



## Module 3



<b>ETHICAL AND SUSTAINABLE THINKING</b>	
Duration:	6 h
Learning objectives:	<ol style="list-style-type: none"> <li>1. To introduce the concept and importance of ethical and sustainable thinking</li> <li>2. To instill ethical and cultural awareness</li> <li>3. To cultivate resilience and sustainable thinking</li> <li>4. To cultivate ethical decision- making</li> </ol>
Sub-Modules:	<p><b>3.1 Ethical Awareness:</b> Understanding ethical implications in business.</p> <p style="padding-left: 40px;">→ <i>Skills:</i> Ethical awareness, moral reasoning, integrity.</p> <p><b>3.2 Sustainable Thinking:</b> Incorporating sustainability into decision-making.</p> <p style="padding-left: 40px;">→ <i>Skills:</i> Sustainability, environmental consciousness, strategic foresight.</p> <p><b>3.3 Resilience and Flexibility:</b> Building resilience and adaptability.</p> <p style="padding-left: 40px;">→ <i>Skills:</i> Resilience, flexibility, stress tolerance.</p> <p><b>3.4 Cultural Awareness:</b> Embracing cultural diversity and perspectives.</p> <p style="padding-left: 40px;">→ <i>Skills:</i> Cultural awareness, inclusivity, global perspective.</p>
Resources and devices:	<p><b>Books:</b></p> <p><i>Managing Business Ethics Making Ethical Decisions</i>, 2021, Alfred A. Marcus</p>

(University of Minnesota) Timothy J. Hargrave (Central Washington University), California: Sage Publications

*Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization.* (Fourth edition), 2016, Andrew Crane, Dirk Matten, Oxford: Oxford University Press

**Video links:**

Ethical and sustainable thinking:

[https://youtu.be/Hg\\_tEWqB--s?t=14](https://youtu.be/Hg_tEWqB--s?t=14)

Ethics in the workplace

<https://www.bing.com/videos/riverview/relatedvideo?q=ethical%20decision%20making%20video&mid=D0C21D0FA19101B124A7D0C21D0FA19101B124A7&ajaxhist=0>

What is an ethical dilemma?

<https://www.bing.com/videos/riverview/relatedvideo?q=ethical%20decision%20making%20video&mid=4C066FDF8B62D355C7EB4C066FDF8B62D355C7EB&ajaxhist=0>

Is it ethical to buy a cellphone?

<https://padlet.com/eunacademy/2-3-ethical-and-sustainable-thinking-activity-u7k7zjd417f0/wish/Xb8YaLwpdzXWyn1w>

Inside Congo mines that exploit children:

<https://news.sky.com/video/inside-the-congo-mines-that-exploit-children-10784310>

Strategic foresight video:

<https://youtu.be/hu3iFLjKZ6k>

**Flowcharts and Images:** Ethical and sustainable thinking & The Ethics of Sustainability (<https://padlet.pics/>)

Cultural diversity and Cultural competence:

<https://diversity.social/cultural-diversity/>

	<p>Cultural relativism and Ethnocentrism:  <a href="https://open.lib.umn.edu/sociology/chapter/3-3-cultural-diversity/">https://open.lib.umn.edu/sociology/chapter/3-3-cultural-diversity/</a></p>
<p>Assessment approach:</p>	<p>Self-assessment  Quiz – test your knowledge  Group discussions  Role play  Case studies  Scenarios  Reflective writing</p>
<p>Skills/abilities developed:</p>	<ul style="list-style-type: none"> <li>● Ethical awareness, moral reasoning, integrity.</li> <li>● Sustainability, environmental consciousness, strategic foresight.</li> <li>● Resilience, flexibility, stress tolerance.</li> <li>● Cultural awareness, inclusivity, global perspective</li> </ul>

## Submodules 3.1 and 3.2

### ETHICAL AND SUSTAINABLE THINKING

This module synthesises ethical awareness, sustainable thinking, resilience and flexibility as well as cultural awareness because submodules are conceptually interrelated. Culture (beliefs, values and norms) provides the foundation for ethical thinking and guides actions, whilst sustainable thinking (driven by ethical considerations and cultural values) ensures long-term viability. By integrating these aspects, resilience is the outcome.

