Science Journal*. Available online 12 August 2014.
7. Коренев Э.Н. Институциональный и ноннотатичный подходы в поиске денотативного значения корпоративной социальной ответственности. 2012.
8. Мурзич Е.А. Социальная Отчетность Компании Как Результат Реализации Социальной Стратегии // ИЗВЕСТИЯ САНКТ-ПЕТЕРБУРГСКОГО УНИВЕРСИТЕТА ЭКОНОМИКИ И ФИНАНСОВ, 2010, 3, 128.; CyberLeninka и Государственное образовательное учреждение высшего профессионального образования "Санкт-Петербургский государственный инженерно-экономический университет", 2010.
<https://proxylibrary.hse.ru:2063/eds/detail/detail?vid=30&sid=55ba7b92-0391-47ef-b41f-6bf9f9abebd8%40sessionmgr113&hid=117&bdata=JnNpdGU9ZWRzLWxpdmU%3d#AN=edsrep.14085497&db=edsrep>

Seminar #8 is about "Integration of SCR into business process. CSR tools"

Preparation for seminar: reading of recommended literature.

Within the seminar, the cases from business practice concerning CSR principles will be discussed.

We will work in small groups (by 5-8 persons) which will discuss situations, propose and reason their solutions. Decisions are submitted for general attention by members of teams (1-2 persons, who are delegated).

Marks for seminars are putted down to speakers and participants of discussion.

Topic #8 Social responsible leadership and CSR’ role in corporate governance

Factors and administrative advantages of CSR usage. Need of CSR integration into corporate strategy. Extent of CSR integration into corporate strategy (from charity to socially responsible vision). Charity. Sponsorship. CSR role in formation of competitive advantages of the company. Corporate social investments as element of effective corporate strategy. Management of corporate social activity in the organization. Risks of absence of consideration to social responsibility perspective at corporative level of management. An individual responsibility of the manager in the organization. Individual responsibility of the shareholders and investors. Individual responsibility of the board members. Individual decision - making in socially responsible leadership perspective.

Assigned readings

1. Carroll A.B. The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders, *Business Horizons*, July-August 1991.
2. Chriktensen L.J., Mackey A., Whetten D. Taking responsibility for corporate social responsibility: the role of leaders in creating, implementing, sustaining, or avoiding socially responsible firm behaviors. *The Academy of Management Perspectives*. 2014, Vol. 28, No. 2, 164-178.
3. Den Hartog D.N. Ethical Leadership. *Annual Review of Organizational Psychology and Organizational Behavior*. Vol. 2: 409-434 (Volume publication date April 2015).

4. Grover A. Importance of CSR in Inclusive Development. *Procedia. Social and Behavioral Sciences*. Volume 157, 27 November 2014, Pages 103–108.
5. Mousiolis D.T., Zaridis A.D. The Effects in the Structure of an Organization through the Implementation of Policies from Corporate Social Responsibility (CSR). *Procedia - Social and Behavioral Sciences*. Volume 148, 25 August 2014, Pages 634–638.
6. Аналитический отчет по итогам форсайта «Социальная ответственность бизнеса в России в XXI веке». Москва, 2014.
7. Благов Ю.Е. Концепция корпоративной социальной ответственности и стратегическое управление. *Российский журнал менеджмента*: № 3, 2004. С. 17–34.
8. Благов Ю.Е., Иванова Е.А. Корпоративная социальная ответственность в России: уроки национального доклада о социальных инвестициях. *Российский журнал менеджмента*: Том 7, № 1, 2009. С. 3–24.
9. Благов Ю.Е., Савченко А.А. Аналитическое исследование корпоративной благотворительности компаний в России. Центр корпоративной социальной ответственности им. ПрайсвотерхаусКуперс Высшей школы менеджмента СПбГУ. Москва, 2011.
10. Глебова И.С. Социальная ответственность бизнеса в России и за рубежом: Учебное пособие. – Казань: Казанский государственный университет им. В.И. Ульянова-Ленина, 2008.
11. Кричевский Н.А., Гончаров С.Ф. Корпоративная социальная ответственность. Москва, 2006.
12. Яковлева В.В. Как бизнесу стать «добрым»: корпоративная социальная ответственность в теории и на практике. Рецензия. *Журнал исследований социальной политики* 8 (4).

