Purpose: The purpose of this course is to strengthen the ability to anticipate, critically analyze, appropriately respond to, and provide leadership regarding, ethical issues you will confront as employees and eventually as managers of people, projects, and enterprises. This course will proceed from the recognition that human activity now exerts macrophase influence on all aspects of planetary function, and that we share a concomitant responsibility to discover and express decision-making wisdom commensurate with this power. The course will explore those characteristics of human nature that hinder realization of maximum individual and collective potential as well as those characteristics and practices that can, with cultivation, allow us to more fully realize our inherent integration, imagination, creative capacity, and fully-satisfying participation in the Earth adventure. Instruction will be based on lecture and case analysis, supplemented by topical and philosophical articles and essays.

Requirements: Participants are expected to carefully read all cases and core readings assigned for each class and to be prepared to actively participate in all class discussions. No unexcused absences are permitted. In addition, students will prepare three short papers, due on the dates listed below. The course grade will be based 35% on attendance and class participation, 25% on the Enneagram paper, and 40% on the Case Analysis paper.

Readings: The cases and articles assigned are available in the course reader. The two books on the Enneagram are required texts. Additional materials will be distributed in class.
Class I  22 January  INTRODUCTION TO BUSINESS ETHICS
Lecture:  The Great Context of Human Ethics

Class II  29 January  THE INTERNAL AND EXTERNAL CONTEXT OF BUSINESS
Lecture:  Introduction to the Enneagram as a Tool for Self-Discovery

Core Reading:
* Helen Palmer: The Enneagram Advantage, Overview, What Type Am I? (pp. 1-14)

Class III  5 February  MAINTAINING PERSONAL INTEGRITY IN THE WORKPLACE (I)
Lecture:  Our Evolutionary Inheritance -- The Beginning of Time Until The Creation of Planet Earth

Case:
*Kathryn McNeil (A), Harvard Business School Case 9-934-111
[(B) to be distributed in class.]

Core Reading:
* Brian Swimme & Thomas Berry: “Prologue: The Story” from The Universe Story

Class IV  12 February  MAINTAINING PERSONAL INTEGRITY IN THE WORKPLACE (II)
Lecture:  Our Evolutionary Inheritance -- The Earth’s Journey Until the Human DUE IN CLASS: PRELIMINARY ENNEAGRAM IDENTIFICATION

Class V  19 February  MAINTAINING PERSONAL INTEGRITY OUTSIDE THE WORKPLACE
Lecture:  Our Evolutionary Inheritance -- The Human Brain / The Human Mind

Case:
*Will She Fit In? Harvard Business School Case 97208
Class VI  26 February  MAINTAINING PERSONAL INTEGRITY AT HOME
Lecture: The Modern Period -- Macrophase Powers Meet Microphase Intelligence

DUE IN CLASS: FINAL ENNEAGRAM PAPERS

Case:
The Analyst’s Dilemma, Harvard Business School Case 9-394-056
[(B) to be distributed in class.]

Class VII  4 March  THE ETHICS OF STRATEGY
Lecture: Points of Inspiration -- Evidence of Macrophase Intelligence

Case:
*RU 486 (A) and (B), Harvard Business School Cases 9-391-050 & 9-391-051

Core Reading:
*Barry Newman: “Among Those Wary of Abortion Pill is Maker’s Firm” WSJ, February 22, 1993

Class VIII  11 March  BUSINESS RESPONSIBILITY TO THE GLOBAL COMMUNITY (A)

Case:
*H. B. Fuller in Honduras, Graduate School of Business, Columbia University

Core Reading:
*J. Ross: “Street Children Sniff Solvents to Forget How Hungry They Are” San Francisco Chronicle, November 24, 1993
*Diana Hendriques: “Black Mark for a ‘Good Citizen’ ” NYT, September, 25, 1995

Class IX  18 March  GLOBAL STANDARDS FOR COMPETITION (A)

Case:
*International Sourcing in Athletic Footwear: Nike and Reebok, Harvard Business School Case N9-394-189

Core Reading:
*Aaron Bernstein: “Sweatshop Reform: How to Resolve the Standoff” Business Week, May 3, 1999
*** SPRING BREAK – HAVE A GREAT ONE! ***

Class X  1 April  GLOBAL STANDARDS FOR COMPETITION (B)
[Continue discussion of Nike and related materials.]

