MGMT 507: Responsibilities and Ethics of Leadership
COURSE SYLLABUS
Spring 2016 (16 Week Session) Section 110
Blended Format

I. Course Overview

a. Course Overview
MGTK 507 is a business graduate elective covering a broad survey of frameworks and issues related to ethical leadership, elements of an ethical organizational culture, stakeholder management, and global corporate citizenship. It is a seminar-style course in which you will be challenged to investigate ethical and social responsibility topics at the individual, group, organizational and societal levels, all with the perspective of managerial/leadership influence in the process.

b. Course Format
The course is taught in a “blended” format, meaning class will meet face-to-face on selected Wednesday evenings (attendance is mandatory on these dates), with online content and assignments provided in between class meeting times. The advantage of a blended format is that face meeting times are reserved for activities/exercises best suited to interaction and discourse, and concepts/learning resources best suited to individual study can be accomplished via online learning, thereby optimizing student time management.
*Course Face-to-Face required meetings for this semester are 6:00 – 9:00 p.m. on 1/20, 2/3, 2/17, 3/2, 3/23, 4/6, 4/20, and 5/4 in Founders Hall Room 310.*

c. Student Responsibilities
Students must be self-disciplined and a self-starter to be successful in this class. The reading load is substantial, the topics controversial and you will need to carefully think through and support your perspectives on the issues with well documented rationales. Good writing skills are essential as case analyses, journal writing, essay tests, and papers are all required assessments. Please review this Syllabus, the grading points/assignments, and course schedule in detail prior to agreeing to all course requirements via the Student Course Agreement.

d. Catalog Course Description
An examination of an organization’s social and environmental responsibilities to its employees, customers, and other key stakeholder groups. Practical emphasis is given to the case study method for evaluating the performance of various organizations. Course establishes a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the organizational environment and society.
*Required pre-requisite is prior management class or management leveling equivalent.*

e. Student Learning Outcomes
1. Apply key ethical and moral reasoning frameworks and explain their impact in the business setting.
2. Identify and describe key elements of an effective organizational ethics program.
3. Examine the ethical status of one current business firm utilizing the “optimal ethics system check-up”, an ethics benchmarking tool, and make recommendations for improvement.

4. Evaluate your own approach to ethics and values, and discuss the implications for your career.

5. Apply the “Giving Voice to Values” framework to organizational scenarios.

6. Analyze and critique real-case situations regarding ethical and social responsibility leadership.

7. Explore avenues to remedy social issues using stakeholder coalitions and integrative leadership.

8. Define corporate citizenship in the global context.


f. Required Text

Required supplemental readings will be provided on the Course web site.

II. Instructor Contact and Communication Information

Instructor: Dr. Barbara W. Altman
Office: Founder’s Hall, 318I
Email Address: Message tool, Course Blackboard (Bb) site
Alternate (if Blackboard is down): altman@tamuct.edu
Office Hours: Online (virtual) via Course Blackboard site
Face to Face (FH 318I):
Wednesdays: 3:00 - 5:45 p.m.
Tuesdays and Thursdays by appointment

a. Student/Professor Correspondence
I am readily accessible through the “message” (name for email on the TAMUCT Blackboard system) function in the course web site. I check messages often and will get back to you within 24 hours during the week and within 36 hours on the weekend.

b. Office Hours
I encourage students to interact with me during office hours to ask questions about upcoming assignments, get clarity on course concepts, and/or review your grading status in the course. If you are unable to come to campus we can arrange a phone or Blackboard Collaborate session, please message Dr. Altman to schedule. Occasionally, a University meeting or Conference travel will preempt online office hours; should this happen, the change will be posted via an Instructor Announcement.
III. Technology Requirements and Support

a. Blackboard Access and Competency: This course will use the TAMU-CT Blackboard Learn learning management system for class communications, content distribution, and assessments.

Logon to [https://tamuct.blackboard.com](https://tamuct.blackboard.com) to access the course.
Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)
Initial password: Your MyCT password

*For this course, you will need reliable and frequent access to a computer and to the Internet. If you do not have frequent and reliable access to a computer with Internet connection, contact Dr. Altman to discuss your situation.*

Check browser and computer compatibility by following the “Browser Test” link on the TAMU-CT Blackboard logon page. ([https://tamuct.blackboard.com](https://tamuct.blackboard.com)) This is a CRITICAL step as these settings are important for when you take an exam or submit an assignment.

Blackboard “help” and “on demand” videos are available via the link on the left-hand course menu. If you are not familiar with and/or need training on specific Blackboard tools please use these links. Your ability to function within the Blackboard system will facilitate your success in this course.

