MANAGERIAL ETHICS

Required Text:

ISBN: 0205201199

Catalog Description:

Management 3282: Managerial Ethics. Study of the impact of management decisions on customers, employees, investors, communities, the natural environment, and government. Future managers are taught to analyze the impact of management decisions on larger society and to manage ethical organizations.

Value and Purpose:

Ethical issues permeate business and society expects businesses of all sizes to operate honestly and fairly. Managing ethical issues -- both within an organization and in relationship to a range of external stakeholders -- is important for the purposes of ensuring organizational integrity, enhancing organizational reputation, and managing risk. The societal expectation that corporations have social and environmental obligations has never been greater or more widespread. Most medium and large sized businesses identify ethical values, such as respect for employees or customers, as a feature of their core mission. Increasingly companies employ ethics and sustainability managers to help implement their core values and strategy. Many industries have implemented voluntary ethics codes and companies have pledged to adhere to these codes, partly in an effort to avoid additional governmental regulation. In the last few year’s companies from PepsiCo to Gap to Shell have embraced a triple bottom-line approach to management and have begun reporting not just financial performance but social and environmental performance as well. Managers operating in a global economic environment are better able to engage with policy makers, non-governmental organizations, and a range of stakeholders on social, environmental and financial issues, if they understand the ethical dimensions of business and demonstrate best practices in their policies and in their social and environmental reporting.

Course Goals:

(1) To understand and appreciate ethical principles and judgments in relation to the conduct of business.
(2) To learn to evaluate morally problematic business scenarios and to develop morally sound responses to such scenarios.
(3) To learn to fairly interpret and assess diverse arguments and beliefs.
(4) To significantly improve critical thinking skills, especially as such skills relate to the exercise of managerial leadership.
(5) To learn to manage organizational ethics.

Course Requirements:

(1) **Attendance:** Regular, on-time attendance is expected. Students who attend class on a daily basis have a much greater likelihood of learning course content and achieving above average grades on exams. The University’s inclement weather number is 704-786-2877. A student whose religion requires that he or she miss class for a religious observance must fill out a “Request for Religious Observances” form and submit it to me prior to the census date for the semester to receive an excused absence for that event.

(2) **Readings:** It is essential that you read the assigned material prior to each class meeting. *It will be assumed that you have completed the assigned reading prior to class.* A copy of the textbook is on reserve in Atkins Library.

(3) **Weekly Quizzes:** There will be a five-point, online Moodle quiz over the readings during most weeks of the semester. *These quizzes are open book, but you must complete them on your own without the help of anyone else.* Quizzes must normally be concluded by 11:00am each Tuesday and will normally be available a week in advance. Students who miss this deadline will not be allowed to make up the quiz. If you wait to the last minute to take the quiz, and encounter technical difficulties at that time, you cannot retake the quiz. These quizzes are intended to provide you with an incentive for completing your reading assignments in a timely fashion. For that reason, you should find them easy after reading the material. There are a total of eleven quizzes and your lowest single quiz score will be dropped and your total quiz grade will be based on your ten highest quiz scores. Quiz weeks are indicated in the schedule of readings with an asterisk (*).

(4) **CSR/Sustainability Report Analysis:** Many medium and large sized companies now issue corporate social responsibility, or citizenship, or sustainability reports. These reports are intended to supplement traditional annual reports and communicate to the broader public a company’s social and environmental record. These reports contain varying degrees of rigor and detail. The assignment will be posted to Moodle.

(5) **Exams:** There will be two in-class examinations. These must be taken on the scheduled dates barring extraordinary reasons. Among the reasons that are not extraordinary are the following: sore throats, headaches, or other minor illnesses; family vacations or reunions; previously booked flights; Spice Girls reunion concerts (or any concert); optional sports camps; missionary trips; non-life threatening family “emergencies,” etc. Details about the format of the exam will be provided in advance.

