

EMBA-2527-108-Ethics, Responsibility, and Governance in Business and Society

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Celia CHUI celia.chui@solvay.edu celiachui@protonmail.com	Navigate Compulsory Between 4/4/2026 and 26/4/2026	3 24 66

Description of the course

Examine frameworks for ethical decision-making, governance, and stakeholder management practices to ensure accountability, transparency, and long-term sustainability.

Course units

- Pre-Course Introduction - Ethics, Responsibility and Governance in Business and Society (April 4, 2026)
- Unit 1: Ethical decision-making (On campus)
- Unit 2: The dark pattern in organizations (On campus)
- Unit 3: Building responsible organizations (On campus)
- Unit 4: Stakeholder accountability and governance (On campus)
- Unit 5: Nature, communities, and governance of corporate impact (On campus)
- Unit 6: Live case study: Leading social and environmental impact initiatives (On campus)

Course Learning Outcomes (CLOs)

By the end of the course, you will be able to...

1. Understand the psychology of (un)ethical decision-making in organizations.
2. Evaluate the role and application of corporate governance and ethics in fostering organizational accountability.
3. Analyze ethical dilemma situations in business contexts and propose actionable resolutions that take into account different stakeholder perspectives.
4. Apply business ethics and governance frameworks that integrate ethical behavior and sustainable practices at the individual, organizational, and societal levels that take into account organizational objectives.
5. Develop original reflections and innovative strategies by integrating ethical decision-making and ESG considerations in governance processes.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	Reinforcement
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	Reinforcement
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	Reinforcement
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	Reinforcement
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	Reinforcement
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	Reinforcement
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	Introduction
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	Introduction
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	Introduction

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes
Contact Hours are dedicated to ESG: 20
Contact Hours containing climate solutions for how organisations can reach net zero: 3
Description of contribution: The course is an introduction to ethics and corporate social responsibility, which includes content on the organizational strategies related to ESG issues from a stakeholder management perspective.

This course contributes to the [Sustainable Development Initiative](#) at the Solvay Brussels School of Economics & Management

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EMBA-2527-108-Corporate Governance & Business Ethics

Assessment methodology / Learners Use of Time and Load

Evaluation scale

0-20

Pre-Assessed Task: Quiz during Online Class

- Value of pre-assessed task: 10%
- Type of assessment: Individual
- Deadline: due 4 April 2026
- Guidelines:
- Feedback Provision:

Key-Assessed Task: Live Case Study Final Group Project (*In-Class Presentation and Take-Home Report*)

- Value of pre-assessed task: 50%
- Type of assessment: In-group
- Deadline: due 26 April 2026
- Guidelines:
Individual In-Class Professionalism & Participation - 15%
Individual Case Study Reflection - 25%
Live Case Study Final Group Project (In-Class Presentation and Take-Home Report)- 50%
- Feedback Provision: Professor and Founder Overall Feedback + Peer Review of Presentation Only

Learning Materials

Readings

Books / Articles

Mandatory

Optional

- Clayton M. Christensen, "How Will You Measure Your Life?" Harvard Business Review, July 2010.
- Exploring materiality." SASB Standards. <https://sasb.ifrs.org/standards/materiality-map/>
- M.E. Porter & M.R. Kramer. Creating Shared Value, Harvard Business Review, February 2011.
- Ron Carucci & Gary Ridge. How Executive Teams. Shape A Company's Purpose, Harvard Business Review Digital Article, November 2022

Cases (available in Canvas)

- Defining Capitalism's Character: Tom Peters versus McKinsey
- Corporate Greenwashing: Are Environmental Claims Just Empty Promises?
- Energy, Poverty and the Market: The CSR Strategy of Coelce in Brazil
- Rio Tinto and the Indigenous Juukan Gorge Sites

Other Learning Materials

- Palazzo, G., & Hoffrage, U. Week 2. Introduction to unethical behavior in organizations [MOOC lecture]. In G. Palazzo, & U. Hoffrage, Unethical decision-making in organizations. Coursera. <https://www.coursera.org/learn/unethical-decision-making>
- Richardson, K. Week 1. Sustainable development as a global goal. [MOOC lecture]. In K. Richardson, The sustainable development goals – A global, transdisciplinary vision for the future. Coursera. <https://www.coursera.org/learn/global-sustainable-development>

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