#### Business & ethics

The purpose is to embed a richer understanding of business ethics and give an introduction to the tools needed to effectively address the ethical dilemmas that entrepreneurs/ managers will face. The aim is to posit entrepreneurship within the framework of ethical and sustainable thinking and reference the triple bottom-line

Watch a short video clip: [https://youtu.be/Hg\\_tEWqB--s?t=14](https://youtu.be/Hg_tEWqB--s?t=14)

### Activity 1 THE IMPORTANCE OF ETHICAL AND SUSTAINABLE THINKING: SUSTAINABILITY

**Duration:** 2 h

#### Specific Learning Objectives

1. Understanding the role of ethical and sustainable thinking
2. To use critical thinking skills to resolve sustainability matters

#### Methodology, Resources and Devices

- Lecture, discussion, reflection of the four submodules and the interrelatedness
- (NOTE: During the provision of knowledge combine presentations (PPT) with videos and animations about the topics to be covered)
- Present the content: Lecture, discussion and reflection of your own challenges and experiences.
- Give the participants the chance to share ideas, discuss and analyze the challenges and opportunities of ethical and sustainable decision making.
- Experiential learning and inquiry-based learning approach
- PPT, Video, Youtube, TEDx

#### Description of the activity and Key Concepts

- The session starts with an **overview of the** submodules within a broader societal perspective with specific focus on **culture as the foundation of human action**.

- The **purpose of the module is explained** showing the linkage between sustainable and ethical practices and the triple bottom line (People, Planet, Profit).
- **A definition of ethical thinking and sustainability thinking** is given to consolidate the core module.:
  - (i) The five phase model of ethical decision making
  - (ii) Case Study Nike: Ethical thinking / morality:  
Adapted: <https://www.greatworklife.com/ethical-decision-making-in-business-examples/>; <https://www.si.com/nfl/2018/09/04/nike-stock-colin-kaepernick-30th-anniversary-just-do-it-ad-campaign>.  
Watch the video advert:  
<https://youtu.be/lomlpJREDzw>
  - (iii) The three elements of **sustainability (slide 7)**
- Basic **clarification of related concepts** and to demonstrate how they are interlinked.
- **Application** of ethical and sustainable thinking to business and entrepreneurial action.
- **Linking the module to the SDG's**. A flowchart which contains questions that must be analysed and linked to any of the 17 SDGs.
- **Case study** to draw analogies with a five-phase **model of ethical thinking** and to identify **barriers** to it.
- **Case study** to identify the core elements of sustainability thinking: Indonesia
  - (i) Read the **case study of sustainability in Indonesia**
- Questions for reflection
  - What is an ecosystem?
  - What are the implications for sustainability and resilience in Indonesia?

### Assessment

- Self-assessment through questions at the end of the submodules
- Quiz – test your knowledge
- Self-work activities
- Role play
- Case studies
- Reflective writing

### Skills/Abilities developed

- Ethical awareness, moral reasoning, integrity.
- Sustainability, environmental consciousness, strategic foresight.

### Further readings, activities, materials, best practices

Case studies, stories of corporate scandals, Movie; *The Wolf of Wall Street*, Enron scandal: <https://youtu.be/vMj0t2Vsyvs>

Resilience thinking: <https://www.stockholmresilience.org/>

## SUBMODULE TITLE

### RESILIENCE AND FLEXIBILITY

#### Activity 2: RESILIENCE AND FLEXIBILITY

**Duration:**2 h

#### Specific Learning Objectives

1. To cultivate resilience and adaptability

#### Methodology, Resources and Devices

- Lecture, discussion, reflection on resilience and the interrelatedness with other submodules
- (NOTE: During the provision of knowledge combine presentations (PPT) with videos and animations about the topics to be covered)
- Present the content: short overview of resilience and flexibility, discussion on climate adaptation and reflections on climate resilient cities and your own challenges and experiences (slides 23-25).
- Give the participants the chance to share ideas, discuss and analyze the challenges and opportunities of ethical and sustainable decision making.
- Experiential learning and inquiry-based learning approach
- PPT, Video, Youtube, TEDx

#### Description of the activity and Key Concepts

The session starts with **defining resilience and adaptation** and its importance in sustainability.

Show video: **What is resilience:** <https://youtu.be/aSil22JYral?t=17>

#### Overview of climate adaptation

Watch the following **video:Resilience: anticipate, organise, adapt:**

<https://youtu.be/yyX6UULJEic?t=148>

Ask the **class/ group to discuss** what they observed and the importance of the concepts.