*Technology issues are not an excuse for missing a course requirement or deadline – make sure your computer is configured correctly and address issues well in advance of deadlines. Complying with this requirement is part of your “Course Agreement”.*

b. Technology Issues & Troubleshooting:
For technological or computer issues, students should contact Help Desk Central. 24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu
Phone: (254) 519-5466
Web Chat: [http://hdc.tamu.edu](http://hdc.tamu.edu)
When calling for support please let your support technician know you are a TAMUCT student.

*Dr. Altman should be consulted via the “Course Q&A” discussion forum or messages for course issues (NOT technology issues--they should be directed to the Help Desk).*
IV. Communication Standards, Academic Resources & Policies

a. Course Standards
Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues, should be kept professional, including Discussion Forum postings and messages. For online correspondence, appropriate “netiquette” rules should always be followed (see folder on course web site for netiquette readings). For written assignments, all work should be proofread, free of grammatical errors, include proper citations and be in accordance with American Psychological Association (APA) standards.

b. Library Services
Information literacy focuses on research skills which prepare individuals to live and work in an information-centered society. Research resources are outlined and accessed via the Library link on the Course web site left-hand menu or directly via http://tamuct.libguides.com/index
The library also has helpful information regarding APA format, correct citation formats, and when citations are necessary: http://tamuct.libguides.com/c.php?g=206634

c. Academic Integrity
Texas A&M University - Central Texas expects all students to maintain high standards of personal and scholarly conduct. Students found responsible of academic dishonesty are subject to disciplinary action. Academic dishonesty includes, but is not limited to, cheating on an examination or other academic work, plagiarism, collusion, and the abuse of resource materials. To access and read the Student Code of Conduct link to http://www.tamuct.edu/departments/studentconduct
A found incidence of Academic Dishonesty for any assignment or exam in this class will result in 0 points. Multiple incidences will result in an F course grade. All incidences will be reported to the Associate Director of Student Conduct.

d. Disability Support and Access
At Texas A&M University – Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to an education that is barrier-free. The Office of Disability Support and Access is responsible for ensuring that students with a disability enjoy equal access to the University's programs, services and activities. Some aspects of this course or the way the course is taught may present barriers to learning due to a disability. If you feel this is the case, please contact Disability Support and Access at (254) 501-5831 in Warrior Hall, Ste. 212. For more information, please visit their website at http://www.tamuct.edu/departments/disabilitysupport/index.php
Any information you provide is private and confidential and will be treated as such. Please advise Dr. Altman within the first week of class of any accommodations needed.

e. Tutoring
Tutoring is available to all TAMUCT students, both on-campus and online. Tutors are available at the Tutoring Center in Warrior Hall, Room 111. Visit http://www.tamuct.edu/departments/academicsupport/tutoring-services.php for tutor schedules and contact info. Tutoring is available online 24/7 via tutor.com (link to http://www.tamuct.edu/departments/academicsupport/tutoring.php).
f. **The University Writing Center**
The University Writing Center at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students. The UWC is located in 416 Warrior Hall. The center is open 11am-6pm Monday-Thursday during the spring semester. Students may work independently in the UWC by checking out a laptop that runs Microsoft Office suite and connects to WiFi, or by consulting our resources on writing, including all of the relevant style guides. Students may also arrange a one-on-one session with a trained and experienced writing tutor. Tutorials can be arranged by visiting the UWC. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. Sessions typically last between 20-30 minutes. While tutors will not write, edit, or grade papers, they will help students develop more effective invention and revision strategies.

g. **Drop Policy**
It is the student’s responsibility to be aware of University mandated drop deadlines should you find yourself needing to drop this course. The deadlines are all available via the “TAMUCT Academic Calendar” link from the Course web site left-hand menu. If you discover that you need to drop this class, you must contact the Records Office and ask for the necessary paperwork, and follow through accordingly. Professors cannot drop students; this is always the responsibility of the student. *Incompletes are not given in this class except for documented medical or family emergencies, with a significant portion of the course already completed.*

V. **Course Assignments and Assessments**

a. **Student Profile and Course Agreement**
By the end of the first week of the semester students are required to send a Blackboard message to Dr. Altman with their completed Student Profile/Course Agreement attached. The course agreement certifies students understand this Syllabus, all required course assignments, and the expectations associated with this graduate blended class.

