

MGMT 5073: Management and Ethical Leadership
Spring 2018 Semester
January 16th – March 9th
8 Week Course

Instructor: Durand H. Crosby, J.D., Ph.D.

E-mail: durand.crosby@okstate.edu

Phone: (405) 248-9201 (office)

Office Hours: I will hold weekly virtual office hours every Tuesday and Thursday throughout the semester from 12:00 p.m. until 1:00 pm (CST). During this time, I will have my email on alert. If students email me during these one-hour blocks, they can expect me to respond fairly quickly, usually within 10 minutes. You may also email me to schedule a time for a telephone conversation.

Please note that although I will quickly respond to emails during my “virtual office hours,” students can expect me to respond to other emails within 24 *business* hours.

Course Site: Brightspace: online.okstate.edu

Online Learning Support: spearsonline@okstate.edu

Phone: 405-744-4048

Facebook: Follow Spears School Online Learning on Facebook! <https://www.facebook.com/SpearsOnline/>

Required Text

Treviño, L. K., & Nelson, K. A. 2011. *Managing Business Ethics: Straight Talk About How To Do It Right* (6th edition). Hoboken, NJ: John Wiley & Sons.

Computer Requirements

- A broadband internet connection
- Windows 7 or Mac OS Mavericks or newer operating system are preferred
- Google Chrome or Mozilla Firefox web browser
Note: lecture videos are not compatible with Internet Explorer or Edge
- [VLC Viewer](#) video player (click on link to download)

Overview of the Course

This course is not about teaching people how to be “good.” Most wrongdoing in business settings is actually committed by good, mostly honest people who make bad choices – sometimes due to pressure, but often because they are unaware of the ethical dilemmas they are facing or are utilizing self-serving rationalizations to justify their decisions. This course aims to help students learn to increase their ethical awareness and develop a consistent ethical decision-making process that will minimize the chances of making unethical decisions. In addition,

students will learn how to become ethical managers, lead others to make ethical decisions, and develop ethical cultures within their organizations.

Course Goals and Objectives

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 recognize, 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"> • Decision Analysis • Ethical Decision Making
Analyze and suggest resolutions to ethical dilemmas	<ul style="list-style-type: none"> • Critical Thinking • Ethical Decision Making • Written Communication
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"> • Decision Analysis • Ethical Decision Making
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"> • Ethical Decision Making
Identify and address common ethical issues that arise within organizations	<ul style="list-style-type: none"> • Critical Thinking • Ethical Decision Making

Weekly Video Updates

Once a week, I will provide a video streaming update where I set expectations for the week, comment on discussion questions, clarify homework, etc. Please be sure to review these video updates every week. I will be providing important updates regarding assignments/exams. I will also provide insights into the cases/discussions that will not show up in another location. Some of what I say could end up on exams—so make sure you review all of my updates.

Course Outline:

Section I: Introduction

Chapter 1: Where We Are 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 watching lectures and reading assignments, 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 (150 points total, 15% of your final grade)

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

Each week there will be one or more discussion board postings. 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 preliminary preparation. For example, you might be asked to read a case study, a supplemental article, or watch videos related to the chapter we are covering. In these instances, I will try to alert students that discussion participation will be lengthier than normal so that you can prepare accordingly.

Please note that I may provide comments to your discussion posts on the discussion board, or through a weekly video rather than through the actual discussion board. Often, my comments are not to agree or disagree with your post, but to provide a different perspective or play devil's advocate to try to get you to think deeper on the topic. If I use a weekly video, I will provide summary points regarding the discussions, and I will also provide my own insights/comments regarding the particular questions.

You are also expected to read the posts of your classmates, and to occasionally provide responses. Your responses are expected indicate where you agree or disagree, offer different perspectives, and to stimulate discussion. Remember that while we might not all agree on how to resolve an ethical dilemma, we need to be courteous to each other and show respect for other

points of view. Please be aware that I may include some of the discussion topics and posts as a part of the exams in the course.