Topic #9 The interaction between business and government in the implementation of social

Common interests of government and business. Creation of workplaces. Development of education system and stimulation of scientific developments. Support of sport and culture, development of health system. Development of infrastructure at the local level. Charity. Ecological and nature protection activity. Industrial safety and labor protection. Social policy at territories. Vocational training and development of human resources. Essence and PPP tools. Strings and weaknesses of PPP. Foreign experience in the sphere of PPP. Need of institutional transformations for the sphere of the relations between state and business in Russia. Russian regions: business involvement into affairs of local community, form of social activity. Experience of realization of public-private partnerships in Russia. Prospects of public-private partnerships in Russia.

Assigned readings

1. Howard-Grenville J., Buckle S.J., Hoskins B.J., George G. Climate change and management. *Academy of Management Journal*. 2014, Vol. 57, No. 3, 815-623.
2. Floter T., Benkenstein M., Uhrich S. Communicating CSR-linked sponsorship: Examining the influence of three different types of message sources. *Sport Management Review*. 2015.
3. Kerby D., Bradshaw N., Floyd M. Government and corporate social responsibility: an overview of selected Canadian, European, and international practices. Copyright © 2001, Canadian Business for Social Responsibility (www.cbsr.ca).
4. Palmer C., McShane K., Sandler R. Environmental ethics. *Annual Review of Environment and Resources*. Vol. 39: 419-442 (Volume publication date October 2014).
5. Доклад о социальных инвестициях в России – 2008 / Ю. Е. Благов (и др.); под общ. ред. Ю. Е. Благова, С. Е. Литовченко, Е. А. Ивановой. – М.: Ассоциация Менеджеров, 2008. – 92 с.
6. Доклад о социальных инвестициях в России — 2014: к созданию ценности для бизнеса и общества.

7. Нисневич Ю.А. Россия 2010 – в зеркале исследований межгосударственных и неправительственных организаций.

Seminar #9 is devoted to "Interaction of Business and Government: a basis and forms". Preparation for seminar: reading of recommended literature.

Within the seminar, the cases from business practice concerning CSR principles will be discussed. We will work in small groups (by 5-8 persons) which will discuss situations, propose and reason their solutions. Decisions are submitted for the general attention by members of teams (1-2 persons, who are delegated by the team). Marks for seminars are putted down to speakers and participants of discussion.

Topic #10 Basic initiatives in the field of CSR and sustainable development. Corporate CSR reports. Audit reports.

Millennium Declaration: Purposes in area of development. Global Compact (Global contract of the UN). Agenda 21 (Agenda 21). The declaration of the ILO on the fundamental principles and the rights of work. Universal declaration of human rights. The tripartite declaration of the principles concerning multinational corporations and social policy (ILO). The management of OECD for the multinational enterprises. The project of the norms of the UN concerning obligations of multinational corporations and other enterprises in the field of human rights. An obligatory social reporting in the certain countries (France – the law NRE, etc.). Social charter of the Russian business. Standards of the reporting of RUIE. Global Reporting Initiative: history, main units of indicators. AA 1000: application borders. ISO 26000: current situation. Environmental standards: ISO 14001, EMAS. Social standards: SA 8000. Drawing up the competent social report. Audit of the social report.

Assigned readings

1. Ceres Principles. 1989.
2. Environmental management. The ISO 14000 family of International Standards. 2009.
3. ISAE 3000. International standard.
4. SA 8000. International standard.
5. The UN global compact: a primer on the principles. Greenleaf Publishing, 2004.
6. Zwestsloot G., M.van Marrewijk. Corporate Sustainability and Social Responsibility. Pre-Conference: EFQM Learning Edge: Social Dimensions of Organizational /excellence, 2003, June, The Hague.
7. Принципы экватора. 2006, www.equator-principles.com
8. Руководство по отчетности в области устойчивого развития. 2006.
9. Социальная хартия российского бизнеса. Российский союз промышленников и предпринимателей. Редакция 2007 г.
10. Стандарт верификации отчетов AA 1000. Institute of Social and Ethical Accountability, 2003.
11. Стандарт взаимодействия с заинтересованными сторонами: AA1000 SES. "Институт экономики города", 2005.
12. Уровни применения GRI. Перевод на русский выполнен Эколайн при поддержке ВР в России. 2006.

