



**MGMT 5307: Responsibilities and Ethics of Leadership**

**COURSE SYLLABUS**

**Fall 2017 (16 Week Session), CRN 80290, Section 110 Online**

**INSTRUCTOR AND CONTACT INFORMATION**

Instructor: Dr. Barbara W. Altman  
Office: FH 318i  
Email: Canvas "Inbox" (preferred communication method)  
Voice Mail: 254-501-5481

**Office Hours:**

Mondays: 3:30 – 5:30 p.m. except 9/4, 9/25, 10/9, & 11/6  
Wednesdays: 3:30 – 5:30 p.m. except 8/30, 9/20, 9/27, 11/8, 11/23  
And by appointment – phone and online (via Collaborate)

**Mode of instruction and course access:**

This course is a 100% online course utilizing the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>] for class communications, content distribution, and assessments. Students will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course web site and Library eReserves.

**Student responsibilities:**

Students must be self-disciplined and a self-starter to be successful in this class. The reading load is substantial, the topics complex 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, discussion forums 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.

**Student-instructor interaction:**

I am readily accessible through the Canvas email function in the course web site. I check messages often and will get back to you within 24 hours during the week (usually much sooner!) and within 36 hours on the weekend. There is also a "Course Q&A" Discussion Forum for students to post questions about the class that all students would most likely be interested in. I encourage students to interact with me to ask questions about upcoming assignments, get clarity on course concepts, and/or review your grading status in the course. If you live in the Central Texas area, feel free to come by during on campus office hours (listed above). If you wish to meet in person outside of office hours or via phone or web-conferencing please send me a Canvas message with several options for days/times and I will respond confirming one of your options. *Occasionally, a University meeting or Conference travel will preempt office hours; should this happen, the change will be posted via an Instructor Announcement. The travels days*

*I am already aware of are noted above as exceptions to Monday/Wednesday office hours.*

### **911 Cellular:**

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account. Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

### **COURSE INFORMATION**

**Course Description:** Analyze an organization's social and environmental responsibilities to its employees, customers, and other key stakeholder groups. Emphasis is given to the case study method for evaluating the performance of various organizations. Develop a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the organizational environment, and society.

Prerequisite(s): Management leveling

### **Student Learning Outcomes:**

1. Define 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. Evaluate your own approach to ethics and values, and discuss the implications for your career.
4. Apply the "Giving Voice to Values" framework to organizational scenarios.
5. Analyze and critique real-case situations regarding ethical and social responsibility leadership.
6. Explore avenues to remedy social issues using stakeholder coalitions and integrative leadership.
7. Define sustainability in the global context.
8. Define corporate citizenship in the global context.
9. Recognize advanced stages of corporate citizenship performance.
10. Perform an ethical and social audit of an organization and recommend improvements based on findings.

Detailed learning outcomes associated with each module are included on the course web site.

### **Required Reading and Textbook(s):**

Collins, Denis. (2012). *Business Ethics: How to Design and Manage Ethical Organizations*. John Wiley & Sons. ISBN # 9780470639948

Required supplemental readings will be provided on the Course web site and Library eReserves. Library eReserves can be accessed via the course web site or this link:

[http://tamuct.libguides.com/er.php?course\\_id=36725](http://tamuct.libguides.com/er.php?course_id=36725)

## **COURSE REQUIREMENTS**

### **a. Student Profile and Course Agreement**

Students must read this Syllabus carefully and document they understand all course requirements by the end of the first week of class. The course agreement certifies students understand this Syllabus, all required course assignments, and the expectations associated with this graduate online class. This completed agreement is worth 10 grading points.

### **b. Introductory Discussion Forum**

The first week of class students are required to participate in a Discussion Forum intended to begin to build a community of learning and inquiry in the class. See the course web site for elements to include in this post; a recent photo is required. Students who are not comfortable posting a picture to the Discussion Forum may email one privately to Dr. Altman. Completion of this posting on time and with all required elements is worth 15 grading points.

### **c. Exams:** (Learning objectives 1 & 2)

There are 2 required combined multiple choice, and true/false exams covering the models, terms, and concepts in the 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. 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 exam will be assigned.*

### **d. Case Analysis Assignments:** (Learning objectives 5, 6 & 9)

There are 3 case analyses assigned through the course of the semester. Instructions for analyzing cases in this class will be provided on the course web site and with an instructor video. 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.

### **e. Research Exercises:** (Learning objectives 7, 8 & 9)

Twice during the semester students will engage in a web-based research activity where they will be challenged to review materials online, conduct research and provide a position paper or critique of the materials. Instructions for these research assignments will be provided on the course web site. Each research exercise is worth 50 grading points.