Below is my grading rubric for the discussion posts. Because posts are meant to further discussion among the class, posts made after the due date will not receive credit.

Rubric Components	Exceeds (“A”)	Proficient (“B”)	Developing (“C” – “D”)	Novice (“F”)
Quality of Post	Appropriate comments: thoughtful, reflective, and respectful of other’s postings.	Appropriate comments and responds respectfully to other’s postings.	Responds, but with minimum effort. (e.g. "I agree with Bill").	No posting.
Relevance of Post	Posts topics related to discussion topic; prompts further discussion of topic.	Posts topics that are related to discussion content.	Posts topics which do not relate to the discussion content; makes short or irrelevant remarks.	No posting.
Contribution to the Learning Community	Aware of needs of community; attempts to motivate the group discussion; presents creative approaches to topic.	Attempts to direct the discussion and to present relevant viewpoints for consideration by group; interacts freely.	Does not make effort to participate in learning community as it develops.	No feedback provided to fellow student.

Homework Assignments (100 points/assignment, 200 points total, 20% of your final grade)

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

You will be required to submit two homework assignments throughout the semester. Each homework assignment is worth 50 points each, for a total of 100 points. You can submit a late homework assignment up to one week (7 days) after the homework is due, 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 after one week (7 days) 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 and have a doctor’s note, you attended a funeral and have documentation, etc.).

Term Paper (150 points total, 15% of your final grade)

You will have a 5-page (minimum) term paper this semester. The term paper is worth 150 points, or 15% of your grade. The paper will be based upon a film or documentary from a list I will provide. You are to write an analysis of the ethical issues presented. Further instructions will be located under “content” in Brightspace under “Term Paper.” Your grade will be based upon how well you understand and apply the concepts per the instructions provided, as well as the persuasiveness, organization, and structure of your paper. **Please carefully review the instructions and rubric provided. Failure to do so will hurt your grade.** Also, if you are unable to turn the paper in on time, please notify me before the due date. Papers turned in after the due date will be penalized unless extenuating circumstances exist.

Exams (250 points/exam, 500 points total, 50% of your final grade)

Please see the course schedule (at the end of the syllabus) for exam dates. All exams will need to be taken at a testing center (to be arranged with the Online Learning office) and will be administered on-line with immediate feedback.

Students are expected to take 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, assigned supplemental readings and videos, 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, and materials assigned weeks 1-4.

Exam II: Chapters 6-11, and materials assigned weeks 5-8

Exam Procedures

Exams in this course will require a proctor. You must take each exam at an approved testing center. After you have completed the appropriate form(s) and sent into the Online Learning Office make sure to call your testing center to schedule an appointment.

Within the first week of class, go to the Spears School of Business Online Learning website to choose a proctor at: <https://spearonline.okstate.edu/proctor-per-course>. Then make your appointment directly with your testing center to take each exam. Contact the Spears School Online Learning office at spearonline@okstate.edu, or call (405) 744-4048 if you have any questions regarding the proctoring process. You may also visit <http://spears.okstate.edu/online/guide>.

For those of you who are local to Stillwater and plan to choose the UAT Testing Center on campus as your testing center site this semester, be aware the testing center has limited capacity. If you choose UAT as your testing center of choice, I encourage you to make your exam

appointments for ALL exams in this course with them within the first week of class. Date ranges of the exams are listed on this syllabus.

Makeup Exams

You may be eligible for a makeup exam if you have an excused absence. An absence is considered excused if 1) you are out of town because of military deployment, 2) you are sick or hospitalized, or 3) you are attending a funeral. In all cases, I **must** be informed of your absence prior to the exam, **and** I must receive documentation within one week of the absence. If you cannot reach me directly, please send me an email.

If you have been approved for a makeup exam, you'll need to forward my email approval to the Online Learning Office. Online Learning will work with you to arrange a make-up exam at your testing center.

Letter grades will be assigned according to the standard scale.

