

## Syllabus LGST 611, Fall 2021

*SOME SLIGHT CHANGES IN THE ASSIGNMENTS MAY BE MADE PRIOR TO THE FIRST CLASS.*

### RESPONSIBILITY IN GLOBAL MANAGEMENT:

**Instructor:** Thomas Donaldson

The Mark O. Winkelman Professor at the Wharton School of the University of Pennsylvania.

E-mail: [donaldst@wharton.upenn.edu](mailto:donaldst@wharton.upenn.edu)

### Goals for the course:

This course introduces students to important legal and ethical challenges they may face in global business. It is designed to raise ethical and legal conflicts and dilemmas, and to provide plausible frameworks for dealing with those conflicts. It is also designed to reveal common patterns of success and failure. It is not intended to convert sinners into saints, preach absolute truths, convey the wisdom of moral philosophers, or deter the morally vulnerable. Class sessions will consist of collaborative case discussions, exercises, and discussions of theoretical frameworks for interpreting ethics and law.

### Readings:

All materials are available on *CANVAS* via the Perusall interface. In each assignment, there will be links to the relevant readings.

### Grading and Logistics

1. **Overall quality of class engagement (35%)**
2. **My image responsible leadership (20%)**
3. **Final essay exam: Analysis of case-study (45%):**

### Overall Quality of Class Engagement

The overall quality of your engagement in the class will be determined by a combination of your asynchronous engagement with the readings on Perusall and your synchronous engagement with class sessions. The Perusall application allows you to access materials, keep personal notes for each piece of material, make comments about the material, and interact with classmates.

The top 20% of the class will receive 25 points. The next 60% will receive from 22-24 points. The bottom 10% will receive from 0-21 points.

### My image of responsible leadership:

You will prepare a brief (no more than two and a half minutes) video giving your take on what responsible leadership means in business. You will assume the role of a particular leader in the

case study that will be assigned for the final essay exam. More detailed instructions can be found in the assignment description.

**Final essay exam: Analysis of case-study:**

A final essay, analyzing a case-study, will be due by midnight, a little more than a week after our final class (see schedule). The case study and essay instructions will be available on CANVAS immediately following our last class. In analyzing the case-study, you will be asked to draw on your entire experience in the class, including readings, case studies, discussions and exercises. Your essay answers should not exceed 1200 words in total. The assignment is open-book and open-note. Essay instructions will be available on CANVAS immediately following our last class. You will submit your essay via CANVAS.

**Participation:**

The course meets 12 times. Classes will consist of some combination of lecture and discussion depending on the nature of the materials, but in all instances student preparation and participation are essential. Students should be prepared to discuss the case studies and other readings and share both their analysis and recommendations. Some cold-calling will occur.

**Calendar:**

Schedule	Readings
<b>Week 1</b>	<p><b>How to think about values and business</b></p> <p>Case Study: Please read the mini-case studies, “Lisa Jordan,” “Carlos Garcia ,” and “Dexter Simmons” in “Professionals' Quandaries</p> <p>Case study: “Dicing with Death? A case study of Guidant Corporation’s implantable defibrillator +++</p> <p>Additional (not required) readings: “Does Business Ethics Make Economic Sense” Sen, Amartya (1993).</p>
<b>Week 2</b>	<p><b>Ethics Away from Home</b></p> <p>“Values in Tension: Ethics Away from Home,” Donaldson, Thomas, Harvard Business Review, September-October, 1996. Study.net</p> <p>Case study: "What Price, Safety?"</p> <p>Case Study: Kitchen Best: Ethics When Doing Cross-Boundary Business in Southern China Study.net</p> <p>+++</p> <p>Additional (not required) reading: “The Business Case for Complying with Bribery Laws.” Nichols, P. 2012. American Business Law Journal 49(2): 325-368.</p>

<p><b>Week 3</b></p>	<p><b>Corporate Purpose</b></p> <p>“Stacey Duquette” Case Study in HBS Professionals' Quandaries</p> <p>Porter, M. E. 2011. Creating Shared Value. Harvard Business Review, 89(1/2): 62-77 Study.net</p> <p>“Doing well by doing good: The grand illusion.” Karnani, A. 2011. California Management Review, 53: 69-86.</p> <p>"Serving Shareholders Doesn't Mean Putting Profit above All Else."</p> <p>“Should business put purpose before profit?” Edgecliffe-Johnson, A. (2019) FT.Com</p> <p><b>Additional (not required) readings:</b> "Androids and Corporations," Donaldson, T. 2019 Georgetown Journal of Law and Public Policy</p>	
<p><b>Week 4</b></p>	<p><b>Corporate Governance and Financial Systems</b></p> <p>Case: The Goldman Sachs IPO (HBS case 9-800-016) <b>Study.net</b></p> <p><i>The Financial Crisis:</i></p> <ul style="list-style-type: none"> <li>• Stiglitz, “Needed: A New Economic Paradigm”</li> <li>• O’Driscoll, “An Economy of Liars”</li> <li>• Donaldson, “Three Ethical Roots of the Financial Crisis”</li> <li>• Norris, F. "In Actions, S.&amp;P. Risked Andersen’s Fate"</li> <li>• Thaler, “Recipes for Ruin, in the Gulf or on Wall Street”</li> </ul> <p>Additional (not required) reading: “Banking Conduct and Culture: The Group of Thirty, 2018.</p>	
<p><b>Week 5</b></p>	<p><b>Value Challenges for Technology</b></p> <p>“Preparing for the future of artificial intelligence.” Executive Office of the President National Science and Technology Council Committee on Technology, October 2016 (Read especially section on Workforce Diversity pp 26-28 and Fairness, Safety and Governance pp 30-32)</p> <p>“The History of Technological Anxiety and the Future of Economic Growth: Is This Time Different? Joel Mokyr; Chris Vickers; Nicolas L. Ziebarth. <i>The Journal of Economic Perspectives</i>, 07/2015, Volume 29, Issue</p>	

	<p><i>Using online resources, familiarize yourself with the events at Google surrounding the infamous "Damore Memo." Come to class prepared to take a position on whether James Damore should have been fired by Google chief executive, Sundar Pichai.</i></p> <p>"Google Playboy Interview" <i>Playboy Magazine</i></p>	
<b>Week 6</b>	<p><b>Managing Systemic Operational Risk:</b></p> <p>Donaldson, T. 2004. "Dangerous Currents" <i>Directors &amp; Boards</i></p> <p>Self-Inflicted Industry Wounds: Early Warning Signals and Pelican Gambits," Donaldson and Schoemaker, <i>California Management Review</i>. Winter, 2013.</p> <p>Case Study: "Barclays and the LIBOR Scandal" HBS 9-313-075 <b>Study.net</b></p> <p><b>Exercise:</b> "Used Car" [Handed out in class]</p>	