BUSS5220 Responsible Business Mindset

THE UNIVERSITY OF SYDNEY · POSTGRADUATE COURSEWORK

Full guide + ask Sia about BUSS5220

SIDE 1/2 DEFINITIONS · DECISION RULES · COMPARISONS · APPLICATION CHECKS

EXAM REVISION SHEET

S2 2026 · Final Exam 30% · 1 hour · AI prohibited

01 · Exam map COURSE + BRIEF

ePortfolio 35 | Debate 35 | Final 30

ASSESSMENT	WEIGHT	PUBLISHED FORMAT
Reflective ePortfolio	35%	Six-minute vlog; 30 group + 5 individual marks
Workshop Presentation Debate	35%	Twenty-minute debate; 30 group + 5 individual marks
Final Exam	30%	One-hour secure written examination; AI prohibited

MATERIALS TRUTH

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Permitted materials: not confirmed for this offering in the course materials we hold — check the exam instructions on the LMS. [BRIEF]
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The final covers core course content and assesses LO1, LO2, LO3 and LO5. Treat operational instructions on the LMS as authoritative.

02 · Recurring answer engine C1 OVERVIEW

task + owner → case facts → causal link → test alts → act + review

Every arrow must state a checkable mechanism, not merely an association.

FIVE-SENTENCE SPINE

```
1 Decision/problem. 2 Evidence. 3 Mechanism. 4 Feasible alternative. 5 Qualified recommendation.
```

WRITE	CHECK
Frame	Decision owner, affected stakeholders, time horizon.
Explain	What changes, for whom, through which organisational, market or institutional process?
Compare	Same criteria; beneficiary, burden, capability and failure evidence.
Recommend	Actor + action + rationale + review trigger.

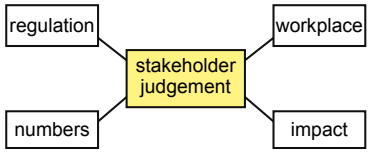
EXAM MOVE *Make the task visible before detail. Define the relevant term, attach case evidence, test an alternative, then state where the claim stops.*

02A · Priority & control COURSE C1

BEFORE WRITING	CONTROL QUESTION
Command verb	Does the task ask you to evaluate, compare, explain, audit or recommend?
Decision object	What outcome, actor or operation must be judged?
Precondition	When is the named framework relevant rather than merely familiar?

03 · Mindset & value C1 GLOSSARY

LENS	DECISION IMPLICATION
Shareholder primacy	Shareholder return is the overriding objective.
Responsible business	Test long-term effects on multiple stakeholders, society and environment.
CSV	Seek opportunities improving competitiveness and social conditions jointly.
CSR	Manage wider social/environmental impacts, duties and relationships.
Social licence	Continuing informal acceptance from affected communities/stakeholders.



The four perspectives are checks on one decision, not four disconnected lists.

DECISION LEDGER

```
Condition | stakeholder | evidence | mechanism | criterion | alternative | action | review trigger
```

A score or matrix only helps when its criteria are justified by the case. If a recommendation cannot point back to the ledger, it is likely preference dressed as analysis.

04 · System alternatives GLOSSARY + C13

CONCEPT	WHAT CHANGES	BOUNDARY TEST
Doughnut Economics	Seeks a safe and just space between social foundation and ecological ceiling.	Which minimum need and which planetary boundary?
Circular economy	Designs materials for safe reuse/regeneration, unlike take–make–discard.	Does design actually close the material loop?
Degrowth	Plans reduced damaging production/consumption while protecting wellbeing and fair distribution.	Who bears transition costs?
Indigenous stewardship	Centres reciprocity, interconnectedness, collective responsibility and future generations.	Are obligations reduced to ownership/extraction?

USE *Compare reform proposals by mechanism, beneficiary, feasibility and unintended effect. A compelling future vision still needs a transition path, governance and evidence.*

04A · Concept-to-case checks GLOSSARY

WHEN USING...	DO NOT STOP AT THE LABEL; ASK...
Responsible business	Which long-term stakeholder, social and environmental effects change the choice?
CSV / CSR	Is this joint competitive/social value, or a wider duty to manage impacts and relationships?

