KING'S OWN INSTITUTE*

Success in Higher Education

MBA902 LEADING ETHICAL, SUSTAINABLE & RESPONSIBLE ENTERPRISES T326 BRIEF

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.
Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Co-ordinator
MBA	1 trimester	Postgraduate	Dr Brad Sayer brad.sayer@koi.edu.au P: +61 (2) 9283 3583 L: 7-11, 11 York Street Consultation: via Moodle or by appointment.

1.2 Core / Elective

This is a core subject for the MBA Degree.

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	MBA; 48 Credits

1.4 Student Workload

Indicated below is the expected student workload per week for this subject.

No. timetabled hours/week*	No. personal study hours/week**	Total workload hours/week***
3 hours/week (2 hour Lecture + 1 hour Tutorial)	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials
** Total time students are expected to spend per week in studying, completing assignments, etc.
*** Combination of timetable hours and personal study.

1.5 Mode of Delivery Classes will be face-to-face.

1.6 Pre-requisites **Nil**

1.7 General Study and Resource Requirements

- IMPORTANT: Students are expected to attend classes with the required textbook and to read specific chapters prior to the tutorials. This will improve your ability to participate in the weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: There are no specific resources required for this subject.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

2. Academic Details

2.1 Overview of the Subject

Modern enterprises thrive and grow through their ability to develop, communicate and manage agile, enterprise-wide ecosystems. MBA902, Leading Ethical, Sustainable and Responsible Enterprise-Wide Ecosystems in the 21st Century, explores the configuration, management and measurement of contemporary enterprise ecosystems, with particular emphasis on the legal, ethical and sustainable demands placed upon enterprises from both domestic and international perspectives. The course also examines the growing role of Artificial Intelligence (AI) in shaping enterprise-wide ecosystems, including how AI-enabled technologies can support strategic decision-making, stakeholder engagement, risk management, innovation, sustainability and the effective coordination of complex organisational networks. Consideration is also given to how enterprises can embrace AI responsibly and flourish by developing an organisational culture and mindset that balances technological innovation with human-centred leadership, ethical accountability, social responsibility and sustainable business practices. In this context, students critically evaluate the opportunities and challenges associated with AI adoption, including issues of data governance, algorithmic bias, transparency, privacy, accountability and the responsible use of AI in domestic and international business environments.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of Postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Master's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

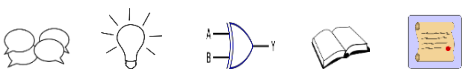
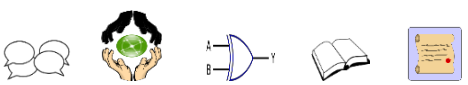
King's Own Institute's generic graduate attributes for a master's level degree are summarised below:

	KOI Master Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship, and present ideas to a variety of audiences
	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations in professional practice
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement, decision-making and accountability required to begin professional practice

2.3 Subject Learning Outcomes

This is a 900 Level postgraduate subject.

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Explain how theories of organisational behaviour may be applied in an organisational setting	
b) Evaluate potential organisational problem situations and formulate proactive managerial interventions, with special sensitivity to cultural, ethical and social concerns	
c) Locate relevant research and compare and critique the findings on current developments in organisational behaviour	
d) Communicate effectively in oral and/or written forms about organisational behaviour theories and their application with appropriate concepts and logical arguments	
e) Apply knowledge of leadership principles and processes to explain and exact effective leader and follower behaviours.	

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Topic covered in each week's lecture	Readings(s) from textbook by Brooks and Dunn	Expected work as listed in Moodle (Unless stated, all case studies from the prescribed textbook by Brooks and Dunn, and are available on Moodle)
Week 1 26 October	The importance of business ethics. .	Ch.1	Introduction to core concepts. Reviewing journal articles and Harvard Referencing. Academic Integrity; Mutual expectations of lecturer and students. *Reading:* Loughran, Tim, McDonald, Bill, & Otteson, James R, 'How have Corporate Codes of Ethics Responded to an Era of Increased Scrutiny', *Journal of Business Ethics,* Vol. 183, Iss. 4, April 2023, pp, 1029-1044.
Week 2 02 November	Stakeholder relationships, social responsibility and corporate governance	Ch 2	
Week 3 09 November	Sustainability: Social and Ethical Dimensions	Ch.3	
Week 4 16 November	Institutionalization usiness Ethics	Ch. 4	
Week 5 23 November	Emerging Business Ethics Issues?	Ch.5	