### **f. Discussion Forums:** (Learning objectives 1, 2, 3 & 5)

Online discussion forums will be required 5 times during the semester on topics related to the assigned chapter readings, supplemental readings or as a follow-up to an individual assignment or case. 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. Students should pay special attention to the interim deadlines for first postings (Thursday nights). Second posts then follow up with Sunday deadlines.

### **g. Journal Entries:** (Learning objectives 3 & 4)

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" (GVV) curriculum, which will be available via the course web site and links to the GVV site. Each Journal is worth 50 grading points.

**h. Final Case:** (Learning objective 10)

Students will identify mid-term through the semester a company or organization they wish to explore in-depth for their ethical and citizenship programs. Students will research this organization on their own using company materials and library database sources throughout the second half of the semester. In lieu of a course final, student will write an 8 – 10 page descriptive and analytical case outlining the company’s approach and offering insights on found weaknesses and ways to improve. Details on this case analysis paper will be provided via the course web site. This assignments is worth 100 grading points. The Executive Summary of each student’s case will be posted online as the final Discussion Forum of the semester.

**Grading Criteria Rubric and Conversion**

Grading rubrics are provided for all course assignments within the Canvas course web site. Students should review these rubrics carefully when preparing assignments.

**There are 800 grading points available in this class, assigned as follows:**

Student Agreement/Course Profile	10
Introductory Discussion Forum	15
Exam 1 (over Ch. 1-6 and supplemental readings):	100
Exam 2 (over Ch. 7-12 & supplemental readings):	100
Total Exams:	200
Discussion Forums (5@25 points)	125
Major Case Analyses (3@ 50 points)	150
Research Exercises (2@50 points)	100
Journal Entries (2@50 points)	100
Final Case	100
<b>Total:</b>	<b>800 points</b>

Grades are assigned as follows:

<u>Course Grade</u>	<u>Calculation</u>	<u>Minimum Points Required</u>
A	90% X 800	720
B	80% X 800	640
C	70% X 800	560
D	60% X 800	480
F	50% X 800	400 and below

**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. There is no extra credit in this class.*

**Posting of Grades**

All student grades will be posted in the Canvas Grade Book and students should monitor their grading status through this tool. Grades for Exams will be posted after the availability period has expired. Grades for Cases, Journals and Research Assignments will be posted no later than one week following the due date. Grades for Discussion Forums will be posted within five days of the last due date.

## COURSE OUTLINE AND 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. Weekly units begin on Monday and close the following Sunday night. Due dates are given in this schedule; the associated time with each is 11:59 p.m. Points associated with each assignment are shown after in parentheses.*

<b>Module Dates</b>	<b>Topic Areas/Readings</b>	<b>Assigned Readings\Assessments and Assignments (Items in bold are for grading points)</b>
Week 1 8/28 – 9/3	Course Overview and Introduction  Unethical Behavior in Organizations  Managers as Ethical Leaders and Role Models	Read Chapter 1, Schwartz and Trevino et al. articles in eReserves Watch Dr. Altman Course Welcome and Introduction Video  <b>Submit completed Course Agreement by 9/3 (10)</b> <b>Post to Introductory Discussion Forum by 9/3 (15)</b> <b>Post to Discussion Forum I, Post 1 due 8/31 (15), Response posts due 9/3 (10)</b>
Week 2 9/4 – 9/10	Business Ethics – History  Hiring Ethical People	Read Chapters 2 & 3 <b>Post to Discussion Forum 2, Post 1 due 9/7 (15), Response posts due 9/10 (10)</b>
Week 3 9/11 – 9/17	Ethical Codes of Conduct  Ethical Decision-Making	Read Chapters 4 & 5 Watch Dr. Altman video <b>Read and prepare Case 1, due 9/17 (50)</b>
Week 4 9/18 – 9/24	Ethics Training	Read Ch. 6 <b>Post to Discussion Forum 3, Post 1 due 9/21 (15), Response posts due 9/24 (10)</b>
Week 5 9/25 – 10/1	Exam 1 covering Chapters 1-6 and supplemental readings	<b>Exam 1 available Online 9/28 8 a.m., due 10/1, 11:59 p.m. (100)</b>