(6) **Syllabus:** Students are responsible for reading this syllabus and understanding the course requirements. If you have any questions please ask me as soon as possible.
Grading:

The online quizzes are worth 30% of your final grade; the midterm examination is worth 30%; the CSR/Sustainability report is worth 5%; the final examination is worth 35%. Failure to complete either exam will result in the student failing the class (for the quizzes, a minimum of eight must be completed with a score of at least 1/5 for the assignment to be regarded as complete). Grades will be posted on Moodle. The grading scale is as follows:

- A = 90 - 100
- B = 80 - 89.99
- C = 70 - 79.99
- D = 60 - 69.99
- F = < 60

Professor:

Dr. Denis Arnold  
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E-mail: denisarnold@uncc.edu Email is the best means of contacting me.  
Office Telephone: 687-7703 (if you don’t reach me in person, try email)  
Office Hours: Tuesdays and Thursdays from 9:30-11:30

Moodle Environment:

This course includes a significant and required use of the Moodle on-line environment. You must be able to access course materials and announcements on-line. You can log-in to Moodle here: http://moodle.uncc.edu

Email:

You must be reachable via your UNC Charlotte email account. All course communication will be directed to you at your UNC Chatlotte email address. If you primarily use a different email account, then you should forward your email to your primary account.

Diversity:

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.
Academic Honesty:

You are required to complete 100% of your own work in this class. Cheating violates the UNC Charlotte Code of Academic Integrity and will result in course failure, notification of the Dean of Students, and other potential disciplinary action. For more information see the following: http://integrity.uncc.edu/

Disability and Impairment Accommodation:

If you require course adaptations or accommodations because of a disability, or if you have emergency medical information about which I should be informed, please speak with me as soon as possible. Students are responsible for notifying me of any conditions that may impair their academic performance for which reasonable accommodation can be made. Without advance warning, such difficulties cannot be used later as a basis for requesting deadline extensions or reconsideration of grades. Students who require such accommodations must work with the Office of Disability Services (704-687-4355).

Schedule of Class Meetings:

Please read assignments in the order in which they are listed. Line breaks between readings indicate that they are intended for different days of the same week. Weeks in which quizzes will occur are indicated with an asterisk (*).

Week I 8/21 & 8/23 Introductions
- Case Study: “The Training Program,” p. 41
- Case Study: “Should Company Policy Apply to All?” p. 42

Week II 8/28 & 8/30 Corporate Responsibility I: The Stockholder View*
- Chp. 1, “Ethical Theory and Business Practice,” pp. 1-21
- Introduction to Chapter 2, pp. 46-49 only
- Friedman, “The Social Responsibility of Business is to Increase Its Profits,” pp. 53-57
- Legal Perspective: A.P. Smith Manufacturing v. Barlow, MySearchLab
- Case Study: “The NYSEG Corporate Responsibility Program,” pp. 120-122

Week III 9/4 & 9/6 Corporate Responsibility II: The Stakeholder View*
- Freeman, “Managing for Stakeholders,” pp. 57-68
- Johnson & Johnson, “Our Credo,” MySearchLab
- Case Study: “Outsourcing at Any Cost?,” pp. 122-124 (continued on next page)
Case Study: “Merck & River Blindness,” pp. 124-125

Week IV  9/11 & 9/13 Managing Organizational Ethics I: Ethics and Organizational Culture*

Trevino and Nelson, “Ethics as Organizational Culture,” pp. 95-107
Case Study: “The Bachelor Party,” pp. 128-129

Week V  9/18 & 9/20 Managing Organizational Ethics II: Employment & Safety*

Introduction to Chapter 3, pp. 139-144 (only)
Werhane and Radin, “Employment and Due Process,” pp. 145-152
Case Study: “Off-Duty Smoking,” p. 193
Case Study: “Fired for Drinking the Wrong Brand of Beer,” 194