Show examples of and discuss **climate resilient cities and climate adaptation:**

Video: :(<https://stateofgreen.com/en/news/12-examples-of-climate-resilient-city-solutions/>)

## **Climate adaptation: Key strategies for building resilience**

<https://stateofgreen.com/en/news/12-examples-of-climate-resilient-city-solutions/>

### **Assessment**

- Self-assessment through questions at the end of the submodules
- Quiz – test your knowledge
- Self-work activities
- Role play
- Case studies
- Reflective writing

### **Skills/Abilities developed**

- Resilience, flexibility, stress tolerance.

### **Further readings, activities, materials, best practices**

Resilience thinking: <https://www.stockholmresilience.org/>

## MODULE TITLE

### CULTURAL AWARENESS

#### Activity 3: CULTURAL AWARENESS

**Duration:** 2 h

#### Specific Learning Objectives

1. Embracing cultural diversity and perspectives.
2. Developing global perspectives

#### Methodology, Resources and Devices

- Lecture, discussion, reflection of the interrelatedness of cultural awareness in ethics and sustainability (Slide 26)
- (NOTE: During the provision of knowledge combine presentations (PPT) with videos and animations about the topics to be covered)
- Present the content briefly of the levels of cultural awareness, diversity, and interconnectedness:
- Give a short lecture and facilitate discussion and reflection of your own challenges and experiences related to diversity and inclusivity.
- Give the participants the chance to share ideas, discuss and analyze the challenges and opportunities that diversity, inclusivity and cultural awareness presents in a globalizing world.
- Experiential learning and inquiry-based learning approach
- PPT, Video, Youtube, TEDx

#### Description of the activity and Key Concepts

The session starts with **defining cultural awareness** and its importance in **sustainability, ethics and the globalising world**.

Present the content briefly of the **levels of cultural awareness, diversity, and interconnectedness**

**Show Video:** Cultural sensitivity, cross-cultural or intercultural awareness.

**Show video Cultural diversity and Cultural competence:**

<https://diversity.social/cultural-diversity/>

Discussion and reflection of your own **challenges and experiences** related to diversity and inclusivity.

Show Video: Cultural relativism and Ethnocentrism:

<https://open.lib.umn.edu/sociology/chapter/3-3-cultural-diversity/>

The participants share ideas, discuss and analyze the **challenges and opportunities** that diversity, inclusivity and cultural awareness presents in a globalizing world.

**Group activity:** explore the concepts: Cultural sensitivity, cross-cultural or intercultural awareness.

**Business application exercise: Discussion and debate** The importance of company culture: what did Peter Drucker (management expert) mean when he said: "Culture eats strategy for breakfast"

### **Assessment**

- Self-assessment through questions at the end of the submodules
- Quiz – test your knowledge
- Self-work activities and group debates
- Role play
- Case studies
- Reflective writing

### **Skills/Abilities developed**

- Developing cultural awareness
- Understanding concepts of diversity and inclusivity
- Embedded global perspectives

### **Further readings, activities, materials, best practices**

Cultural Relativism:

<https://open.lib.umn.edu/sociology/chapter/3-3-cultural-diversity/>



Co-funded by  
the European Union



# GSMESKILL

Developing VET Entrepreneurial Green  
Mindset and skills for Small-Business  
Development



# CONTENTS

- Ethical and sustainable thinking
  - Ethics, culture, resilience and sustainability
  - Overview
  - Key concepts
  - Ethical thinking and barriers to decision- making
  - Sustainability thinking
  - Ethical and sustainability thinking as competence
  - REsilience and Flexibility
  - Cultural awareness



## Definitions

- **Ethics refers to the principles which guide individuals or groups in making decisions about what is good or what is bad**
- **Culture is the set of values, beliefs, practices, and objects that people share and that define them as a group.**
- **Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their own needs**
- **Resilience is the ability to adapt and thrive in the face of challenges and change. It is built through a of cultural support, ethical behavior, and**



# Overview

**In a world of constant change, complexity and turbulence, human decision making is dynamic. Ethical standards do not remain fixed but transform in response to evolving situations. Thus, people change, technology advances, and cultural values change. Business practices that were previously appropriate and acceptable may not carry the same weight. Culture has a significant impact on the way people act, react or respond. Cultural awareness, and cultural competence provides a solid foundation on which to build and cultivate ethical and sustainable thinking**



## Overview (continued)

The process of ethical decision making entails an awareness of ethics and culture, resilience and sustainable thinking. It's therefore vital to navigate ethical issues and use an ethical framework for decision making.

