



LOYOLA
UNIVERSITY CHICAGO
JOHN FELICE ROME CENTER

MGMT 321: International Business Ethics
John Felice Rome Center
Summer, 2026

Professor: Daniel P. Pepe, PhD

Email: dpepe@luc.edu

Office Hours:

Tue. & Thu. 2:00-4:30pm

Class Sessions: Monday & Wednesday, 9:00am-12:20pm
May 18 – June 17 (2026)
JFRC classroom, TBA

Course Description: This course explores moral problems in international business and some theories of ethical decision-making that arise in response. Students will examine how international markets interact with larger questions of state sovereignty, cultural difference, workers' rights, human rights, stakeholder activism, and justice in the global context. The course introduces some leading theories of ethical responsibility—e.g., utilitarianism, deontology, social contract theory, and stakeholder theory—and applies them to real-world cases in multinational management, trade, and corporate governance. Through readings and case studies, students learn to identify ethical challenges, evaluate competing values, and develop culturally informed approaches to international business.

Required Texts: All materials are available on the course Sakai page.

Assignments:

Quizzes (4 x 8%)	32%
Group Project	28%
Proposal (3%)	
Business Plan Presentation (15%)	
Dilemma responses (10%)	
Final exam	24%
Participation	10%
Attendance	6%

Learning Objectives: Students will learn:

- To sharpen their skills of critical thinking, ethical reflection, rational debate, deliberative decision-making, and group-work problem solving.
- The fundamental theories and problems of business ethics and their relevance to the international context.
- To confront difficult moral questions about modern society, including conflicts between: liberty and justice, self-interest and human dignity, institutional duty and moral obligation, and more.
- How to apply and to institutionalize ethical values in contemporary business practices.

Course Design:

Mechanics: class sessions will involve a variety of lectures, case study discussions, and group-work exercises, debates, student presentations, and other in-class activities. In general, we will take two 10 minute breaks per class session (3 hours of instruction).

Exams: Both the quizzes and the final exam are administered in-class. For the final, students may use 1 sheet of notes (double-sided, printed or hand-written) during the exam. No computers, phones, tablets, etc. are permitted.

Group project: A detailed prompt, group assignment, and the rubric will be distributed during the second week. The group project includes one in-class presentation and one in-class exercise (see schedule below).

Participation:

In Class: Students are expected to participate in each class session (especially since we have a limited, intensive schedule). Students cannot earn above a “D” in participation, if they neglect to contribute to any in-class discussions.

However, participation is not limited to questions and comments alone. It also includes all aspects of *class citizenship* (such as assisting one’s peers, sharing notes when others are sick or absent, and other intellectual contributions to the learning environment of the classroom).

Deductions to the participation grade will result from distracting or unprofessional behavior in class, since that negatively impacts the learning environment of the classroom.

Attendance:

Attendance is mandatory, as per the JFRC academic policies. Three (3) absences will result in an automatic failure (F) of the course. Excused absences, due to sickness or injury, require a doctor’s note. Travel does not count as an excused absence.

Each unexcused absence costs -2.5%. Tardiness in excess of 3 minutes, or leaving class early, will cost deductions (-1.25%) too.

Tech:

Cell phones are prohibited (except in an emergency).

Computers are permitted for the purpose of accessing course materials on Sakai and taking notes. Students who are distracted by their devices in class should *expect to be called upon*.

GenAI (such as ChatGPT, DeepSeek, and other LLMs) may be used in this course. However, it must be cited, just like any other external source.

Grades: Final grades will be rounded to the nearest percentage point.
Grade scale:

A	93% and above	D+	67-69%
A-	90-92%	D	63-66%
B+	87-89%	D-	60-62%
B	83-86%	F	0-59%
B-	80-82%		
C+	77-79%		
C	73-76%		
C-	70-72%		

Late Policy: For every business day that an assignment is late, 10% of the assignment grade will be deducted. This continues for five business days. After that, assignments can be submitted for half credit up until the last day of class.

Academic Integrity: Any one violation of academic integrity (cheating, plagiarism, or the misrepresentation of original work) results in an “F” for the final grade. See the QSB Honor Code on Sakai, for more details about the meaning and standards of academic integrity.

Accommodations: If you require any special accommodations related to your participation in this course, including (but not limited to) identified visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability that may influence your performance in this course, please meet with the instructor to arrange for reasonable provisions to ensure an equitable opportunity to meet all the course requirements. For any accommodations to graded assignments, students must present approval from the Student Accessibility Center (<https://www.luc.edu/sac/>).

Class Conduct: An important aspect of a Jesuit education is learning to respect the rights and opinions of others. Please respect others by (1) allowing all classmates the right to voice their opinions without fear of ridicule and (2) not using ostracizing or pernicious comments (whether with regard gender, race, ethnicity, sexual orientation, or otherwise), especially comments directed at a classmate. This holds for both speech and writing.

Intellectual Property: All lectures, notes, PowerPoints and other instructional materials in this course are the intellectual property of the professor. They may not be

distributed or shared in any manner, either on paper or virtually without my written permission. Lectures may not be recorded without my consent. When consent is given, those recordings may be used for review only and may not be distributed. Recognizing that your work, too, is your intellectual property, I will not share or distribute your work in any form without your written permission.

Statement of Intent: By remaining in this course, students agree to accept this syllabus and the policies above as a contract. Should there be a necessary change to the above policies, the instructor will always consult the students.

COURSE SCHEDULE

(This reading schedule is subject to change. See the Sakai weekly tabs for an updated day-by-day course planner including specific pages to read and assignment due dates.)

Week 1: International Business and Human Rights

M (5/18) – Course Introduction: international business, human rights, and Italy. Heath, “The Search for a Moral Framework” (from *Ethics for Capitalists*).

W (5/20) – Arnold, “Transnational Corporations and the Duty to Respect Basic Human Rights.” Watch party: *Welcome to Sodom* (screening TBD). Quiz 1.

Week 2: Stakeholder Theory & Globalization

M (5/25) – Werhane, “Mental Models, Moral Imagination, and Systems Thinking in the Age of Globalization.” Watch in class: interview with Ed Freeman on stakeholder management.

W (5/27) – Arenas, Albareda, and Goodman, “Contestation in Multi-Stakeholder Initiatives: Enhancing the Democratic Quality of Transnational Governance.” Quiz 2.

Week 3: Ethical Norms & Cultural Difference in Contracts

M (6/1) – Werhane and McCall, “Employment at Will and Employee Rights.” Hannah Arendt, from “Perplexities of the Rights of Man.”

W (6/3) – Donaldson and Dunfee, “Toward a Unified Conception of Business Ethics: Integrative Social Contracts Theory.” Quiz 3.

Week 4: Justice in International Markets

M (6/8) – Heath, “Jus in Mercatu” (from *Ethics for Capitalists*). Business plan presentations.

W (6/10) – Iris Marion Young, “Global Labor Justice.” Presentations contd. Quiz 4.

Week 5: Wrapping up!

M (6/15) – Dilemmas (distributed and completed in class). Review for final.

W (6/17) – Final exam (administered in class).