Week (beginning)	Topic covered in each week's lecture	Readings(s) from textbook by Brooks and Dunn	Expected work as listed in Moodle (Unless stated, all case studies from the prescribed textbook by Brooks and Dunn, and are available on Moodle)
Week 6 30 November	Ethical Decision Making	Ch. 6	
Week 7 07 December	Individual Factors: Moral Philosophies and Values	Ch 7	
Week 8 14 December	Organizational Factors: The Role of Ethical culture and Relationships of Ethical Culture and Relationships	Ch 8	
Week 9 04 January	Developing and Implementing an Effective Ethics Program	Ch. 9	
Week 10 11 January	Global Business Ethics Issues	Ch. 10	
Week 11 18 January	Ethical leadership	Ch.11	
Week 12 25 January	Technology: Ethics and Social Responsibility Issues Use of Artificial Intelligence (AI) Ethically	Ch.12	

Week (beginning)	Topic covered in each week's lecture	Readings(s) from textbook by Brooks and Dunn	Expected work as listed in Moodle (Unless stated, all case studies from the prescribed textbook by Brooks and Dunn, and are available on Moodle)
Week 13 01 February	Study Review Week and Final Exam Week		
Week 14 08 February	- Final Exam Week - Continuing students - enrolments for T127 open		Please see the exam timetable for the exam date, time and location
Week 15 15 February	- Student Vacation begins - New students - enrolments for T127 open		
Week 16 22 February	• Results Released • Review of Grade Day for T326 – see Sections 2.6 and 3.2 below for relevant information. • Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T127 01 March 2027			
Week 1 01 March	Week 1 of classes for T127		

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (2 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (1 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When assessed	Weighting	Learning Outcomes Assessed

Assessment 1: Business Report 3000 words	**Due Week 5**	40%	a, b, c, d and e
Assessment 2: Group Presentation	**In class, in person Weeks 10-12**	30%	a, b, c, d and e
Assessment 3: Group Report 3000 words	**Case Study essay or report. Due Week 12**	30%	a, b, c, d and e

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a minimum of 50% of the total available subject marks.

2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings

Prescribed Text:

Ferrell, O.C., Fraedrich, J. and Ferrell, L. (2022) *Business Ethics: Ethical Decision Making and Cases*. 13th edn. Mason, OH: Cengage Learning

Recommended Readings:

Baltzan, P, & Phillips, A 2022, Business Driven Information Systems, McGraw-Hill US Higher Ed ISE, New York.
https://ebookcentral.proquest.com/lib/kingsowninst-ebooks/detail.action?docID=6961163.

Becker, C. U. *Business Ethics Methods and Applicatio*n. 2019. Exeter Devon UK. Routlege.

Beynon, M, Jones, P & Pickernell, D 2021, 'Innovation and the knowledge-base for entrepreneurship: investigating SME innovation across European regions using fsQCA', *Entrepreneurship & Regional Development*, vol. 33, no. 3/4, pp. 227–248, viewed 25 October 2023,
https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=150107713&site=ehost-live

Carroll, A.B. and Buchholtz, A.K., 2018. *Business and society: Ethics and stakeholder management.* [e - book] 10th ed. Boston: Cengage Learning. Available from: ProQuest Ebook Central.

Crane, A., Matten, D., Glozer, S., & Spence, L., 2019. *Business ethics: managing corporate citizenship and sustainability in the age of globalization,* 5th edition. Oxford University Press, Oxford.

Daft, R. 2023. *The leadership experience* (8th Ed.). Canada. Cengage Learning.

Des Jardins, J. 2020. *An Introduction to Business Ethics* 6th Ed. N. Y. McGraw Hill

Graham, G, & Wagner, B (eds) 2022, Downstream Product Innovation and Upstream Supply Chain Implications, Emerald Publishing Limited, Bradford, West Yorkshire.
https://ebookcentral.proquest.com/lib/kingsowninst-ebooks/detail.action?docID=6961006

Manning, T, & Robertson, B 2022, Leadership : A Critical Review and Guide, Ethics International Press Limited, Bradford.
https://ebookcentral.proquest.com/lib/kingsowninst-ebooks/detail.action?docID=29224496

O'Keefe, K, & O, BD 2023, Data Ethics : Practical Strategies for Implementing Ethical Information Management and Governance, Kogan Page, Limited, London.
https://ebookcentral.proquest.com/lib/kingsowninst-ebooks/detail.action?docID=30549159

Shaw, W.H., Barry, V., Issa, T., Catley, B. & Muntean, D. 2017. *Moral Issues in Business*. 3rd Asia Pacific Ed. China Cengage Learning.

Spinello, R. 2020 *Business Ethics contemporary Issues and Cases*. USA. Sage Publishing.

Travino, L. K. & Nelson, K. A. 2021 *Managing Business Ethics: Straight Talk about How to Do It Right*, 8th Ed USA. Wiley.