What is the link between culture, ethical thinking, sustainable thinking and resilience? Culture (beliefs, values and norms) provides the foundation for ethical thinking and guides actions, whilst sustainable thinking (driven by ethical considerations and cultural values) ensures long-term viability. By integrating these aspects, resilience is the outcome



**Business Ethics**



**Corporate Social Responsibility**



**Sustainability**

# Triple bottom line





# Key concepts in Ethical and Sustainable thinking and definitions

Ethical Awareness: Understanding ethical implications in business.

Sustainable Thinking: Incorporating sustainability into decision-making.

Resilience and Flexibility: Building resilience and adaptability.

Cultural Awareness: Embracing cultural diversity and perspectives

Moral dilemma (or ethical dilemma): refers to a situation where there is no obvious right or wrong decision but rather a right and right decision



# Key concepts in Ethical and Sustainable thinking and definitions

**Shared value:** An approach to business in which companies deploy their core resources and capabilities to create value for shareholders and society simultaneously.

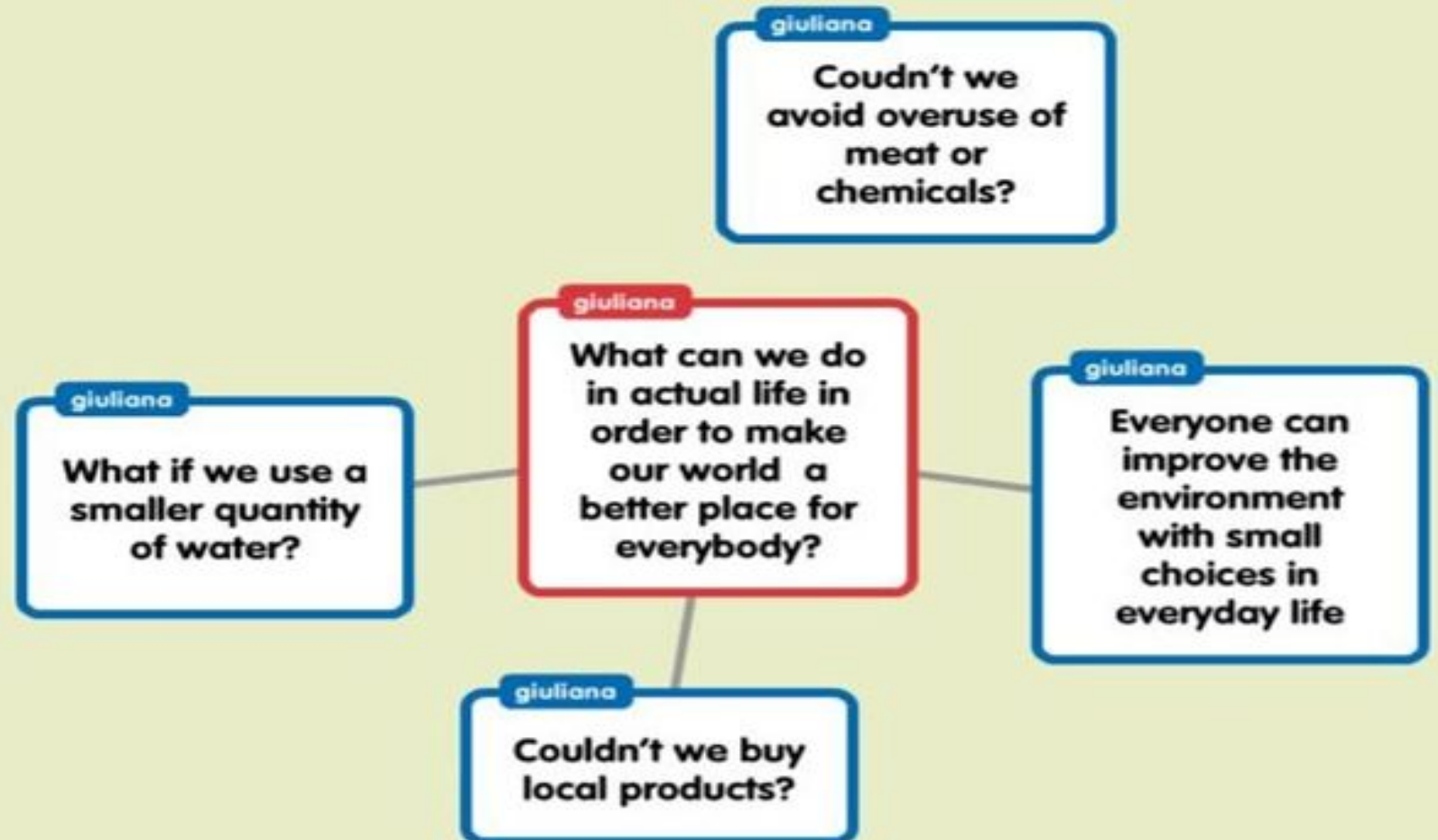
**Ethical leadership:** The process of taking ethical actions to influence others to act ethically to achieve organizational goals.