05 · Governance & responsible AI C2 FAQ/WEX

board owner → evidence control → challenge + remedy

Governance converts an ethics principle into owned, observable and remediable control.

USE WHEN

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Who authorises, monitors and can challenge an AI-enabled decision?
```

ELEMENT	QUESTION	FAILURE
Authority	Who owns the decision?	No accountable actor.
Monitoring	What evidence does the control produce?	Principle without observation.
Challenge	Who can stop/revise it?	No credible counterweight.
Remedy	What happens after harm?	Risk shifted to affected people.

An ethics principle without ownership, evidence and remedy is not governance. State the narrow claim, attach evidence, use risk/control to expose the counter-case, and qualify.

06 · Responsible marketing C3 FAQ/WEX

audience + effect | evidence for claim

omitted cost | vulnerability, choice + remedy

Audit the audience, evidence, omitted cost and remedy before accepting the claim.

IF CLAIM SAYS...	DEMAND...
"Responsible"	Specific affected stakeholder and effect.
"Evidence-based"	Substantiation tied to the exact claim.
"Consumers choose"	Test vulnerability and whether choice is genuine.
"Compliant"	Ask what cost is omitted and what remedy exists.

BOUNDARY *Legal compliance is a floor, not proof of responsible practice.*

06A · Regulation contrast C2–C3

CASE CLUE	PRIMARY LENS	THEN TEST
Automated decision	Board accountability / AI governance	Control evidence, challenge and remedy.
Public claim	Stakeholder effect / substantiation	Vulnerability, genuine choice and omitted cost.
Both	Named decision owner	Who authorises the claim/system and who bears failure?

07 · Value-chain duty C4 FAQ/WEX

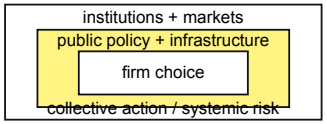
legal duty → supply scope → verify sites → prevent remedy

Climate and labour obligations must be traced through the value chain.

DO NOT COLLAPSE	EVIDENCE JOB
Regulatory duty	What obligation attaches, to whom and where?
Supply-chain visibility	What tiers/conditions can the firm actually see?
Due diligence	How are harms identified, prevented, checked and remedied?

A supplier policy is not verified conditions or effective remedy. Follow the trail beyond adoption to observation and response.

08 · Macro context C5 FAQ/WEX



A firm-level choice sits inside rules, infrastructure and collective action.

CAUSAL CHAIN

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Institution/market condition → public-policy mechanism → firm capability/incentive → distributed outcome → systemic-risk check.
```

PROMPT	ANSWER MOVE
"Consumers prefer..."	Test rules, infrastructure and market structure.
"One firm can solve..."	Identify collective-action dependency.
"Voluntary action works..."	Specify incentives, enforcement and systemic spillovers.

BOUNDARY *Responsibility cannot be located only inside individual consumer preferences.*

08A · Actor × scale check C4–C5

LEVEL	POTENTIAL ACTION	FAILURE QUESTION
Firm	Change sourcing, verification, incentives or remedy.	Can the firm observe and control the relevant tier?
Market	Change information or competitive incentives.	Does the choice depend on infrastructure others must supply?
Institution	Set duties, enforcement or collective rules.	Will voluntary action leave systemic spillovers?

09 · Decent work C6 FAQ/WEX

security | conditions

participation / voice | distribution

Evaluate a workplace initiative across all four dimensions, not an average alone.

LAYER	INSPECT
Job quality	Security, conditions, participation and distribution.
Organisational practice	Which policy/work design produces the claimed change?
Worker voice	Can affected workers shape, challenge and report?
Distribution	Disaggregate outcome by security and relevant groups.

An average engagement score can hide unequal or insecure work. Disaggregate first; then interpret the average.

10 · Wellbeing & psychosocial risk C7 FAQ/WEX

hazard in work design → prevent / redesign ≠ support after harm

Support is valuable, but it is not a substitute for controlling a structural hazard.

QUESTION	CLASSIFICATION
What feature of work creates risk?	Psychosocial hazard / work design.
What changes exposure before harm?	Prevention/control.
What helps once harm occurs?	Wellbeing support.
Who has agency and resources?	Implementation/distribution check.

