COURSE GUIDE

Course Data	
Name	**Gobernanza Corporativa y Ética**
Grade	**Master in International Management (MIM)**
Year	**2016-2017**
Semester	**1st**
ECTS Credits	**6**
Status	**Compulsory**
Department	**ICADE Business School**
Area	**Business Management**

Teacher's Data	
Professor	
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SPECIFIC DATA OF THE COURSE

Course context
Contribution to the professional profile of the master
Professionals having to make decisions within the business environment should know how to participate on the ethical commitment that every self-respecting organization assumes towards society. The mutual influences of the company with its operational context must be known; also the conditions, structures and tools necessary for an efficient, committed and fair management that they should address and, in the future, lead in a dynamic, complex and globalized environment. This course will allow students to consolidate the fundamentals required to contribute to management and corporate governance that promote an ethical and socially responsible business.
Goals
The aim of the course is to train students for the development of the sensitivity and knowledge required to manage and a govern in such a way that they can contribute

to an ethical commitment of the business with its environment. Specifically, the student will learn to:

- Identify the ethical dimension of business decisions.

- Know the mutual influences of the company and its current socio-economic environment, noting the challenges the organization will face.

- Solving ethical dilemmas present in the decisión making process.

- Delve into new business models and business management which respond to social expectations.

- Know what Corporate Social Responsibility is, how it is managed and what ways exist to implement and instrumentalize this management philosophy, through practical examples.

- Approach the concept of Corporate Governance, as a way of governing the enterprise for a more efficient and a more responsible management.

- Get an overview of what actually means to be firm, in a broad sense. Searching for a positive and transformative social impact that allows a better contribution to sustainable development.

SECTIONS AND CONTENTS

Contents
SECTION 1: (Business) Ethics and Corporate Social Responsibility
T1: Decision making process in global enterprises: the influence of ethics, CSR and Corporate Governance
T2: Ethical dimensión of (international) business performance
T3: Corporate Social Responsibility
T4: Ethical reasoning and instrumentalization of Business Ethics and CSR.
T5: *Multistakeholder* management: Tools, processes and evaluation
SECTION 2: Corporate Governance
T6: Theoretical and practical fundamentals of Corporate Governance
T7: Power and control. Exectution vs. representation
T8: Nationales, geographical and cultural differences on CG systems
T9: The Board of Directors: structure and operation

Competencies
Generic competencies of the course

GENERAL COMETENCIES:

CG1   Cognitive abilities of analysis and synthesis, applied to business situations and organizational management scenarios.
      RA1   Able to cope with the analytical case studies and scenarios; also to make effective synthesis of information and data.
CG2   Management of information and data as key elements for decision-making and for identifying, formulating and solving business problems.
      RA1   Able to search and analyze information from various sources.
      RA2   Searches, identifies, appropriately synthesizes and uses primary and secondary data from various sources.
      RA3   Discerns the value and usefulness of different sources and types of information, contrasting them, critically analyzing and incorporating own assessments.
      RA4   Incorporates information to its own discourse.
      RA5   Properly quotes the sources used.
CG3   Problem solving and decision making at the strategic, tactical and operational levels of a business organization, taking into account the interrelationship between the different functional and business areas.
      RA1   Identifies and understands the different strategies of internationalization that a global enterprise can implement, identifying the ethical and governance dilemmas arising therefrom.
      RA2   Able to cope with the analytical studies, making use of information and data, in many cases incomplete.
      RA3   Identifies and defines suitably and proactively, the problem and its possible causes.
      RA4   Raises possible relevant solutions and design an action plan to be implementated.
CG5   Interpersonal skills to listen, negotiate, persuade, and also to work in multidisciplinary teams to operate effectively in different roles, and, when necessary, to assume leadership responsibilities in the business organization
      RA1   Integrates into teams and plays an effective role.
      RA2   Able to hear the views of others and to make themselves understood.
      RA3   Able to make a persuasive exchange of ideas through a negotiating process to reach agreements with others.
      RA4   Knows the debating technique and oratory, and knows how to use it in professional situations.
      RA5   Assesses the potential conflict as an engine of change and innovation.
      RA6   Communicates ideas effectively and in a reasoned manner.
      RA7   Looks for the value of other team members and enhances their skills and strengths, making them feel important part of the team
      RA8   Leads the team work, organizing and delegating tasks correctly.
CG6   Ethical commitment in the implementation of moral values and business values to be applied when facing ethical and corporate social responsibility dilemmas.
      RA1   Understands and appreciates different cultural and ideological perspectives.
      RA2   Sensitive to the ethical dimension of social and ecological problems.
      RA3   Takes a responsible attitude towards people, and the means and resources that are used or managed in an organization.
      RA4   Worries about the consequences that its activity and behavior can have on others.

RA5 Incorporates in its speech and in its action proposals, the consequences they may have for the various stakeholderscof a global organization.

RA6 Understands and appreciates different cultural and ideological perspectives.

RA7 Sensitive to the ethical dimension of social and ecological problems.