**Sustainable business:** An approach to business in which companies seek to have a positive impact on the economy, society, and the natural environment

**Systems thinking:** Thinking to understand the nature of a system.

**Truth to power:** To insist on an ethical and truthful response from those who hold authority.

# Flowchart: Key questions in ethical and sustainable thinking





# Role of ethical and sustainable thinking

Brief introduction to SDGs

Divide class into groups to debate about which SDG is implied in the question.

Study the chart and review the questions

To which SDG (s) can you relate the questions in this flowchart?

Have small groups report back

Group feedback.

Personal statement: I have learnt....!



# ETHICAL THINKING

The importance of moral reasoning in business decisions is central to the three theories in business ethics:

- Utilitarianism focuses on the greater good of society. This emphasis on positive or negative outcomes is related to the consequences of an action which determines the 'rightness or wrongness of the action'
- Deontology emphasizes the connection between duty and the morality of human actions. Thus, the obligation to act is based on the belief that the action is morally justifiable, irrespective of the consequences.
- Virtue ethics focuses on the decision maker and emphasizes moral character and virtue. It has a normative emphasis.

Morals are the beliefs of an individual or group as to what is right or wrong

Ethics are the guiding principle which helps the individual or group decide what is good or bad



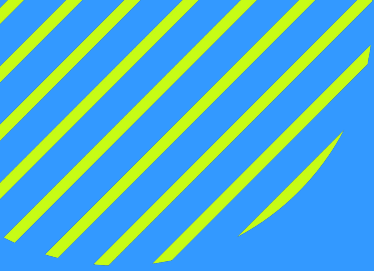
# Case study: Colin Kaepernick

A moral dilemma (or ethical dilemma) refers to a situation where there is no obvious right or wrong decision but rather a right and right decision.

Athletic shoe manufacturer Nike's decision to stand by controversial American football player Colin Kaepernick (2018). Nike is paying Kaepernick millions to participate in its latest "Just Do it Campaign." The company even plans to give Kaepernick his own branded line of shoes, Bleacher Report claims. However, Kaepernick has not played in America's National Football League (NFL) since 2016. Kaepernick claims NFL owners blacklisted him for protesting during the national anthem in 2016. To clarify, Kaepernick, was protesting police killings of African American men. Kaepernick claims NFL owners refuse to hire him for political reasons. Notably, quarterback Kaepernick took the San Francisco Giants to the 2013 Super Bowl. However, since 2016 Kaepernick has been a regular target of nasty tweets from President Trump and other members of the public who do not support his actions.

# Case Study Nike: Ethical thinking / morality





# The five- phase model of ethical decision making

Read the case study and use the steps below to analyse the case.

1. Determine the facts of the situation
2. Identify the moral dilemma posed by the situation
3. Identify alternative responses to the situation
4. Engage with the three broad ethical traditions/theories
5. Select a course of action



