

MGMT 4073: Ethical Leadership in Organizations

Oklahoma State University
Spears School of Business
Spring 2016

Monday, January 18th through Friday, March 11th
(8-week course)

Instructor: Ryan Greenbaum
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Phone: (405) 744-7928 (office phone)

Graduate Assistant: TBD

*Please email the graduate assistant with any grade-related questions.

Distance Learning

Support Email: spearsdistance@okstate.edu

Required Text

Treviño, L. K., & Nelson, K. A. 2014. *Managing Business Ethics: Straight Talk About How To Do It Right* (6th edition). Hoboken, NJ: John Wiley & Sons.

Course Objective

The objective of this course is to increase the student's ability to manage the ethical aspects of business. Each student will develop skills necessary to analyze and address ethical issues, to provide ethical leadership within and for the organization, and to conduct business responsibly. The student who successfully completes this course will be able to:

Course Objective	Program Learning Goal
Identify and address common ethical issues that arise within organizations	<ul style="list-style-type: none">• Business Knowledge & Competency• Ethical Decision Making
Analyze and suggest resolutions to ethical dilemmas	<ul style="list-style-type: none">• Critical Thinking• Ethical Decision Making
Recognize individual differences in ethical judgment	<ul style="list-style-type: none">• Ethical Decision Making
Identify key tools to managing ethical conduct	<ul style="list-style-type: none">• Business Knowledge & Competency
Identify personal values and apply those to making ethical decisions	<ul style="list-style-type: none">• Critical Thinking• Ethical Decision Making• Written Communication
Understand organizational variables that can influence ethical conduct	<ul style="list-style-type: none">• Business Knowledge & Competency• Ethical Decision Making
Identify and address common ethical issues that arise within organizations	<ul style="list-style-type: none">• Critical Thinking• Ethical Decision Making

Office Hours

I will not hold official on-line office hours for this course. Rather, if needed, we can arrange a virtual appointment (e.g., phone or Skype) to discuss your concerns/questions. Alternatively, if you email me a question, you can expect a response within 1 business day. Please note, however, that I do not typically check email over the weekends. Please plan accordingly.

Weekly Video Updates

Once a week, I will provide a video streaming update where I set expectations for the week, clarify homework, etc. Please be sure to review these video updates every week. I will be providing important updates regarding assignments/exams. I also may provide insights regarding the course that will not show up in another location. Please make sure you review each of my updates. I will send an email alert to students when the weekly video update is ready for viewing.

Course Outline.

Section I: Introduction

Chapter 1: Where We're Going and Why

Section II: Ethics and the Individual

Chapter 2: A Prescriptive Approach

Chapter 3: A Psychological Approach

Chapter 4: Addressing Common Ethical Problems

Section III: Managing Ethics in the Organization

Chapter 5: Ethics As Organizational Culture

Chapter 6: Managing Ethics and Legal Compliance

Chapter 7: Managing for Ethical Conduct

Chapter 8: Ethical Problems of Managers

Section IV: Organizational Ethics and Social Responsibility

Chapter 9: Corporate Social Responsibility

Chapter 10: Ethical Problems of Organizations

Chapter 11: Ethics in a Global Business Environment

Course Format

Although this is an on-line course, the topic requires a lot of discussion. As you will learn throughout this course, analyzing ethical dilemmas can be quite complicated, and it is important to understand other people's ethical perspectives. In addition to reading chapters and watching lectures, you are required to engage in on-line discussions. You will also be assigned homework assignments that will allow you to better understand the way you reason about ethics. The overall purpose of the discussions and homework assignments is to provide you with insight into how you are likely to respond to ethical dilemmas in the workplace and whether your approach is the "optimal" approach. The goal of this course is to give you guidance in terms of how to better respond to and manage ethical dilemmas in the workplace.

Discussion Board Participation (120 points total, 12% of your final grade)

Please see the course schedule (at the end of the syllabus) for discussion posting deadlines.

Please note that I do not accept late discussion posts. If you miss a discussion board participation deadline (dates shown in the course schedule at the end of this document), then you will forgo the points associated with that discussion.

At the start of the semester, I will have you introduce yourself to the class. This will count as one discussion board posting (*worth up to 10 points*). Thereafter, I will post one multiple-part discussion question that corresponds with each chapter (*worth up to 10 points/chapter*), so there will be 12 discussion postings total (the introduction posting *plus* the discussion post for each of the 11 chapters). **Students are required to participate in discussions for course credit. Please note that you will be graded on the quality of your posting** (e.g., how thought-provoking and insightful your comments are), in addition to your follow up responses to classmates' comments/questions/insights.

*****Important*****

Some of the course discussions will require substantial preparation. For example, you might be asked to read and reflect on end of the chapter cases. In these instances, I will try to alert students that discussion participation will be lengthier than normal so that you can prepare accordingly (as noted in the discussion title as short versus long).