CG7 Time management capacity in order to improve personal and team effectiveness within the framework of business organizations, environment and management.

RA1 Able to organize and meet deadlines assigned to tasks.

RA2 Hierarchizes time and energy to study.

CG8 Critical thinking and argumentation consistent with the knowledge of business organizations, their external context and their administrative and management process.

RA1 Applies independent thinking and personal reflection on various issues. Identifies the assumptions and limitations of methods and theories.

RA2 Identifies, establishes and contrasts hypotheses, variables and results logically and critically.

RA3 Able to build its own discourse, in a context of debate and exchange of views.

CG9 Ability to learn independently for a long-life training to develop cognitive skills and relevant knowledge to be applied to professional and business performance

RA1 Able to gather prepare and expand information prior to their participation in activities involving the construction of a argued own speech or proposing innovative solutions to a problem.

RA2 Makes jobs and activity needing only some initial indications and basic monitoring, implementing skills necessary for independent research.

RA3 Search and find adequate resources to sustain their activities and perform their jobs.

RA4 Broadens and deepens in carrying out their work.

RA5 Reads, synthesizes and is able to produce book reviews and monographs.

CG10 Recognition as global citizens who value diversity and intercultural dialogue as a source of human enrichment.

RA1 Respects, values and celebrates diversity; has a cosmopolitan mentality.

RA2 Interested in learning and think critically about global issues and how they interact in its own live and those of others.

RA3 Feels itself as a part of 'glocal', increasingly plural and diverse society, in which there are different identities, cultures and religions.

RA4 Actively involved in activities that expose itself to views and realities different from its own.

Specific competencies of the area

CE6 Understands the ethical and moral values prevailing in the company, acquiring the ability to identify and solve ethical dilemmas that arise in business activity and implementing management tools and evaluation of CSR for incorporation into the strategic planning of the company and organizational development.

RA1 Being able to connect Ethics and CSR with elements such as Strategy, Marketing, Financial Management, People Management in the Organization.

RA2 Knows and understands the different theories on the role of the control mechanisms in improving the performance / business success.

RA3 Identifies and locates national differences in corporate governance in the world, and understands its advantages and disadvantages.

RA4 Knows theories and tools to evaluate and design a specific system of corporate governance.

RA5 Assesses the governance of a company from the (potential) investor's perspective.

RA6 Recognizes the influence of those involved in the corporate governance (the board of directors and its committees, and the owners of the company) over the efficiency of the governance system designed

CE10 Ability to identify and understand the dynamics and the most current practices in the management of global companies, applying them to real situations,when appropriate.

RA1 Displays interest in extending its training and is updated in its interventions.

RA2 Shows interest in contacting professionals, actively participating in activities that allow to approach the professional practice of international management.

RA3 Meets and consults regularly organizations, professional forums and publications to keep updated in professional practice.

RA4 By contacting professionals, through participation in practical cases and events and attendance at conferences, among other activities, is able to identify challenges and management tools for the different functional areas of a global company, being able to propose actions to solve real problems.

TEACHING METHODOLOGY

General methodological aspects of the course	
Presential Methodology: Activities	Competencies
Lectures	CG01, CG05, CG06

Active Debates	CG05, CG06, CG07, CG08, CG10, CE06, CE10
Analysis of cases and scenarios: brief business cases and scenarios, individually and in teams.	CG01, CG03, CG05, , CG06, CG08, CE06, CE10, CE06, CE10
Non Presential-based methodology: Activities	**Competencies**
Individual studying and reading	CG01, CG06, CG07, CG09
Preparation of materials (readings, presentations, videos,…)	CG06, CG09
Analysis of cases and scenarios: brief business cases and scenarios	G01, CG03, CG06, CG07, CG08, CG09, CG10, CE06, CE10
Tutorials	

EVALUATION AND GRADING CRITERIA

Assessment activities	Weight
Participation in class	15%
Exams	40%
Monographic works, individually and in teams	15%
Assessment of cases in classroom	30%

An exam will have to be passed for those students in extraordinary recall.

STUDENT WORKING PLAN			
PRESENTIAL HOURS			
Theoretical sessions	Practices	Guided academic activities	Evaluation
28	28		4
NON-PRESENTIAL HOURS			
Autonomous work on theoretical contents	Autonomous work on practival contents	Collaborative work	Self-study
20	20	20	30

			CREDITS ECTS:	**6**

BIBLIOGRAPHY AND SOURCES

Basic References
Books

CRANE, A. M & MATTEN, A. K. (2010), *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Oxford University Press.

HOPKINS, M. (2016), *CSR and Sustainability From the Margins to the Mainstream: A Textbook.* Greenleaf Publishing.

LARCKER,D F. (2015) *Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences.* Pearson FT Press.

LORSCH, J.W. (2012). *The Future of Boards: Meeting the Governance Challenges of the Twenty-First Century.* Harvard Business Review Press.

MALLIN, C. A., 2015. Corporate Governance (5th edition). Oxford: Oxford University Press.