Case Study: “BP Workers Ill-Trained for Dangers,” pp. 196-197

Week VI  9/25 & 9/27 Managing Organizational Ethics III: Whistle-blowing*

Brenkert, “Whistle-blowing, Moral Integrity, and Organizational Ethics,” pp. 179-192

Week VII  10/2 & 10/4 Managing Organizational Ethics IV: Diversity & Sexual Harassment*

Introduction to Chapter 4, pp. 204-210
Beauchamp, “Affirmative Action and Diversity Goals in Hiring and Promotion,” pp. 211-216
United States Supreme Court, Grutter v. Bollinger, MySearchLab
Case Study: “Promotions at Uptown Bottling and Canning Company,” p. 246

Lesser and O’Donohue, “Normative Issues in Defining Sexual Harassment,” pp. 238-244
United States Supreme Court, Meritor Savings Bank, FSB, v. Vinson, MySearchLab
United States Supreme Court, Teresa Harris v. Forklift Systems, MySearchLab
Case Study: “Freedom of Expression in the Workplace,” p. 249
Case Study: ”Harassment” at Brademore Electric,” pp. 250

Week VIII  (Fall Recess 10/09) 10/11

Midterm Examination  10/11
Week IX  10/16 & 10/18  Managing Organizational Ethics V: Self-Regulation and Organizational Integrity*

Arnold, “The Ethics of Direct to Consumer Advertising,” pp. 294-305
Case Study: “Pfizer: Repeat Offender,” pp. 322-325
Legal Perspective: *Kasky v. Nike, Inc.*, MySearchLab

Week X  10/23 & 10/25  Ethics and Banking

Boatright, “Ethical Issues in Financial Services,” pp. 350-357
Case Study: “Predatory Lending at Countrywide Financial,” pp. 385-389

10/25 Guest Speaker(s): Cameron Wells, Regional Group SVP for Retail Banking, BB&T; Wes Beckner, Regional Group President, Charlotte Metro, BB&T

Week XI  10/30 & 11/01  Environmental Sustainability I*

Introduction to Chapter 8, pp. 451-455
Bowie, “Money, Morality, and Motor Cars” pp. 456-461
Case Study: “Royal Caribbean: Exotic Promises and Toxic Waters,” pp. 502-504
Case Study: “Texaco in the Ecuadorean Amazon,” pp. 504-505
Arnold with Bustos, “Business Ethics and Global Climate Change,” pp. 523-532
Case Study: “Maintaining a Seat at the Table: The Shell Group,” pp. 509-510

Week XII  11/6 & 11/8  Environmental Sustainability II*

Hart, “Taking the Green Leap at the Base of the Pyramid,” pp. 494-501
Case Study: “Interface Corporation and Sustainable Business,” p. 511
Case Study: “What Does it Mean to Be Truly Green: Environmental Sustainability at Frito Lay North America,” pp. 513-520
Case Study: “The Water Initiative,” pp. 526-527

Week XIII  11/13 & 11/15  International Management I: Relativism and Human Rights*

Introduction to Chapter 9, pp. 530-535
Case Study: “Foreign Assignment,” pp. 585 (continued on next page)

Week XIV  11/20  International Management II: Supply Chain Ethics

11/20  Video & Discussion
11/22  Thanksgiving Break

Week XV  11/27 & 11/29  International Management III: Labor Practices*


Corporate Social Responsibility/Sustainability Report Analysis Due in Class on 11/29

Week XVI  12/4  TBA

Final Exam  12/11

The final (in-class) exam will be given during the officially scheduled examination period: 2:00pm – 4:30pm, Tuesday, December 11. You must take the exam at this time barring extraordinary circumstances (e.g., a medical emergency) or a conflicting required UNC Charlotte or military obligation (in which case you will need a signed letter from a coach or commander or the like).

ALL PARTS OF THIS SYLLABUS ARE SUBJECT TO REVISION
ANY REVISIONS WILL BE ANNOUNCED IN CLASS OR VIA EMAIL