Please note that although I will post multi-part questions, I do not necessarily expect you to respond to every single part of the question. Rather, the purpose of multi-part questions is to get you thinking about different issues pertaining to the chapter content. In other words, you won't be graded on whether you respond to every single part of that chapter discussion question; rather, your grade will be based on the quality of your comments and responses to others' postings.

To give you an idea of the way I will grade Discussion Board Postings, if you only respond to a couple of chapter discussions over the course of the semester, with little insight and a lack of follow up questions, you will most likely receive a failing grade. If you provide one entry per chapter with limited insight and no follow up questions, you will most likely receive an average grade (equivalent to a "C" letter grade). If you provide a *thought-provoking* discussion entry for each chapter, as well as 1-2 follow up responses, you will receive an above average grade (equivalent to an "A" letter grade).

Special Note. I will explain the importance of the Discussion Board questions through my short discussion videos (available through the on-line classroom). By watching these videos, and noting my comments regarding the Discussion Board Questions, you will be better prepared for any Discussion Board questions that could end up on the exam.

Homework Assignments (50 points/assignment, 150 points total, 15% of your final grade)

Please see the course schedule (at the end of the syllabus) for homework deadlines.

You will be required to submit three homework assignments throughout the semester. Each homework assignment is worth 50 points/each, for a total of 150 points. The specific instructions for each homework assignment will be posted on the on-line classroom. In terms of grading, the homework is supposed to be for your benefit—to help you understand your ethical values, to help you analyze ethical dilemmas, to provide insight into the “mind” of an ethical leader, etc. If you clearly put effort into your homework assignments by submitting a clean (free of grammatical/spelling errors) draft, with reasonable insights, you should receive substantial credit for your assignments. However, if it appears that you rushed through the assignment, with many grammatical/spelling errors and not much insight provided, you will lose points. Because these assignments are more for self-reflection purposes, it is unlikely that you will receive detailed, personal feedback on your submissions. Rather, I may end up providing general comments regarding the homework assignments (as a whole) during my weekly video updates.

You can submit a late homework assignment, but at a penalty of 50% of your grade. In other words, the maximum amount of points you can receive once the deadline has passed is 25 points for that particular assignment. Late homework assignments will not be accepted at all within one week of the deadline. In some cases, you might not be penalized for late homework assignments if something occurs in accordance with university specified excused absences (e.g., you’re sick, with a doctor’s note, you attended a funeral and have documentation). Please note that I will not accept late homework assignments, even if it has been less than a week since the assignment due date, if the semester has ended. All assigned materials, late or not, must be turned in prior to the last day of class. Please also note that my late homework exam policy does not apply to discussion posts. I do not accept late discussion posts.

Quiz (30 points, 3% of your final grade)

You will be given one quiz in this class. The quiz covers written communication. The quiz does not cover ethical issues; however, because this class has written components (i.e., written discussions, homework assignments), and you need to learn to write well for your careers, the quiz covers basic writing skills. You can take the quiz as many times as you’d like (to improve your score) up until the quiz deadline. Please note that the quiz questions change with each new attempt.

Exams (350 points/exam, 700 points total, 70% of your final grade)

Please see the course schedule (at the end of the syllabus) for exam dates (normally available up to a specific date). All exams will need to be taken at a testing center (to be arranged with the Distance Learning Office) and will be administered on-line with immediate feedback.

You will be given two non-cumulative exams throughout the semester. The exams will include a combination of multiple choice and true/false questions. The exams will cover the specified chapters, including my lectures, and corresponding discussions. Please note that if I request you to watch a short video as part of a particular chapter discussion, then that video will be fair game

for the exam as well. In other words, you should review *all* material when preparing for the exams. The content for each exam is noted below.

Exam I: Chapters 1-5

Exam II: Chapters 6-11

Exam Procedures

Each exam for this course is to be administered at a testing center during the designated time frame noted in the syllabus.

Prior to the first exam, go to <http://spears.okstate.edu/distance/forms/> and complete one or both forms:

Student Information Form and/or Proctor Agreement form.

This indicates to the Spears School of Business Distance Learning office where you plan to take the exams. If you plan to test at either the OSU-Tulsa or OSU-Stillwater Testing Centers, complete only one form; the Student Information Form.

If you are outside of the Tulsa and Stillwater area, and are tested at a testing center in your geographic area, complete both forms: Student Information Form, *and* Proctor Agreement Form. The OSU-Stillwater campus has two testing facilities: Wes Watkins Center and University Assessment and Testing. The Wes Watkins Center phone number is 405.744.6390; the University Assessment & Testing Office phone number is 405.744.5958, and you must call to make an appointment a couple of days prior to exam date period. The OSU-Tulsa Testing Center can be contacted at 918.594.8232. All three testing centers charge a testing fee. If you do not reside in Tulsa or Stillwater, you will need to find a testing center in your area. Once you have decided on a testing center to go to, complete **both** forms, as stated above.