Zeyen, A. & Beckmann, M. 2019. Social Entrepreneurship and Business Ethics understanding the contribution and normative ambivalence of purpose-driven venturing. U.K. Routledge

Journal articles:

Beynon, M, Jones, P & Pickernell, D 2021, 'Innovation and the knowledge-base for entrepreneurship: investigating SME innovation across European regions using fsQCA', *Entrepreneurship & Regional Development*, vol. 33, no. 3/4, pp. 227–248, viewed 25 October 2023,
https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=150107713&site=ehost-live

Bruhan, Aaron, Asher, Antony, 'The primacy of ethics in the provision of financial advice', Accounting and Finance, Vol. 61, Iss 2,, June 2021, pp. 3305-3327.

Cohen, I.G., Gerke, S. & Kramer, D.B. 2020, 'Ethical and Legal Implications of Remote Monitoring of Medical Devices', *Milbank Quarterly*, vol. 98, no. 4, pp. 1257–1289, viewed 25 October 2023, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=147839963&site=ehost-live

Engert, S., Rauter, R. and Baumgartner, R.J., 2016. Exploring the integration of corporate sustainability into strategic management: A literature review. *Journal of Cleaner Production*, [e - journal] 112.

Garcia-Meca, E., Uribe-Bhorquez, M. and Cuadrado-Ballesteros, B., 2018. Culture, board composition and corporate social reporting in the banking sector. *Administrative Sciences,* [e - journal] 8(3), pp.1-23.

Hald, E. Julie, Gillespie, Alex, Tom. W. Reader, 'Casual and Corrective Organisational Culture: A systematic review of cases studies of institutional failure', *Journal of Business Ethics,* Vol. 174, Iss. 2, November 2021, pp. 457-283.

Kim, S & Chae, S 2022, 'Shareholder Value Effects of Ethical Sourcing: Comparing Reactive and Proactive Initiatives', *Journal of Business Ethics*, vol. 179, no. 3, pp. 887–906, viewed 25 October 2023, https://search.ebscohost.com/login.aspx?direct=true&db=eue&AN=158508470&site=ehost-live

Lam, L.W., Loi, R., Chan, K.W. and Liu, Y., 2016. Voice more and stay longer: How ethical leaders influence employee voice and exit intentions. *Business Ethics Quarterly,* [e - journal] 26(3)., pp, 1029-1044.

Loughran, Tim, McDonald, Bill, & Otteson, James R, 'How have Corporate Codes of Ethics Responded to an Era of Increased Scrutiny', *Journal of Business Ethics,* Vol. 183, Iss. 4, April 2023

Magas, M & Kiritsis, D 2022, 'Industry Commons: an ecosystem approach to horizontal enablers for sustainable cross-domain industrial innovation (a positioning paper)', *International Journal of Production Research*, vol. 60, no. 2, pp. 479–492, viewed 25 October 2023, https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=155381396&site=ehost-live

Marakova, V. Lament, M.Wolak Tuzimek, A. 2015. 'Reporting standards in socially responsible Enterprises'. *Economic Annals, Voi.* XXI, 9-10, 56-59.

Matteo, R., Festa, G., Chouaibi, S., Fait, M., Papa, A. 2021. 'The effects of business ethics and corporate responsibility on intellectual capital voluntary disclosure', *Journal of Intellectual Capital.* Vol. 22 No. 7, 2021 pp. 1-23.

Wang, Wen, Seifert, Roger, 'The end of meaningful work in the not-for-profit sector? A Case study of Ethics in Employee Relations under the New business-like operations regime', *Journal of Business Ethics,* Vol. 181, Iss. 1, November 2022, pp. 1-14.

Journals and Periodicals:
Corporate Governance
International Journal of Corporate Social Responsibility
International Journal of Ethics and Systems
International Journal of Organizational Analysis
International Journal of Physical Distribution & Logistics Management
International Journal of Quality & Reliability Management -
Journal of Global Responsibility
Quality Management Journal
Social Responsibility Journal
Sustainable Development Goals

Students are encouraged to read peer reviewed journal articles and conference papers. Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites.

Useful Websites:

The following websites are useful sources covering a range of information relevant for this subject.

- Australian Securities and Investment Commission: https://asic.gov.au/regulatory-resources/corporate-governance/
- The Ethics Centre: https://ethics.org.au/
- https://ethics.org.au/
- https://business-ethics.com/
- Governance Institute of Australia: https://www.governanceinstitute.com.au/resources/what-is-governance/

Please ask the Library staff if you are unsure how to access Ebscohost. Instructions also can be found in Moodle.

- Cambridge Centre for Behavioural Studies – Behaviour in Organisations – a range of papers available for download in pdf format – select the solutions tab and select Behaviour in Organisations http://www.behavior.org/interest.php?id=11
- Institute of Work, Health and Organisations, University of Nottingham, UK, "Work and Organisational Stress", published by the World Health Organisation – a review of the nature of stress, the causes of stress in the workplace, and suggested strategies and resources to manage stress http://www.who.int/occupational_health/publications/en/oehstress.pdf
- Melbourne Business School – the webpage below provides access to various current research and working papers http://works.bepress.com/mbs/all_papers.html