BOUNDARY *Resilience training should not individualise a structural work hazard.*

10A · Workplace discriminator C6–C7

EVIDENCE	INFERENCE ALLOWED	STILL MISSING
High average engagement	Average reported experience is positive.	Distribution by security/group; worker voice.
Resilience participation	Support was offered or used.	Whether the work-design hazard was controlled.
Policy exists	Formal organisational intent.	Practice, worker agency, conditions and outcome.
Short-term improvement	Observed change for that period.	Durability, trade-off and review trigger.

11 · Numbers perspective C8–C10

decision user | material boundary | evidence + assurance | allocate + decide

Numbers become decision-useful only after user, boundary and evidence are explicit.

METHOD	USE	STOP-CONDITION
Financial reporting	Identify what the conventional view includes and excludes; tie materiality to user.	A new metric does not complete the reporting boundary.
Auditing	State subject matter, criteria, evidence and independence.	Assurance is scoped confidence, not an organisation-wide guarantee.
Management accounting	Redesign the decision table so social/environmental, long-term and non-financial effects are visible.	A quantified score may embed disputed values and weak assumptions.

BOUNDARY AUDIT

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Included? | excluded externality? | user affected? | time horizon? | allocation assumption? | evidence quality?
```

EXAM MOVE *Name the omitted externality, affected user and decisive assumption.*

12 · Impact perspective C11–C13

impact + financial | named user | stewardship

scenario + horizon | transition + accountability

Trace impact to a user, time horizon and accountable transition.

TOPIC	DECISION RULE
Sustainability reporting	Test both impact and financial materiality for a named user; framework alignment is not complete/faithful reporting.
Climate risk/opportunity	Physical or transition factor → scenario/time horizon → operations → finance → stakeholder outcome.
Reform proposal	Compare purpose, mechanism, beneficiary, feasibility, transition, accountability and unintended effect.

Opportunity needs evidence of capability, cost and distribution. Purpose language becomes an institutional alternative only with a path, governance and evidence.

Semester 2 formal examination period, from 16 November 2026 (the Exams Office publishes the exact date). Check your exam instructions on the LMS for what you may bring; use this sheet to revise and self-test.

BUSS5220 Responsible Business Mindset · Drills

ANSWER PATHS · JUDGEMENT CARDS · TRAPS · EXAM-MORNING PLAN

Full guide + ask Sia about BUSS5220

SIDE 2/2 SELF-TEST · 4-MARK PATHS · IF X → Y · CLASSIC TRAPS

EXAM REVISION SHEET

S2 2026 · retrieve → transfer → counter-case → verify

13 · Timed answer frames

ALL CHAPTERS



Each stage earns its place by doing a different reasoning job.

QUESTION VERB	FAST FRAME
Evaluate	Criterion → evidence for/against → stakeholder trade-off → qualified judgement.
Compare	Define A/B separately → same criteria → discriminator → conclusion.
Explain	Starting condition → mechanism → consequence → boundary.
Audit	Narrow claim → required evidence → counter-case → revised claim.
Recommend	Actor → action → rationale → alternative → review trigger.

4-MARK PATH FROM THE GUIDE

1 Fix the object/claim. 2 State mechanism/evidence. 3 Apply discriminator or failure path. 4 Answer with the controlling limit.

SELF-TEST *Cover side 1. For any topic, say its object → mechanism → check → limit in 30 seconds, then change the scenario and repeat.*

14 · Evidence discipline

BODY TEXT

ZONE	ALLOWED CLAIM
Course concept	Define only what the source establishes.
Scenario fact	State what the case supplies.
Inference	Show the mechanism joining fact to concept.
Recommendation	Make actor, trade-off and withdrawal trigger visible.

Do not let a true general idea become an overconfident case conclusion.

15 · Exam-morning plan

STUDY STRATEGY

PASS	ACTION
Retrieve	Say each topic's object → mechanism → check → limit without notes.
Transfer	Apply four topics to changed scenarios.
Counter	Name evidence that would narrow or reverse each conclusion.
Verify	Check exact operational instructions on the LMS.

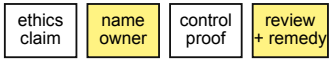
LAST REHEARSAL