Seminar #10 will be on "Initiatives and the reporting in the field of CSR: analysis of approaches".

Preparation for seminar: reading of recommended literature for occupation, acquaintance with the main standards of the reporting in the sphere of KSO.

Seminar will be divided into 2 blocks: information (the short review and the comparative analysis of various initiatives in reporting), and business game – we should choose the standard of reporting for the company, which are determinate by its character, scales of business, and business goals.

Students will be divided into small groups in a random way. Marks for seminars are put down to speakers and participants of discussion.

Topic #11 Globalization of CSR. Features of CSR of multinational corporations

Transformation of multinational corporations into global economic and political actors. Changes in external and internal environment of the company at entry into other national market, and upon transition to global scales of activity. Changes of groups of stakeholders at an entry into the foreign market and upon transition to global scales of activity. Influence of globalization on the theory and practice of CSR. Global environmental, social, economic, political and other problems. Criteria for evaluation of efficiency of CSR to multinational corporations. Appropriate approaches to changing the CSR policy for the company at an entry into the foreign market, and upon transition to global scales of activity.

Assigned readings

1. Adams S. The World's most ethical companies 2015. Forbes, <http://ethisphere.com/worlds-most-ethical/wme-honorees/>
2. Auld G., Bernstein S., Cashore B. The New Corporate Social Responsibility. Annual Review of Environment and Resources. Vol. 33: 413-435 (Volume publication date November 2008).
3. Improving business ethics and reducing risk of corruption: experience of Russian and multinational companies. International Business Leaders Forum (IBLF), 2012.
4. Kim Y. Strategic communication of corporate social responsibility (CSR): Effects of stated motives and corporate reputation on stakeholder responses. Public Relations Review. Volume 40, Issue 5, December 2014, Pages 838–840.
5. Mitchell J.V. Ethics and international business. Annual Review of Energy and the Environment. Vol. 24: 83-111 (Volume publication date November 1999).

Seminar #11 on "Features of Corporate Social Responsibility in the Large Multinational Company"

Preparation for seminar: reading of recommended literature.

At the classes we will analyze 2 cases concerning CSR practice of the large multinational companies (Russian and foreign).

Interaction of students will be organized in small groups (on 5-8 people) which will discuss situations, propose and reason for their solutions.

Decisions will be submitted for general discussion by 1-2 speakers from each team. Marks for seminars are put down to speakers and participants of discussion.

Course Policies

Lectures

If you do miss the lecture, it is your responsibility to contact another class member to get the material. You can use LMS in order to review the material (it is optional Lectures 1-6).

Seminars

Procedure of repeating for seminars in order to increase your mark is not provided. Procedure of gaining some extra points ("backdating") is not provided too.

In case of your absence at a seminar you should apply the documents which approved that you have legal reasons for it (for ex, illness). In such case, the assessment "0" is not put down and you can submit the WRITTEN answer on the subject during, but no later than in 2 weeks from the moment of your absence at classes if the interval between seminars has made more than two weeks.

We will do our best to get to know all of you but please check your membership or your points after each class activity.

Exam

Any content from the assigned readings or in-class discussions can appear on the exam. Make-ups of exam are possible only in the case of permission from the Bachelor's Coordinator.

Work submitted by students on quiz or exam should be an honest representation of that student's effort and should not involve unauthorized collaboration, unauthorized use of notes, electronic devices and etc. The consequences for academic dishonesty involve a zero for the quiz or exam. Incidents of academic dishonesty are reported to the Bachelor's Coordinator, as well as to the Dean.