b. **Exams**
There are 2 required combined multiple choice, true/false and essay question exams covering the models, terms, and concepts in the first 10 text chapters and associated supplemental readings. Each Exam will be available over a 4 day period online; for dates see the course calendar. Exams will be timed and once started, must be completed at that time. The textbook provided PPT slides, key word definitions and self quizzes for each Chapter demonstrate the key frameworks and types of multiple choice questions and are good study tools for the multiple choice portion of the exams. Answering the discussion questions at the end of each chapter and study questions provided for supplemental readings are tools for preparing for the essay portion of the exams. Each Exam is worth 100 grading points. *There will be no make-ups for missed Exams unless there is a documented medical emergency. Upon receipt of a doctor’s statement, an equivalent essay exam will be assigned.*

c. **Case Analysis Assignments**
There are 4 case analyses assigned through the course of the semester. Individual written analyses must be submitted online prior to the date/time each case will be discussed in class meeting time. Instructions for analyzing cases in this class will be provided during the first class meeting. Students must demonstrate understanding of the text frameworks and strong analysis skills in each case assigned. Each case study assignment is worth 50 grading points.

d. **Discussion Forums**
Online discussion forums will be required 4 times during the semester on topics related to the individually assigned chapter readings. Each forum requires an initial post (15 points) and
substantive responses to colleagues' postings (10 points). Specific topics and instructions for each Forum will be posted on the Course web site.

e. Journal Entries
Two reflective journal papers will be assigned during the semester for students to engage with their personal values and ethics topics, and how these issues potentially impact their individual careers. Both papers will be assigned in conjunction with the supplemental “Giving Voice to Values” curriculum, which will be available via the course web site and links to the GVV site.

f. “Optimal Ethics System Check Up” Benchmark Project
This project will run the entire length of the semester. This benchmarking tool is designed to test the depth and breadth of an organization’s ethics program and policies. Early in the semester students will choose an organization to examine (either their current or previous work setting or a firm with in-depth resources available online), and for each text chapter, they are to complete that portion of the ethics benchmark. Twice during the semester students are required to “report out” their findings on that specific aspect of the audit in class. The final required paper will summarize findings of the audit, along with each student’s recommendations for improvement. Evaluation criteria for the final written paper will be 1) accurate evaluation based on sound data and support for the conclusions; 2) well thought out recommendations for improvement based on concepts studied throughout the course; and 3) professional caliber writing and citations (APA style is required). A third oral presentation offering examples of recommendations (and the rationale for them) will be given in class the last face meeting.

VI. GRADING POINTS AND POLICIES

There are 750 grading points available in this class, assigned as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Agreement/Course Profile</td>
<td>10</td>
</tr>
<tr>
<td>Exam 1 (over Ch. 1-5 &amp; supplemental readings)</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2 (over Ch. 6-10 &amp; supplemental readings)</td>
<td>100</td>
</tr>
<tr>
<td>Total Exams</td>
<td>200</td>
</tr>
<tr>
<td>4 Discussion Forums@25 points each</td>
<td>100</td>
</tr>
<tr>
<td>4 Major case analyses@50 points each</td>
<td>200</td>
</tr>
<tr>
<td>2 Journal Entries@50 points each</td>
<td>100</td>
</tr>
<tr>
<td>Semester Project: Organization Benchmark using “Optimal Ethics System Check Up”</td>
<td></td>
</tr>
<tr>
<td>- Status Report In-Class Presentation, 2@10 points each</td>
<td>20</td>
</tr>
<tr>
<td>- Final Report</td>
<td>100</td>
</tr>
<tr>
<td>- Recommendations Presentation</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>750 points</td>
</tr>
</tbody>
</table>
Grades are assigned as follows:

<table>
<thead>
<tr>
<th>Course Grade</th>
<th>Calculation</th>
<th>Minimum Points Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90% X 750</td>
<td>675</td>
</tr>
<tr>
<td>B</td>
<td>80% X 750</td>
<td>600</td>
</tr>
<tr>
<td>C</td>
<td>70% X 750</td>
<td>525</td>
</tr>
<tr>
<td>D</td>
<td>60% X 750</td>
<td>450</td>
</tr>
<tr>
<td>F</td>
<td>50% X 750</td>
<td>375 and below</td>
</tr>
</tbody>
</table>

a. Grading Policy
Minimum points required for a specific course grade are noted on the above table. *Minimum points required for a specific course grade will NOT be revised for any reason.*

b. Posting of Grades
All student grades will be posted in the Blackboard Grade Book and students should monitor their grading status through this tool. Grades for Exams will be posted within 3 days after the availability period has expired. Grades for Cases and Assignments will be posted no later than one week following the due date.

