

Ethics and Sustainability Leadership

Professor: Marcos Eguiguren, PhD

Course Type: Elective

Credits: 4 ECTS

Term: 3rd

Course Description

The course explores the main aspects of ethical leadership, good governance and strategic risk management.

- Leadership styles: the ethical leader and the biomimetic leader
- Good governance and ethical leadership as a mitigation of strategic risks and a prevention of corporate collapses
- Corporate Social Responsibility embedded in the DNA of the company (purpose driven companies) as a way to foster long term corporate success

Objectives

- 1) To develop students' leadership and cultural competence to its full potential (personal growth)
- 2) To understand the way principles of good governance and good leadership act together to prevent risks and identify opportunities (ethical and strategic analysis)
- 3) To go through new more genuine ways of understanding CSR as an innovative way of understanding business (political theory)

Methodology

- We will use reading materials and case studies to go through leadership styles and very specially through the “ethical leader” and the “biomimetic leader”.
- We will intensively use debates and role playing to go through special cases of real corporate failures to discuss up to what a extend poor leadership, lack of an ethical lens in decision making or poor governance were at the deep root of the problems faced by the companies. We will be basing our conversations, though only as an indication, in The UK Corporate Governance Code, that follows a principles-based approach and is endorsed by the London Stock Exchange.
- The analysis and discussion of ethical dilemmas in the corporate world will be at the core of the course.

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- Going through the way Values-based or responsible business are thriving today as impactful and more resilient business models will be a key part of the course. From this point of view, we will focus on the experience of B Corp Companies and of the banks belonging to the Global Alliance for Banking on Values.

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to a hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

Evaluation criteria

This class is discussion centred and we all learn from each other. There are no high stakes tests. Students will give project-based group presentations and engage in weekly journaling on the class discussions and readings. There's a final paper requirement of 12-15 pages.

The components that make up the final grade, and their weight in the final grade, are as follow:

- > Continuous assessment: 35%
- > Participation: 25%
- > Course project: 40%

Students are required to attend 80% of the classes. Failing to do so without justified reasons will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program.

As with all courses taught at the UPF-BSM, students who fail the course during regular evaluation will be allowed ONE re-take examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade of the course**. If the course is again failed after the retake, students will have to register again for the course of the following year.

In case of a justified no-show to an exam or a formal for evaluation presentation, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken or the presentation for evaluation is done. The "incomplete" will not be reflected on the student's Academic Transcript.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF-BSM Master of

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Science and signing the “Honor Code”, students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.

Contents

WEEK NUMBER	CONTENT	METHODOLOGY AND OTHER MILESTONES
1st Module. Leadership styles: the ethical leader and the biomimetic leader		
Week 1	The role of the leader. Two selected leadership styles: ethical leader and biomimetic leader	Previous readings and conversations. The profile of an ethical leader.
Week 2	The biomimetic organisation and the biomimetic leader: a perfect match. Leadership and values	Analysis of a paper, concluding with the profile of a biomimetic leader
2nd Module. Good governance and ethical leadership as a mitigation of strategic risks and a prevention of corporate collapses		
Week 3	The UK Corporate Governance Code	Previous readings and building a good governance simplified table. Simple case in class.
Week 4	Deadly leadership sins that produce corporate failures	Previous readings and a case study
Week 5	Ethical leadership and good governance. Good governance as a risk mitigating factor.	Case study: Meccanica Varese.
Week 6	The ethical compass of leaders and strategic risk	Case study: Brudern Sparkasse
Week 7	Corporate arrogance as a cause of collapse	Case study: Klammer und Bolhelm
3rd module. Corporate Social Responsibility embedded in the DNA of the company (purpose driven companies) as a way to foster long term corporate success		

Week 8	A comprehensive dictionary: CSR, Sustainability, Ethical companies... Toward a 3.0 purpose driven corporation	Previous readings and debate in class
Week 9	Purpose driven companies. The role of metrics.	Case study: The BCorp movement
Week 10	The financial industry. Values-based banks	Case study: The Global Alliance for Banking on Values

Reading Materials/ Bibliography/Resources

- Klein N., The Shock Doctrine: The Rise of Disaster Capitalism. Random House of Canada, Toronto 2007.
- Olaizola E., Morales R., Eguiguren M. Biomimetic Organisations: A Management Model that Learns from Nature. Sustainability Magazin. Basel, March 2020. <https://www.mdpi.com/2071-1050/12/6/2329/htm>
- Eguiguren M., Barroso E., Empresa 3.0: Políticas y valores corporativos en una cultura empresarial sostenible. Pirámide, Madrid 2011.
- Eguiguren M. Por qué fracasan las organizaciones. Pirámide, Madrid 2013.
- Kleiterp N. Banking for a Better World. Amsterdam University Press, Amsterdam 2016.