Class XI  8 April  BUSINESS RESPONSIBILITY TO THE GLOBAL COMMUNITY (B)

*Case:* Merck and Co., Inc. (A) & (B), The Business Enterprise Trust, 90-013
[(C) and (D) to be distributed in class.]

Class XII  15 April  SPEAKING YOUR TRUTH (A)

**DUE IN CLASS:** 1-MINUTE ORAL PRESENTATION

**Core Reading:**

* T.J. Rodgers: “Profits vs. PC” Reason, October, 1996
* Milton Friedman: “The Social Responsibility of Business is to Increase Its Profits” NYT, September 23, 1970
* John Kay: “Honesty is Not the Best Policy” Across the Board, June, 1997

Class XIII  22 April  SPEAKING YOUR TRUTH (B)

**DUE IN CLASS:** 1-MINUTE ORAL PRESENTATION

Class XIV  29 April  ETHICS AS RADICAL INTEGRATION

**Lecture:** Ethics On the Line -- Alignment, Integration, and Action

**Core Reading:**

* Thomas Berry: “Moments of Grace” from The Great Work

6 May  No class meeting; use time for Case Paper and Personal Reflection

CASE ANALYSIS PAPER DUE:  FRIDAY, 9 MAY, 5:00 P.M., Mailbox, Haas F578

FINAL EXAM (PERSONAL REFLECTION) DUE:  Friday, 16 MAY, 5:00 p.m., Mailbox, Haas F578

30/Mar/08
Purpose: The purpose of this course is to strengthen the ability to anticipate, critically analyze, appropriately respond to, and provide leadership regarding, ethical issues you will confront as employees and eventually as managers of people, projects, and enterprises. This course will proceed from the recognition that human activity now exerts macrophase influence on all aspects of planetary function, and that we share a concomitant responsibility to discover and express decision-making wisdom commensurate with this power. The course will explore those characteristics of human nature that hinder realization of maximum individual and collective potential as well as those characteristics and practices that can, with cultivation, allow us to more fully realize our inherent integration, imagination, creative capacity, and fully-satisfying participation in the Earth adventure. Instruction will be based on lecture and case analysis, supplemented by topical and philosophical articles and essays.

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| Class V | 21 February| MAINTAINING PERSONAL INTEGRITY OUTSIDE THE WORKPLACE | Our Evolutionary Inheritance -- The Human Brain / The Human Mind                                                              |                                                                                                |
| Case:   |           |                                                 |                                                                                                                                  | * Will She Fit In? Harvard Business School Case 97208                                           |</p>
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| **Core Reading:** | Martha Nichols: “Third World Families At Work: Child Labor or Child Care?” Harvard Business Review, January-February, 1993  
Robert Haas: “Ethics in the Trenches” Across the Board, May, 1994  
Aaron Bernstein: “Sweatshop Reform: How to Resolve the Standoff” Business Week, May 3, 1999 |
*** SPRING BREAK – HAVE A GREAT ONE! ***

Class X  
3 April  GLOBAL STANDARDS FOR COMPETITION (B)

[Continue discussion of Nike and related materials.]

Class XI  
10 April  BUSINESS RESPONSIBILITY TO THE GLOBAL COMMUNITY (B)

Case:  
*Merck and Co., Inc. (A) & (B), The Business Enterprise Trust, 90-013  
[(C) and (D) to be distributed in class.]

Class XII  
17 April  SPEAKING YOUR TRUTH (A)

DUE IN CLASS: 1-MINUTE ORAL PRESENTATION

Core Reading:
* T.J. Rodgers: “Profits vs. PC” Reason, October, 1996  
* Milton Friedman: “The Social Responsibility of Business is to Increase Its Profits” NYT, September 23, 1970  
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Class XIII  
24 April  SPEAKING YOUR TRUTH (B)

DUE IN CLASS: 1-MINUTE ORAL PRESENTATION

Class XIV  
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Core Reading:
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