900-1000 pts. = A

800-899 pts. = B

700-799 pts. = C

600-699 pts. = D

Below 600pts = F

To be fair and clear from the beginning of the semester, I do not round grades. Therefore, a final grade of **899** will receive a grade of “B” and so forth.

University Drop Policy

Information about university drop policy and dates is at this website:

<http://registrar.okstate.edu/>

Click on “class schedules,” and “short, internet, and outreach courses.”

To drop this course before the university drop deadlines, log in to Banner and drop there, or contact the Registrar at registrar@okstate.edu, or call (405) 744-6876.

Academic Integrity

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, <http://academicintegrity.okstate.edu/>.

Accessibility

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, please go to: <http://sds.okstate.edu>.

Spring 2018 Syllabus Attachment:

<https://academicaffairs.okstate.edu/sites/default/files/Spring%202018%20Syllabus%20Attachment.pdf>

Tentative 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>.

ASSIGNMENT DUE DATES:

- Homework I due *before* midnight on **Sunday, February 4th**.
- Term Paper is due any time *before* midnight on **Sunday, February 11th**.
- Exam I (Week 1-4 assignments) must be taken between **Monday, February 12^h and Friday, February 16th**.
- Homework II due *before* midnight on **Sunday, March 4th**.
- Exam II (Week 5-7 assignments) must be taken between **Monday, March 5th and Friday, March 9th**.

COURSE SCHEDULE

Week of January 16th (Week 1)

- Read Chapter 1
- Watch Introduction & Chapter 1 Lectures
- Introduction Discussion Post (Due Sunday, January 21st)
- Chapter 1 Discussion Post (Due Sunday, January 21st)
- Complete and upload the “Clarifying Your Core Values” exercise. This can be found under “Contents” in Brightspace.
- Complete and upload the “Thinking about Thinking Questionnaire.” This can be found under “Contents” in Brightspace. Students whose last name begins with the letter A-M should complete version “A,” while students whose last name begins with the N-Z should complete version “B.”

Week of January 22nd (Week 2)

- Read Chapters 2 and 3

- Watch Chapter 2 and 3 Lectures
- Chapter 2 & 3 Discussion Posts (Due January 28th)

Week of January 29th (Week 3)

- Read Chapter 4
- Watch Chapter 4 Lecture
- Chapter 4 Discussion Post (Due Sunday, February 4th)
- **Homework 1 (Due Sunday, February 4th)**

Week of February 5th (Week 4)

- Read Chapter 5
- Watch Chapter 5 Lecture
- Chapter 5 Discussion Post (Due Sunday, February 11th)
- **Last Week to Turn In Term Paper: Sunday, February 11th.**

Week of February 12th (Week 5)

- Read Chapters 6 and 7
- Watch Chapter 6 and 7 Lectures
- Chapter 6 Discussion Post (Due Sunday, February 18th)
- Chapter 7 Discussion Post (Due Sunday, February 18th)
- **Exam I must be taken between Monday, February 12th and Friday, February 16th.**

Week of February 19th (Week 6)

- Read Chapters 8 and 9
- Watch Chapter 8 and 9 Lectures
- Chapter 8 Discussion Post (Due Sunday, February 25th)
- Chapter 9 Discussion Post (Due Sunday, February 25th)

Week of February 26th (Week 7)

- Read Chapters 10 and 11
- Watch Chapter 10 and 11 Lectures
- Chapter 10 Discussion Post (Due March 4th)
- Chapter 11 Discussion Post (Due March 4th)
- **Homework 2 (Due Sunday, March 4th)¹**

Week of March 5th (Week 8)

Please note that all assignments are due this week on Friday rather than Sunday. This is because the semester ends on Friday, December 8th. I will not accept any late assignments or exams after the last day of class.

¹ Note, it may be helpful for you to see the answers to your homework assignment before taking Exam II. My GA and I will try to grade the homework assignments as they come in, but the earlier you turn in this assignment the better your chances are that you will have the results before you take the exam.

- **Final Discussion Post due Friday, March 9th.**
- **Exam II - taken between Monday, March 5th and Friday, March 9th.**