Unit Dates	Topic Areas/Readings	Assigned Readings\Assessments and Assignments (Items in bold are for grading points)
Week 6 10/2 – 10/8	Introduction to Giving Voice to Values (GVV)	Read supplemental Readings – GVV Folder (course web site) Watch Dr. Altman Intro to GVV Video Watch “Ethics Unwrapped” Videos <b>Prepare Reflection Journal 1, submit online 10/8, 11:59 p.m. (50)</b>
Week 7 10/9 – 10/15	Respecting Employee Diversity  Ethics Reporting Systems	Read Chapters 7 & 8 <b>Post to Discussion Forum 4, Post 1 due 10/12 (15), Response posts due 10/15 (10)</b>
Week 8 10/16 – 10/22	Ethical Leadership	Read Ch. 9 Read Supplemental Readings on Ethical Leadership (eReserves) Watch Dr. Altman video on Ethical Leadership <b>Read and prepare Case 2, due 10/22 (50)</b>
Week 9 10/23 – 10/29	Empowering Ethical Employees  GVV In-Depth	Read Ch. 10 Read GVV Advanced Readings (course web site) <b>Reflection Journal 2 Due 10/29 (50)</b>
Week 10 10/30 – 11/5	Environmental Management and Sustainability	Read Ch. 11 Supplemental readings (eReserves), web sites and videos (course web site) <b>Research Exercise, “Momentum for Change” due 11/5 (50)</b>
Week 11 11/6 – 11/12	Corporate Social Responsibility (CSR)	Read Ch. 12 Watch Dr. Altman video on CSR Read supplemental readings on eReserves <b>Research Exercise, “CSR Reports and Credibility” due 11/12 (50)</b>

<b>Unit Dates</b>	<b>Topic Areas/Readings</b>	<b>Assigned Readings\Assessments and Assignments (Items in bold are for grading points)</b>
Week 12 11/13 – 11/19	Exam 2 covering Chapters 6-12 and supplemental readings	<b>Exam 2 available Online 11/16, 8:00 a.m. Due 11/19, 11:59 p.m. (100)</b>
Week 13 11/20 – 11/26	Stakeholder Management and Partnerships	Supplemental readings – eReserves <b>Read and prepare Case 3, due 11/27 (50)</b> (note is Monday due date to account for Thanksgiving holiday weekend)
Week 14 & 15 11/27 – 12/10	Final Case	<b>Case Paper due 12/10 (100)</b>
Week 16 12/11 – 12/14 (note short week)	Case Findings Sharing/Reactions  Course Wrap-Up	<b>Discussion Forum #5, posts due 12/14 (25)</b>  <b>Watch Dr. Altman Course Wrap-Up Video</b>

### **Import University Dates:**

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes  
September 1, Priority Deadline to Submit Graduation Application  
September 4, Labor Day, CAMPUS CLOSED  
September 13, Last day to drop 16-week classes with no record  
September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W  
October 6, Deadline to submit graduation  
November 10, Veteran's Day  
November 10, Last day to drop with a Q or withdraw with a W (16-week classes)  
November 23-24, Thanksgiving, CAMPUS CLOSED  
December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)  
December 15, Last day to file for Degree Conferral (Registrar's Office)  
December 15, Commencement

## TECHNOLOGY REQUIREMENTS AND SUPPORT

### Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system (LMS). Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

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, consider dropping this course and taking it next semester when it is offered in a blended format.*

Check browser and computer compatibility for all computers you will be using for this course this semester. This is a CRITICAL step as these settings are important for when you take an exam or submit an assignment.

Canvas "help" and "on demand" videos are available within the LMS. If you are not familiar with and/or need training on specific Canvas tools please use these links. Your ability to function within the Canvas 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".*

### Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

*Please let the support technician know you are an A&M-Central Texas student.*

For issues with **Canvas**, select "chat with Canvas support," submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the "Help" link.

For issues related to course content and requirements, contact Dr. Altman via Canvas messages or the "Course Q&A" Discussion Forum.

## UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

### Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [[https://www.tamuct.edu/registrar/docs/Drop\\_Request\\_Form.pdf](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf)].



Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

### **Academic Integrity**

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. *A found incidence of Academic Dishonesty for any assignment, project or exam in this class will result in 0 points. Multiple incidences will result in an F course grade.*

### **Academic Accommodations**

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 a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such. For more information please visit our [Access & Inclusion](https://www.tamuct.edu/departments/access-inclusion) webpage <https://www.tamuct.edu/departments/access-inclusion>.

If you require accommodations for this class, please let Dr. Altman know within the first two weeks of class, with the appropriate paperwork. All approved requests will be honored.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant

and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website <http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>

### **Tutoring**

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at [Imdavis@tamuct.edu](mailto:Imdavis@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

### **The University Writing Center**

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help! If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu).

### **University Library**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and

82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/]. The management library guide and associate databases (<https://tamuct.libguides.com/c.php?g=117073>) will be particularly useful in this class for the final case paper.

### **A Note about Sexual Violence at A&M-Central Texas**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at A&M-Central Texas, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Counseling Services (254-501-5956) located on the second floor of Warrior Hall.

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

## **INSTRUCTOR POLICIES**

### **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.

### **Copyright Notice**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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[altman@tamuct.edu](mailto:altman@tamuct.edu).

*Professor Altman reserves the right to make changes to this Syllabus should circumstances during the semester cause revision. Note the date below of this Syllabus. Should changes be necessary a revised Syllabus will be posted on the Course web site, an announcement posted to that effect, and the new version will have a different date in the footer.*