VII. Course Schedule/Calendar

*This schedule is provided as your guide to the course; students should post all deadlines to the calendar tool they find most useful. All resources (except text) and detailed assignment instructions are posted to Units in the Course Web Site. Face meeting dates (required attendance) are highlighted in yellow.*

<table>
<thead>
<tr>
<th>Class Meetings (highlighted) or Online Deadlines</th>
<th>Topic Areas/Readings</th>
<th>Assigned Readings\Assessments and Assignments (Items in bold are for grading points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/20 FACE</td>
<td>Course Overview and Introduction</td>
<td></td>
</tr>
<tr>
<td>1/27 OL</td>
<td>• Business Ethics – History</td>
<td></td>
</tr>
<tr>
<td>2/3 FACE</td>
<td>• Ethical Codes of Conduct</td>
<td></td>
</tr>
<tr>
<td>2/10 OL</td>
<td>• Exam 1 covering Chapters 1-5</td>
<td></td>
</tr>
<tr>
<td>Class Meetings  (highlighted) or Online Deadlines</td>
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<td>Assigned Readings/Assessments and Assignments (Items in bold are for grading points)</td>
</tr>
<tr>
<td>------------------------------------------------</td>
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<td>----------------------------------------------------------------------------------</td>
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</tbody>
</table>
| **2/17 Face** | • Ethics Reporting Systems  
• Introduction to Giving Voice to Values (GVV) Curriculum | Read Ch. 8  
*Interim reports for selected students – Optimal Ethics Check benchmark project*  
Read supplemental Readings – GVV Folder (course web site)  
Prepare Reflection Journal 1, submit online by 5:30 p.m. 2/17, bring extra copy of assignment to class |
| **2/24 OL** | • Ethics Training  
• Respecting Employee Diversity | Read Chapters 6 & 7  
*Post to Discussion Forum 2, Post 1 due 2/22, Response posts due 2/24* |
| **3/2 FACE** | • Ethical Leadership | Reread Ch. 9  
Read Supplemental Readings on Ethical Leadership I (course web site)  
*Read and prepare Case 2, submit online by 5:30 p.m. 3/2, bring extra copy of assignment to class*  
*Interim reports for selected students – Optimal Ethics Check benchmark project* |
| **3/9 OL** | • Empowering Ethical Employees  
• GVV In-Depth | Read Ch. 10  
Read GVV Advanced Readings (course web site)  
*Reflection Journal 2 Due 3/9, 11:59 p.m.* |
| **3/16** | | Spring Break |
| **3/23 FACE** | • Ethical Leadership Revisited | Watch assigned videos on course web site and read Supplemental readings Ethical Leadership II (course web site)  
*Interim reports for selected students – Optimal Ethics Check benchmark project* |
| **3/30 OL** | • Exam 2 covering Chapters 6-10 and supplemental readings | *Exam 2 available Online 3/27. Due 3/30, 11:59 p.m.* |
| **4/6 FACE** | • Environmental Management and Sustainability | Read Ch. 11  
Watch assigned videos on web site  
*Interim reports for selected students – Optimal Ethics Check benchmark project*  
Read and prepare Case 3, submit online by 5:30 p.m. 4/6, bring extra copy of assignment to class |
<table>
<thead>
<tr>
<th>Class Meetings (highlighted) or Online Deadlines</th>
<th>Topic Areas/Readings</th>
<th>Assigned Readings/Assessments and Assignments (Items in bold are for grading points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/13 OL</td>
<td>Introduction – Corporate Social Responsibility and Stakeholder Management</td>
<td>Read Ch. 12 &lt;br&gt;Read supplemental Corporate Social Responsibility reports (folder on course web site) &lt;br&gt;<strong>Post to Discussion Forum 3, Post 1 due 4/13, Response posts due 4/15</strong></td>
</tr>
<tr>
<td>4/20 FACE</td>
<td>CSR, Stakeholder Management and Global Corporate Citizenship</td>
<td>Read Supplemental Readings on Global Corporate Citizenship (GCC Folder on course web site) &lt;br&gt;<strong>Interim reports for selected students – Optimal Ethics Check benchmark project</strong></td>
</tr>
<tr>
<td>4/27 OL</td>
<td>Wrap-Up Optimal Ethics Check Project</td>
<td>Full Benchmark Project due 4/27, 11:59 p.m.</td>
</tr>
<tr>
<td>5/4 FACE</td>
<td>Leadership for Joint Problem-Solving</td>
<td>Read supplemental readings (course web site) &lt;br&gt;<strong>Read and prepare Case 4, submit online by 5:30 p.m. 5/4, bring extra copy of assignment to class</strong> &lt;br&gt;<strong>Optimal Ethics Benchmarking Project recommendations presentations due in class</strong></td>
</tr>
<tr>
<td>5/11 OL</td>
<td>Comparative Benchmarking</td>
<td>Read supplemental readings International Codes of Conduct (course web site) &lt;br&gt;<strong>Wrap-Up Discussion Forum 4, Post 1 due 5/9, Response posts due 5/11</strong> &lt;br&gt;<strong>There is no comprehensive final in this course.</strong></td>
</tr>
</tbody>
</table>

*This Syllabus is subject to change by the Professor. Should changes be made, they will be announced in class and via the course Blackboard website, and a Syllabus with revised date in the footer will be posted.*