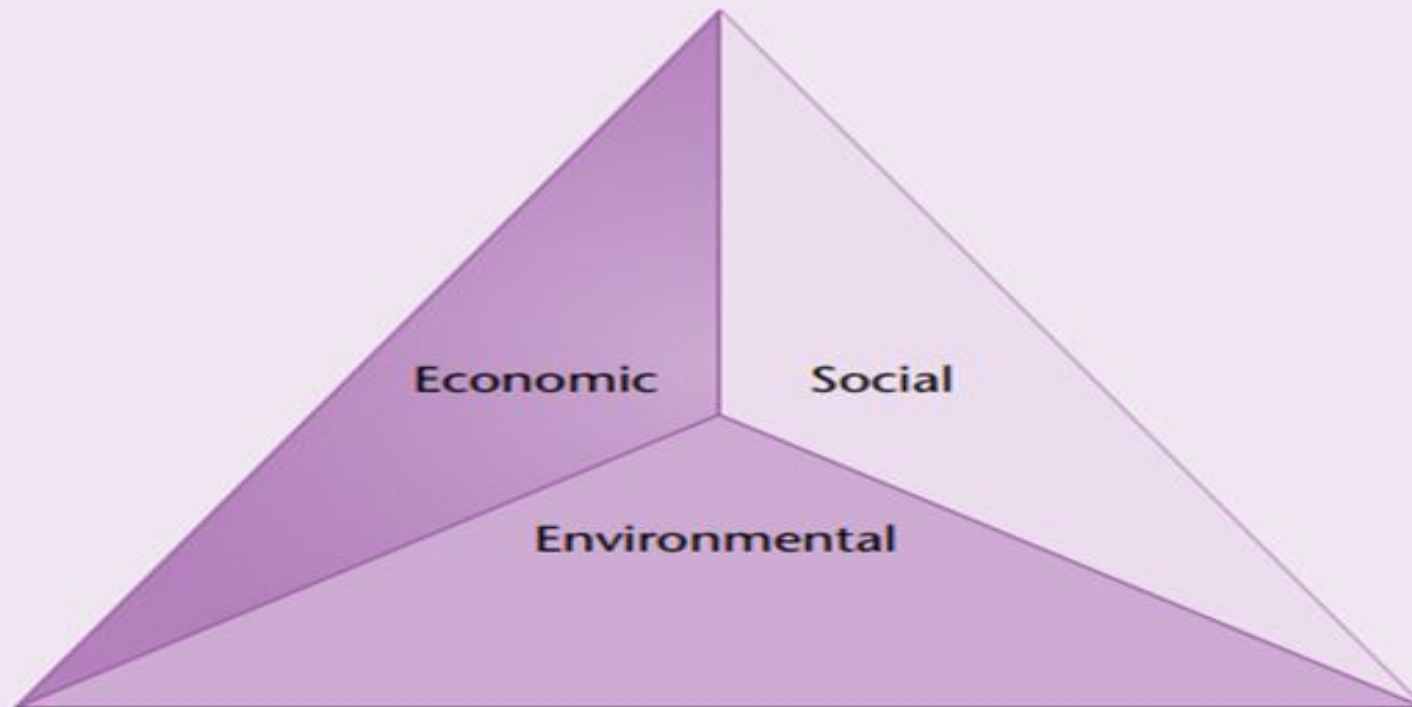
## Barriers to ethical decision making:

Ethical decision making is difficult. Some of the obstacles are:

- A narrow mindset and limitation of human reasoning.
- Fast thinking (intuition)
- Self-interest- self-serving bias
- Inability to take responsibility
- Inability to question the authority of management

# SUSTAINABLE THINKING

- Involves considering the long-term impact of our actions and decisions on the environment and future generations.
- Encourages smart choices and behaviors that meet present needs without compromising the ability of future generations to meet their own needs. It also encompasses the social and economic elements



# Sustainability

The Brundtland Commission in 1987 set out the most widely used definition as:  
“development that meets the needs of the present without compromising the ability of future generations to meet their own needs



# Activity: Sustainability thinking

In the lush paddy fields of Indonesia, where the lifeblood of rice demands vast quantities of water, farmers have ingeniously turned this necessity into a thriving ecosystem. They didn't just cultivate rice; they cultivated fish too.

Imagine this: fish darting through the fields, not as accidental visitors but as deliberate residents. Farmers introduced them in large numbers, releasing them into the water where rice plants sway in the breeze. It wasn't just a symbiotic relationship; it was a game-changer





# Sustainability thinking

#RiceFishCulture emerged as a brilliant solution. Here's how it worked: first, the fish became natural pest controllers, gobbling up insects, algae, and pests that would otherwise ravage the rice crop. As they fed, they inadvertently pruned the plants, promoting healthier growth.