Claim __; fact __; it matters because __; alternative __; therefore __, provided __; review when __.

15 · Drill A · Responsible AI

C2 WEX · 4 MARKS

Prompt. A company publishes AI ethics principles but does not name who authorises, monitors or can challenge an automated decision. Is this adequate governance?



Repair the principle by specifying ownership, evidence and remedy.

1. **Claim:** principles express intent but do not establish accountability.
2. **Evidence needed:** named board owner and monitoring output.
3. **Counter-case:** if no one can challenge or stop the decision, risk control is weak.
4. **Conclusion:** inadequate until ownership, evidence-producing control and remedy are specified.

ANSWER LINE

An ethics principle without ownership, evidence and remedy is not governance.

16 · Marketing judgement card

C3 WEX

Prompt. A campaign is lawful and calls a product responsible. What must be checked before accepting the claim?

STEP	ANSWER
1 Audience	Name affected stakeholder and claimed effect.
2 Evidence	Demand substantiation matching the exact wording.
3 Omission	Identify hidden cost; test vulnerability and genuine choice.
4 Remedy	State response if the claim or outcome fails.

VERDICT *Lawfulness clears a minimum threshold; it does not prove responsible practice.*

16A · Counter-case test

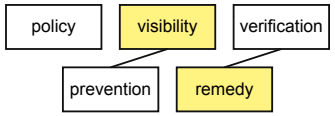
C2–C3

FIRST CONCLUSION	EVIDENCE THAT CHANGES IT
"No AI governance"	A named owner, observable control, independent challenge and effective remedy may support a narrower conclusion.
"The claim is irresponsible"	Exact substantiation, informed choice, no omitted material cost and an effective remedy may weaken the criticism.

17 · Drill B · Supply chain

C4 WEX · 4 MARKS

Prompt. A supplier policy promises climate and labour compliance. Does the policy prove responsible conditions?



Policy is an input; due diligence requires verified conditions and effective response.

1. Define **regulatory duty**: the obligation and responsible actor.
2. Separate **visibility**: which tiers and conditions are observable?
3. Apply **due diligence**: identify, prevent, verify and remedy.
4. Conclude: the policy alone proves neither conditions nor response.

WITHDRAWAL TRIGGER

If evidence shows verified conditions and effective remedy, narrow the criticism from "no due diligence" to the remaining gap.

18 · Judgement cards · regulation

C2–C5

IF YOU SEE X	DO Y
AI principle	Find owner, monitoring evidence, challenger and remedy.
Lawful marketing	Test substantiation, vulnerability, genuine choice and omitted cost.
Supplier code	Follow evidence to verified conditions and remedy.
Consumer preference	Add institutions, public policy, infrastructure and systemic risk.
Attractive option	Compare it with a feasible alternative using the same criteria.

TRAP *Keyword recognition is not application. A familiar concept is relevant only when its precondition and mechanism fit the task.*

18A · Transfer card · Macro context

C5 WEX

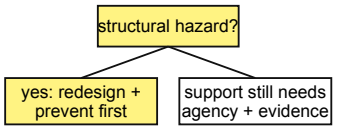
Prompt. A firm attributes an unsustainable outcome solely to consumer preference. Repair the explanation.

MARK PATH	COMPACT ANSWER
1 Object	Identify the firm choice and affected outcome.
2 Mechanism	Show how institutions, market rules, infrastructure or public policy shape available choices.

19 · Drill C · Workplace wellbeing

C6–C7 WEX · 4 MARKS

Prompt. Engagement is high on average, yet insecure workers report a structural psychosocial hazard. Management proposes resilience training. Evaluate.



Classify the hazard before selecting the intervention.

1. Disaggregate engagement by job security and relevant worker groups.
2. Use worker voice to test whether the average hides unequal conditions.
3. Locate the hazard in work design; prevention is the primary control.
4. Offer support without shifting structural responsibility to workers.

ANSWER LINE

Resilience training may support individuals, but it cannot substitute for redesign of the structural hazard.

20 · Judgement cards · workplace

C6–C7

IF YOU SEE X	DO Y
Average score	Disaggregate by security and affected groups.
Wellbeing programme	Separate prevention from post-harm support.
Worker "choice"	Test agency, voice and available resources.
Job-quality claim	Check security, conditions, participation and distribution.
