



MGMT 5307 Ethics and Responsibilities of Leadership, Section 110

Spring 2018 Blended

East Williamson County Higher Education Center (EWCHEC)

1600 Innovation Blvd., Hutto, TX, Room A219

Texas A&M University-Central Texas

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Barbara W. Altman

Office: Founders Hall 318i

Email: via Canvas "Inbox" (altman@tamuct.edu for emergencies only)

Voice Mail: 254-501-5841 (email is preferred)

Office Hours:

5:00 – 5:45 p.m. on class days at EWCHEC

Appointments available on the Killeen campus Monday and Wednesdays and/or via phone or web-conferencing, send Dr. Altman a Canvas message to schedule

Mode of instruction and course access:

The course is taught in a "blended" format, meaning class will meet face-to-face on selected Tuesday evenings (attendance is mandatory on the dates below), with online content and assignments provided in between class meeting times using the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>]. 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 – 8:45 p.m., EWCHEC, on 1/16, 1/30, 2/13, 2/27, 3/20, 4/3, 4/17, and 5/1. Given attendance is mandatory, unexcused absences will receive course grading point reductions. Excused absences granted for medical emergencies and prior planned work travel. Materials due that evening must be submitted on-time.

Student-instructor interaction:

I am readily accessible through the "message" (name for email on the TAMUCT Canvas 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.

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 during office hours at EWCHEC, please message me about an appointment on campus or we can arrange a phone or web-conferencing session.

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 and research skills are essential as case analyses, journal writing, and papers are all required assessments. Please review this Syllabus, the grading points/assignments, and course schedule in detail and direct any questions to Dr. Altman, prior to agreeing to all course requirements via the Student Course Agreement.

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 Overview and description:

An examination of an organization's social and environmental responsibilities to its employees, customers, communities, 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: prior management class or management leveling equivalent

Course Objectives/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 via Library eReserves.

Direct library eReserves link: http://tamuct.libguides.com/er.php?course_id=39776#

COURSE REQUIREMENTS

- **Student Profile and Course Agreement:** By the end of the first week of the semester students are required to submit their completed Student Profile/Course Agreement. The course agreement certifies students understand this Syllabus, all required course assignments, the Academic Honor Code, and the expectations associated with this graduate blended class. Your completed Profile and Agreement is worth 10 grading points.
- **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. Exam 1 covers Chapters 1-5 and supplemental readings and is worth 80 points. Exam 2 covers Chapters 6-12 and supplemental readings, and is worth 120 points. Study guides will be provided for each Exam. *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.*
- **Case Analysis Assignments** (Learning objectives 5, 6 & 9): There are 2 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 and an associated grading rubric 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.
- **Discussion Forums** (Learning objectives 1, 2 & 3): Online discussion forums will be required 3 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, instructions and a grading rubric for each Forum will be posted on the Course web site.
- **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" curriculum, which will be available via the course web site and links to the GVV site. Each Journal is worth 50 grading points.

- **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 and grading criteria for these research assignments will be provided on the course web site. Each research exercise is worth 50 grading points.
- **“Optimal Ethics System Check Up” Benchmark Project** (Learning objectives 2 & 10): 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, policies and leadership. Early in the semester students will choose (Choice Memo – worth 10 points) 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 benchmarking tool. Three times (Interim Reports – 10 points each) during the semester students are required to “report out” their findings on that specific aspect of the audit in class. The final required paper (100 grading points) will summarize findings of the audit, along with each student’s recommendations for improvement. An oral presentation (25 grading points) offering recommendations (and the rationale for them) will be given in class the last face meeting. Detailed instructions, sample projects, and grading rubrics for this project are provided on the Canvas course web site, and will be discussed extensively the first face class.

Summary of Assignments/Assessments and Grading Points

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

Student Agreement/Course Profile	10
Exam 1 (over Ch. 1-5 & supplemental readings)	80
Exam 2 (over Ch. 6-12 & supplemental readings)	120
3 Discussion Forums@25 points each	75
2 Case analyses@50 points each	100
2 Journal Entries@50 points each	100
2 Research Exercises@50 points each	100
Semester Project: “Optimal Ethics System Check Up”	
- Choices Memo	10
- Status Report In-Class Presentations, 3@10 points each	30
- Final Report	100
- Recommendations Presentation	25
Total:	750 points

Grading Policy

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

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

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 all other Assignments will be posted no later than one week following the 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 the Course Web Site.

Class Meetings (highlighted) or Online Deadlines	Topic Areas/Readings	Assigned Readings\Assessments and Assignments (Items in bold are for grading points)
1/16 FACE	Course Overview and Introduction <ul style="list-style-type: none"> • Unethical Behavior in Organizations • Managers as Ethical Leaders 	Read Chapter 1 and Schwartz article in eReserves/Ethical Leadership folder Submit completed Course Agreement by 1/22, 11:59 p.m.
1/23 OL	<ul style="list-style-type: none"> • Business Ethics – History • Hiring Ethical People 	Read Chapters 2 & 3 Submit Benchmarking Choices Memo by 1/23, 11:59 p.m. Post to Discussion Forum I, Post 1 due 1/23, Response posts due 1/26
1/30 FACE	<ul style="list-style-type: none"> • Ethical Codes of Conduct • Ethical Decision-Making 	Read Chapters 4 & 5 <u>Bring to class copies of Code of Ethics for approved benchmarking firm.</u> Read and prepare Case 1, submit online by 5:30 p.m. 1/30, bring extra copy of assignment to class