But that's not all. Their waste, rich in nutrients, became a natural fertilizer, enriching the soil without the need for synthetic additives. And as the fish thrived, so did the farmers, who could harvest them for food or profit.

The result? Land productivity soared by a staggering 20%, surpassing conventional limits. Fields teemed not just with rice but also with bountiful fish stocks, a testament to human ingenuity blending with nature's cycles



**Ethical and sustainable thinking as a competency:**

## **ETHICAL AND SUSTAINABLE THINKING**

**The four core elements:**

- **BEHAVE ETHICALLY**
- **THINK SUSTAINABLY**
- **ASSESS IMPACT**
- **BE ACCOUNTABLE**



# RESILIENCE AND FLEXIBILITY

- The success or failure of adaptive environmental assessment and management depends on flexibility and resilience.
- To manage adaptively resilience in the ecological system and flexibility among stakeholders in the social system is needed.
- We live in a complex and uncertain world. Uncertainty in the environment is the result of human intervention.
- Resilience is the process and outcome of successfully adapting to difficult or challenging circumstances through flexibility and adjustment to external and internal demands
- Flexibility is a key feature of resilience, and it includes:
  - ● Context-sensitivity: how we read the situation
  - ● Learning a new repertoire of behaviors
- The ability to adjust, modify, or iterate using corrective feedback



# Climate adaptation

- Climate adaptation is an attempt to reduce the risks posed by the consequences of climate change, including flooding caused by excessive rain.
- Climate adaptation can be used to create synergies between urban challenges by addressing several areas of urban development at the same time, ultimately creating climate-resilient cities of the future.
- Resilient cities:

Link:

<https://stateofgreen.com/en/news/12-examples-of-climate-resilient-city-solutions/>



# Climate resilient cities: Green Bus Stops, Poland

- An holistic approach to climate-resilient cities.
- Cities suffer from Urban Heat Island effect (UHI) and excess of rainwater runoff in the streets.
- Four cities in Poland have chosen to use the so-called Green Bus Stop as a Nature Based Solution to reuse rainwater as a resource and contribute to the reduction of UHI effect.
- Covered with a plant-based green roof with a water retention layer –up to 90% of the stormwater falling on its surface.
- During dry weather, the water is used by the plants and evaporated.
- Part of the water, is retained in a vegetated retention-infiltration box in the back of the shelter.
- Emits less heat than the traditional counterpart does, at times as much as <sup>25</sup>10°C less.



# CULTURAL AWARENESS

- Being conscious and observant of similarities and differences among and between cultural groups
- Recognise that every person has a culture
- Differences in respect of language, religion, law, morals, beliefs, customs, norms, values and other aspects of cultural identity.
- Cultural experiences influence our lives and how we interact.
- Cultural awareness entails understanding one's own cultural influences, whilst respecting and valuing the differences of others
- Communication: think beyond race and ethnicity
- Active listening and learn by asking questions
- Respect for local language preferences
- Connect with locals
- It is learned and not inherited
- Differentiate between human nature, culture and personality,

# Grace LaConte's Company Culture Iceberg

## Surface Culture

- Logo
- Symbols
- Sayings & slogans
- Dress & appearance
- Building façade
- Office layout
- Language, tone, volume
- Spelling and grammar
- Phone greeting
- First impressions
- Communication style

### Shared values about:

- Religion & politics
- Family
- Modesty
- The environment
- Work-life balance
- Humor

### Concepts of:

- Friendship
- Time
- Justice
- Value
- Roles
- Cleanliness
- Personal space
- Beauty ideals

### Attitudes toward:

- Authority
- Competition
- Money & wealth
- Generational differences
- Decision-making
- Problem-solving
- School & learning
- Work
- Health & well-being
- Medical interventions

### Other expectations:

- Inside knowledge
- Underlying assumptions
- Specific ways of doing things ("The XYZ Way")