Individual resilience	Ask whether work design caused the risk.

TRAP *A positive average does not answer who benefits and who remains exposed.*

20A · Diagnose before recommending

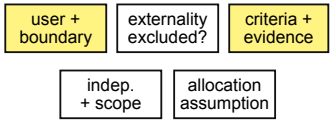
C6–C7

ASK	IF YES	IF NO / UNKNOWN
Is the hazard produced by work design?	Prioritise organisational prevention/redesign.	Identify the actual source before selecting a control.
Does the average conceal groups?	Disaggregate by security and affected group.	Still seek worker voice; absence of evidence is not equality.
Can workers shape/challenge the initiative?	Evaluate agency and participation quality.	Treat implementation legitimacy as weak.

21 · Drill D · Reporting & assurance

C8–C10 WEX

Prompt. A firm adds one sustainability metric, obtains assurance over it and places it in a scored decision table. Does this settle responsibility?



Metric, assurance and score answer different questions; none settles the whole decision.

1. **Reporting:** name the user; identify the externality still outside the boundary.
2. **Assurance:** specify subject matter, criteria, evidence, independence and scope.
3. **Decision table:** expose cost allocations, disputed values, time horizon and non-financial effects.
4. **Conclusion:** the additions improve evidence only within their stated boundaries.

FALSE SHORTCUT	CORRECTION
More metrics = complete	Completeness depends on boundary and user.
Assured = guaranteed	Assurance is scoped confidence.
Quantified = neutral	Scores retain assumptions and value choices.

22 · Judgement cards · numbers

C8–C10

IF YOU SEE X	DO Y
"Material"	Name user, decision and boundary.
New KPI	Ask which externality is still excluded.
Assurance opinion	State exact subject, criteria and independence limit.
Single score	Expose allocation and time-horizon assumptions.

22A · Transfer card · Decision table

C10 WEX

Prompt. A quantified option scores highest because environmental and social effects receive no allocation. Repair the table.

1. State the decision frame and the stakeholder/time horizon it privileges.
2. Make cost allocation visible; add the excluded environmental and social consequences.
3. Compare long-term and non-financial effects under the same criteria.
4. Qualify: a score can still embed disputed values and weak assumptions.

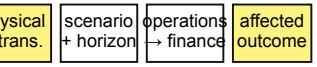
AUDIT EACH CELL

Value choice? | allocation basis? | excluded effect? | evidence strength? | sensitivity to horizon?

23 · Drill E · Climate opportunity

C11–C13 WEX

Prompt. A company calls a climate response a major business opportunity and aligns its disclosure with a framework. Evaluate the claim.



Do not jump from "climate" to "opportunity"; trace the mechanism and distribution.

1. Classify the factor as physical risk, transition risk, or both.
2. Set scenario and time horizon; show operational and financial path.
3. Test capability, cost and distribution: opportunity for whom?
4. For the disclosure, name user and test impact plus financial materiality; alignment alone does not prove completeness.

QUALIFIED VERDICT

The opportunity is defensible only to the extent that capability, cost and distribution evidence support the scenario; framework alignment does not prove complete or faithful reporting.

24 · Classic traps

ALL FAQ/WEX

TRAP	REPAIR
List concepts	Give each concept a distinct analytical job.
Jump evidence → verdict	Write the mechanism as a verb-led link.
One attractive option	Compare a feasible alternative on identical criteria.
Stakeholders as a list	State effect, burden, agency and distribution for each relevant party.
Compliance = responsibility	Treat legality as a floor; test outcomes and remedy.
Policy = practice	Demand verified conditions and response.
Average = fair	Disaggregate.
Metric = completeness	Audit boundary and omitted externality.
Assurance = guarantee	State scope, criteria and independence.
Vision = alternative	Add transition path, governance and evidence.

25 · Transfer card · Reform proposal

C13 WEX

Prompt. A future-facing purpose statement is presented as an institutional alternative. Decide whether it is one.

TEST	REQUIRED ANSWER
Purpose/value	What outcome and beneficiary does the vision privilege?

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