

REVISION: 3/31/2023, 2023

LGST 6110
Responsibility in Global Management
2023 Fall
10/23/23 to
12/6/23
Tuesday and Thursday: 10:15-11:44 am

Professor: Thomas Donaldson

Instructor: Thomas Donaldson

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

E-mail: 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*. In each assignment, there will be links to the relevant readings.

Grading and Logistics

Midterm exam	30%
Overall Quality of Engagement	35%
Personal definition of business responsibility	5%
Final exam	30%

Overall Quality of Engagement The overall quality of your engagement in the class reflects the quality of your participation in case studies, in-class analyses of readings, and

participation in small groups. When assigning the "overall quality of your engagement" grade, the top 20% of the class will receive 25 points. The next 70% will receive from 22-24 points. The bottom 10% will receive from 0-21 points.:

Midterm exam:

The midterm is an in-class, closed-book exam. It will be a one hour and ten minute exam consisting of brief questions, such as True/False, Multiple choice, short-answer, and short essay.

Personal Definition of Business Responsibility:

Prior to the final day of class, you will be asked to offer your personal definition of business responsibility. Your answer should draw on your unique life experiences, relevant course material and your own original thinking. The assignment will be evaluated based on quality of content, organization, integration of your life story, and the thoughtfulness/ originality/ appropriateness of your selected role model.

Final Exam

The final exam is cumulative but emphasizes material covered after the mid-term exam. The exam will take place during the regularly scheduled exam time for this course. It is a closed-note and closed-book exam.

The exam has two parts:

Part I includes short essay questions and "objective" style questions, e.g., short answer and multiple-choice questions. Part II involves the analysis of a case study. The case study will be included with the exam.

Readings and case studies (titles only) *Note: these may change slightly before the start of the term:*

1. Professionals' Quandaries HBS 9-800-371
2. Out for Blood: Tyler Shultz and Theranos (A) UVA-E-0440 Rev. Feb. 9, 2021(Case Study)
3. Incommensurability and valuation-Sunstein-excerpt
4. "Doing Well by Doing Good": The Grand Illusion
5. A Theory of Business-Donaldson and Walsh
6. Preparing for the future of artificial intelligence
7. The history of technological anxiety and the future of economic growth - Is this time different?
8. Automated health care-Case Study-Princeton-AI-Ethic (Case Study)
9. Computing and Accountability
10. Ethics of the Attention Economy –Bhargava and Velasquez
11. Sleepwalking towards a surveillance state
12. Taking Principles Seriously (In AI and ML) JAIR: pp 871-876
13. Barclays and the LIBOR Scandal (Case Study)
14. Reclaiming Virtue Ethics for Economics Bruni and Sugden 2013
15. Kitchen Best: Ethics When Doing Cross-Boundary Business in Southern China (Case Study)

16. Values in Tension: Ethics Away from Home
17. Creating Shared Value (HBR Bestseller)
18. Value Maximization Stakeholder Theory-Michael Jensen
Intrinsic Values and Human Rights-published article Donaldson
19. Gender and Free Speech at Google (A): 9-318-035 HBS (Case Study)
20. Case study: "Dicing with Death? A case study of Guidant Corporation's implantable defibrillator business," by Martin E. Sandbu and Jeisun Wen. (Case Study)
21. Google and Project Maven (A): Big Tech, Government and the AI Arms Race (Case Study)
22. Value maximization, stakeholder theory, and the corporate objective function. Business Ethics Quarterly Jensen, M. C. 2002., 12(2): 235-256.
23. "Managing for Stakeholders" Edward Freeman,
24. Creating Shared Value. Harvard Business Review, 89(1/2): 62-77 Porter, M. E. 2011.
25. "Values in Tension: Ethics Away from Home," Donaldson, Thomas, Harvard Business Review, September-October, 1996.
26. The Financial Crisis:
 - a. "Needed: A New Economic Paradigm" Stiglitz,
 - b. "An Economy of Liars" O'Driscoll,
 - c. "Three Ethical Roots of the Financial Crisis" Donaldson,
 - d. "Recipes for Ruin, in the Gulf or on Wall Street" Thaler,
27. Goldman Sachs IPO (A) (Case Study)
28. "Dangerous Currents" Directors & Boards Donaldson, T. 2004.
29. "Parable of the Sadhu" (No assignment: video and discussion)
30. Goldman Sachs IPO (A) (Case Study)
31. Self-Inflicted Industry Wounds: Early Warning Signals and Pelican Gambits," Donaldson and Schoemaker, California Management Review, Winter, 2013.

Class Attendance and ground rules:

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 come to class prepared to discuss the cases and share both their analysis and recommendations. It should be noted that you cannot participate if you are not in the classroom.

1. Please display your name tent during the first three classes. If you forget yours, please make an informal one.