## Deeper Culture

# Cultural awareness

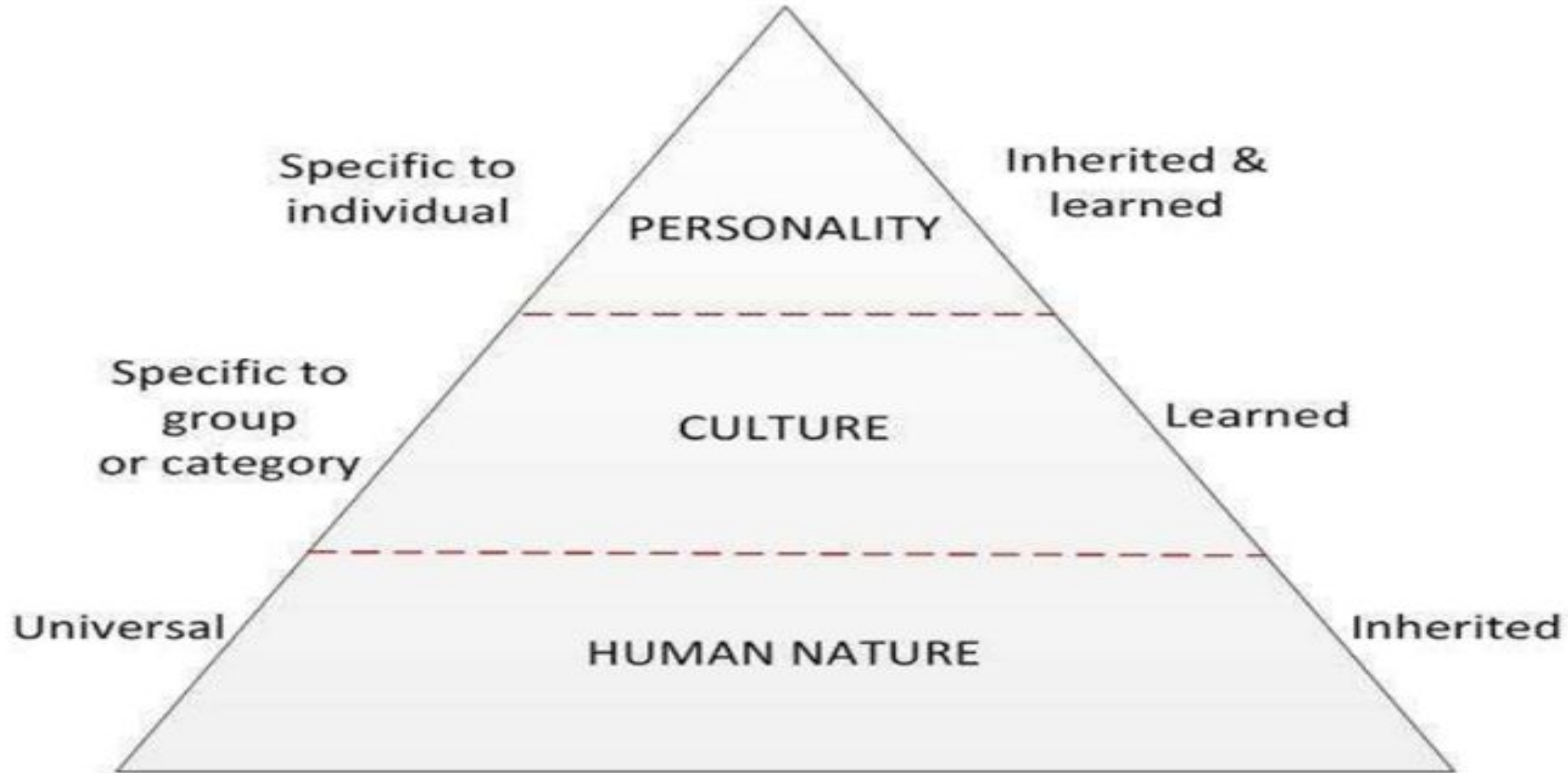


Fig. 2 Three levels of uniqueness in human mental programming (Hofstede 1994: 6)



# Interconnectedness

- Culture provides the foundation
- Ethical thinking guides actions
- Sustainable thinking ensures long-term viability
- Resilience is the outcome of integrating these elements



Co-funded by  
the European Union



# THANK YOU

**DISCLAIMER:**

GSMESKILL PROJECT N. 101091883 FUNDED BY THE EUROPEAN UNION. VIEWS AND OPINIONS EXPRESSED ARE HOWEVER THOSE OF THE AUTHOR(S) ONLY AND DO NOT NECESSARILY REFLECT THOSE OF THE EUROPEAN UNION OR THE EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA). NEITHER THE EUROPEAN UNION NOR EACEA CAN BE HELD RESPONSIBLE FOR THEM.