In addition to online resources such as Wagadu, Special issue on leadership in Higher Ed., the UK Corporate Governance Code, <https://www.frc.org.uk/directors/corporate-governance-and-stewardship/uk-corporate-governance-code>, the BCorp movement, <https://bcorporation.eu/about-b-lab/> or the Global Alliance for Banking on Values webpage, www.gabv.org

Bio of Professor

Marcos Eguiguren Huerta (Barcelona, Spain, 1959) is quite an unusual entrepreneur, banker, academician, consultant and writer. He's married, has three grown up kids and a granddaughter. Marcos is passionate about practicing sports: mountain-bike, basketball, ski and paddle. He is also an amateur saxophonist and plays with an amateur big band. He has always been able to find time for his greatest passion, writing, and has already published a couple of thrillers: La noche de los cuchillos (Stonberg Editorial, 2012) and 2036 (Stonberg Editorial, 2016).

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Note: This document is for informational purposes only. Course contents and faculty may change.

He is Managing Partner at **NOW Partners**, <https://now.partners>, an international management consulting consortium based in the USA, that focuses in supporting large companies and other organizations to redefine their culture, values and strategy toward human values and sustainability (Regenerative Value Creation). In Spain, he co-founded **SingularNet**, www.singularnet.biz, a management consulting group that focuses in values-based leaders and companies. He is also Mel King Community Fellow at **Colab, Massachusetts Institute of Technology**. Marcos also writes articles and papers on finance, ethics and management, is Professor of Business Administration at Universitat Politècnica de Catalunya, as well as Professor and Core Faculty of the Barcelona School of Management where he is working on setting up an International Observatory in Ethics in Business and Finance and is co-Director of the MBA program.

Marcos is a member of several supervisory boards and is also a member of the academic board of **Foro de Finanzas Sostenibles**, <https://www.afiescueladefinanzas.es/foro-academico-de-finanzas-sostenibles>. He co-founded Triodos Bank -European leader in ethical and sustainable banking- in Spain, www.triodos.es, and was the only Spanish member of the Supervisory Board of **Triodos Bank NV** at international level, www.triodos.com, and was a member of its Audit and Risk Committee (2008-2015). In the period October 2014-July 2020, he was the Executive Director of the **Global Alliance for Banking on Values**, www.gabv.org, worldwide association of ethical and sustainable banking, based in The Netherlands and with close to eighty affiliated banks and entities that serve seventy million clients worldwide. During his long professional career, he has had the opportunity to leave in different parts of the world and to visit more than seventy countries.

He is also an ambassador of the [Transparency Task Force](#) in London and a founding member of the International League of Ethical Financial Services Leader (in preparation), based also in London.

Bachelor in Economics with a PhD in Business Administration and a robust humanistic background, Marcos has led several PhD thesis and other researches on ethics in management and financial markets. He has also published papers both in Spain and abroad on banking, management, corporate training and the economy of education. He started several companies, has led organizations in different industries and has worked in large consulting engagements internationally. Throughout all his positions he has applied his holistic vision of a company as a living entity, looking for a harmonious development with its stakeholders and the planet as the key to success, and the basis for a positive contribution of the corporate world to society.

Amongst its more recent books on management and corporate culture, we can mention *Empresa 3.0: Políticas y valores corporativos en una cultura empresarial sostenible* (2011), that he co-authored along with Esteban Barroso, and *Por qué fracasan las organizaciones* (2013), both published by Ediciones Pirámide. He has participated as co-author of several chapters in different collective works such as, *¡Eureka! Valores: Principios básicos de ética para las organizaciones* (Última Línea, 2019), *Gestión de la formación en las organizaciones* (Ariel, 2002) o *Hacia un espacio europeo de aprendizaje permanente* (Fundación Tripartita para la formación en el empleo, 2002). He also wrote the monographic essay *Forma: La formació continuada a Andorra* (Morabanc, Universitat d'Andorra, 2007). Marcos is now working in two new books: *El siglo de la estupidez*, a sarcastic essay on the true virus of today, and *International and*

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Multicultural Alliances, a book on the role of international alliances in the corporate world as a way to promote a new way of understanding our economy. They will be published during 2021.

In February 2020, in Bern (Switzerland), he was presented the *International Friends of the Global Alliance for Banking on Values Award*, for his noteworthy contribution to the advancement of Values-Based banking and his hard work and efforts to advancing positive change in the banking industry.

In the past, Marcos also held senior management positions in international banks and held CEO positions in large professional services firms both in Spain and abroad. He was Managing Director of the business school Les Heures-Universitat de Barcelona and also Managing Director of its Online Business School. He has been visiting professor in finance, ethics and management in different universities. He speaks and lectures in different languages.