Class Meetings (highlighted) or Online Deadlines	Topic Areas/Readings	Assigned Readings/Assessments and Assignments (Items in bold are for grading points)
2/6 OL	<ul style="list-style-type: none"> Exam 1 covering Chapters 1-5 & supplemental readings 	Exam 1 available Online 2/3. Due 2/6, 11:59 p.m.
2/13	<ul style="list-style-type: none"> Ethics Reporting Systems Introduction to Giving Voice to Values (GVV) Curriculum 	Read Ch. 8 Interim reports – Optimal Ethics Check benchmark project Read supplemental Readings – GVV Folder (course web site) Prepare Reflection Journal 1, submit online by 5:30 p.m. 2/13, bring extra copy of assignment to class GVV Role plays – in class
2/20 OL	<ul style="list-style-type: none"> Ethics Training Respecting Employee Diversity 	Read Chapters 6 & 7 Post to Discussion Forum 2, Post 1 due 2/18, Response posts due 2/20
2/27 FACE	<ul style="list-style-type: none"> Ethical Leadership 	Read Ch. 9 Read Supplemental Readings on Ethical Leadership I (eReserves) Read and prepare Case 2, submit online by 5:30 p.m. 2/27, bring extra copy of assignment to class Interim reports – Optimal Ethics Check benchmark project
3/6 OL	<ul style="list-style-type: none"> Empowering Ethical Employees GVV In-Depth 	Read Ch. 10 Read GVV Advanced Readings (course web site) Reflection Journal 2 Due 3/6, 11:59 p.m.
3/13	Spring Break	
3/20 FACE	<ul style="list-style-type: none"> Environmental Management and Sustainability 	Read Ch. 11 and Sustainability supplemental articles (eReserves) Interim reports – Optimal Ethics Check benchmark project Prepare Research Assignment #1, submit online by 5:30 p.m. 3/20, bring extra copy of assignment to class

Class Meetings (highlighted) or Online Deadlines	• Topic Areas/Readings	Assigned Readings/Assessments and Assignments (Items in bold are for grading points)
3/27 OL	<ul style="list-style-type: none"> Introduction – Corporate Social Responsibility and Stakeholder Management 	Read Ch. 12 & Supplemental Readings on CSR (eReserves) Post to Discussion Forum 3, Post 1 due 3/25, Response posts due 3/27
4/3 FACE	<ul style="list-style-type: none"> CSR & Stakeholder Management cont. 	Read Supplemental Readings on CSR Reports Prepare Research Assignment #2, submit online by 5:30 p.m. 4/3, bring extra copy of assignment to class <u>Bring copy of your benchmark company's CSR/Sustainability Report to class</u>

4/10 OL	<ul style="list-style-type: none"> Exam 2 covering Chapters 6-12 & supp. readings 	Exam 2 available Online 4/7. Due 4/10, 11:59 p.m.
4/17 FACE	<ul style="list-style-type: none"> Responsible Leadership for the Future 	Read Supplemental Readings on Integrative & Responsible Leadership (eReserves)
4/24 OL	<ul style="list-style-type: none"> Optimal Ethics Check Project 	Full Benchmark Project due 4/24, 11:59 p.m.
5/1 FACE	<ul style="list-style-type: none"> Ethical Leadership for the Future (cont.) Course Wrap-Up 	Optimal Ethics Benchmarking Project recommendations presentations due in class

Important University Dates:

January 2018

January 15, (Monday) Martin L. King Jr. Day

January 16, (Tuesday) ADD/DROP/LATE REGISTRATION BEGINS (\$25 fee assessed for late registrants) (16 week & 1st 8 week)

January 16, (Tuesday) Classes Begins

January 18, (Thursday) ADD/DROP/LATE REGISTRATION ENDS (16 week & 1st 8 week)

January 31, (Wednesday) Last day to drop 16 week classes with no record

February 2018

February 2, (Friday) Priority Deadline to Submit Graduation Application

February 9, (Friday) Last day to drop a 1st 8-week class with a Q or withdraw with a W

March 2018

March 2, (Thursday) Deadline to Submit Graduation Application for Ceremony Participation

March 12, (Monday) Spring Break Begins

March 16, (Friday) Spring Break Ends

March 30, (Friday) Last day to drop a 16-week course with a Q or withdraw with a W

April 2018

April 2, (Monday) Scholarship Deadline

April 2, (Monday) Registration begins

April 27, (Friday) Student End of Course Survey Opens

May 2018

May 11, (Friday) Spring Term Ends

May 11, (Friday) Last day to withdraw from the university

May 12, (Saturday) Commencement Ceremony Bell County Expo Center 7:00 p.m.

May 13, (Sunday) Student End of Course Survey Closes

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. 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

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand course site menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

Be sure to check your Browser settings for compatibility with Canvas on ALL computers that you use for this class. Technology issues on the student's end are NOT a criteria for resetting an assignment or assessment; be sure you have the correct technology set-up.

Other Technology Support

For log-in problems, 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>]

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

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].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic 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. You are to attend class until the procedure is complete to avoid penalty for absence. 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 Dr. Altman before taking a course of action.

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. *If you require an accommodation in this course, please let Dr. Altman know within the first two weeks of class.*

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

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](#), please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender – including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Division of Student Affairs at 254-501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

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 Dr. DeEadra Albert-Green at deeadra.albertgreen@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.

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 Monday-Thursday 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 [WCOOnline](#) at [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at 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.

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/].

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 TAMUCT, 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 Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

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

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