For more information about the testing and proctoring procedure, visit <http://spears.okstate.edu/distance/guide/procedures/>, or call the Spears School of Business Distance Learning office at 405.744.4048. There is a suggested list of testing centers at this same website. It is not a comprehensive list of all sites worldwide, but it does list options.

Makeup Exams

Because students can take the exams anytime up to the noted date (shown on the course schedule—the end of the syllabus), **I do not permit make-up exams**. You may consider taking the exams as early as possible to account for any unforeseen circumstances that could delay your progress later in the semester.

In very rare cases, I may approve a make-up exam, even if the exam deadline has passed. This will be decided on a case-by-case basis and will incur a penalty. If you have been approved for a makeup exam, you'll need to forward my email approval to the Distance Learning Office. Distance Learning will work with you to arrange a make-up exam at your testing center.

Extra Credit Opportunity

You *may* have an opportunity to earn up to 2% extra credit in this class (i.e., 20 points towards your final grade). Normally extra credit is provided to those who participate in some type of research activity that is administered on line via the SONA system. **Extra credit may not be available every semester.** This depends on the needs of the researchers within the Spears School of Business. I will do my best to tell you if extra credit will be available by the 5th week of class.

Grading

Please keep track of your own grades. My Teaching Assistant and I will not calculate what you need on an assignment/exam to get a certain grade in the course. This is your responsibility.

There are a total of 1000 points in this class. Your final score will simply be the total of all of the points that you have accumulated. The grading scale is as follows:

Points	Letter Grade
895-1000	A
795-894	B
695-794	C
595-694	D
0-594	F

Supplemental Material

On occasion I will post “supplemental material” on the on-line classroom. The material is for your benefit only (e.g., additional self assessments). Although you are encouraged to review/complete this material, it will not be included as part of your final letter grade.

Dishonesty

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination, or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, academicintegrity.okstate.edu.

I will enforce the OSU Academic Integrity Policy. Please conduct yourself in a professional manner and avoid shortcuts! You do not want to jeopardize your academic career.

Syllabus Attachment

Please see the syllabus attachment to review important information provided by the Division of Academic Affairs. This information can be accessed by clicking on the “Syllabus Attachment” pdf shown on D2L.

Spring 2016 Schedule

Special Note. The due dates provided below are based on Central Standard Time (United States). If you are living in a different time zone, please note all assignments are due by 11:59 pm (CST) on the proposed dates. If needed, please use the following time zone converter to adjust your schedules accordingly: <http://www.timeanddate.com/worldclock/converter.html>.

EXAM DUE DATES:

- Exam I (Chapters 1-5) can be taken any time *before* Friday, February 19th.
- Exam II (Chapters 6-11) can be taken any time *before* Friday, March 11th.

Week of January 18th (Week 1)

- Read Chapter 1
- Watch Chapter 1 Lecture
- Introduction Discussion Post (Due Sunday, 1/31)
- Chapter 1 Discussion Post (Due Sunday, 1/31)

Week of January 25th (Week 2)

- Read Chapters 2 and 3
- Watch Chapter 2 and 3 Lectures
- Chapter 2 Discussion Post (Due Sunday, 1/31)
- Chapter 3 Discussion Post (Due Sunday, 1/31)
- Quiz: Written Communication (Due Sunday, 1/31)

Week of February 1st (Week 3)

- Read Chapter 4
- Watch Chapter 4 Lecture
- Chapter 4 Discussion Post (Due Sunday, 2/7)
- Homework 1 (Due Sunday, 2/7)

Week of February 8th (Week 4)

- Read Chapter 5
- Watch Chapter 5 Lecture
- Chapter 5 Discussion Post (Due Sunday, 2/14)

Week of February 15th (Week 5)

- Last Day to Complete Exam I: Before Friday, 2/19
- Read Chapters 6 and 7
- Watch Chapter 6 and 7 Lectures
- Chapter 6 Discussion Post (Due Sunday, 2/21)
- Chapter 7 Discussion Post (Due Sunday, 2/21)
- Homework 2 (Due Sunday, 2/21)

Week of February 22nd (Week 6)

- Read Chapters 8 and 9
- Watch Chapter 8 and 9 Lectures
- Chapter 8 Discussion Post (Due Sunday, 2/28)
- Chapter 9 Discussion Post (Due Sunday, 2/28)

Week of February 29th (Week 7)

- Read Chapters 10 and 11
- Watch Chapter 10 and 11 Lectures
- Chapter 10 Discussion Post (Due Sunday, 3/6)
- Chapter 11 Discussion Post (Due Sunday, 3/6)

Week of March 7th (Week 8)

****Please note that all assignments are due this week on Friday rather than Sunday. This is because the semester ends on Friday, March 11th. I will not accept any late assignments or exams after the last day of class.*

- Homework 3 (Due Friday, 3/11)
- Last Day to Complete Exam II: Before Friday, 3/11