

EMBA ETHICAL BUSINESS DECISION MAKING
MANA 65460 – Winter 2018

Instructor: Richard Priem

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TCU Mission: *To educate individuals to think and act as ethical leaders and responsible citizens in the global community.*

Neeley Mission: *To develop ethical leaders with a global perspective who help shape the business environment, and to develop and disseminate leading edge thought in order to improve the practice of business.*

Books & Course Materials: Required Reading: *Justice: What's the Right Thing to Do?* Michael J. Sandel, 2010 (paperback) Farrar, Straus & Giroux: NY. Optional (for your bookshelf): *Essentials of Business Ethics: Creating an Organization of High Integrity and Superior Performance.* Denis Collins, 2009 (paperback) John Wiley & Sons. Other Course Materials to be provided by the EMBA Office.

Course Goals and Objectives: Upon successful completion of this course, each student should be able to:

- (1) Understand fundamental perspectives for ethical decision making.
- (2) Use a systematic ethical decision-making framework to arrive at moral conclusions.
- (3) Identify the most frequently heard reasons and rationalizations for not acting on one's values.
- (4) Integrate ethics into work goals, performance appraisals, team dynamics, and financial incentives.

Course Description: This interdisciplinary course explores and implements the critical thinking, communication and managerial skills necessary for understanding and communicating one's values in a business environment. Each weekend we will engage in activities that increase: (1) our understanding of fundamental perspectives for ethical decision making (from Michael Sandel's book); (2) our skill at identifying moral dilemmas in a business environment; and (3) our ability to evaluate the ethical performance of our own companies and, ultimately, to develop ethical organizations.

Grading – Performance Measures

Class Attendance & Participation	20
Moral Dilemma Narrative	30
Final Exam	50
Total Points:	100

Final Grade Scale:

<u>Evaluation</u>	<u>Points</u>	<u>Letter Grade</u>
Excellent	95-100	A
Outstanding	90-94	A-
Superior	88-89	B+
Very Good	83-87	B
Good	80-82	B-
Average+	78-79	C+
Average	74-77	C
Below Average	71-73	C-
Unsatisfactory	<71	D-F

Class Attendance: Attendance and preparation for each class session is expected – we have only 4 sessions for the entire course. Class lectures complement, but do not duplicate, textbook information. *I reserve the right to deduct 5 points from the final grade for those who miss a class without forewarning or in my judgment a sufficient reason.*

Class Participation: At some times during this course I will call on specific students to answer questions from the readings. At other times we will engage in open discussion. Either way, the course requires a great deal of **verbal** participation by everyone. Students are expected to come to class prepared **to make relevant points and ask relevant questions**. *I reserve the right to deduct 5 points from the final grade for those I call on who in my judgment show a clear lack of preparation.*

There may come a time when you wish the class would discuss something not on the agenda or not yet raised. **In those situations, please just raise your hand and redirect the discussion. If that isn't possible, then speak with me so that I can raise the issue during our next class meeting.** We will do this as much as possible given our time constraints.

Moral Dilemma Narrative: You will compose a one-paragraph, single-spaced, real-life moral dilemma narrative (not to exceed 1/3 of a page in length). We will discuss elements of a good moral dilemma narrative in class. ***On the remainder of the single page***, you will analyze the narrative you have provided, elucidating: (1) the dilemma, (2) the stakes of participants, and (3) the ethical principles you would apply in determining a course of action. ***Please do not share the details of your story with classmates.*** We will use several of these narratives as the basis for class discussion. ***Your narrative is due by 6pm on Sunday, January 15th.*** The grading scale will be:

- 29-30 points:** Excellent writing, analysis and effort to educate others
- 27-28 points:** Very good writing, analysis and effort to educate others
- 25-26 points:** Good writing, analysis and effort to educate others
- 23-24 points:** Adequate writing, analysis and effort to educate others
- Below 23:** Inadequate writing, analysis and effort to educate others

The **FINAL** copy of your narrative will be turned in to the professor **via email not later than 6pm January 15th.**

Final Exam: The final exam will ask you to apply what you have learned about ethical decision making and building ethical organizations. The final exam is worth **50 points** and will be given in class at the end of the **last class**.

Academic Dishonesty

All students are expected to pursue their academic careers with honesty and integrity. Academic dishonesty includes, but is not limited to, cheating on a test or other course work, plagiarism (offering the work of another as one's own), and unauthorized collaboration with another person. ***All of the assignments in this course are individual assignments – no collaboration is authorized whatsoever.*** Students found guilty of dishonesty in their academic pursuits are subject to penalties, which may include suspension or expulsion from the University.

Help!

If you have problems or questions during this module, please contact me at r.priem@tcu.edu or mobile 414-795-5910. Good luck!

If you require an accommodation based on disability, I would like to meet with you in the privacy of my office the first week of the semester to be sure you are appropriately accommodated.

Tentative Course Schedule – EMBA 65460, Winter 2018

Session 1 – Friday, January 12th, 1-5pm

Topics: Introduction; Moral Dilemmas; Individual Ethical Decision Making;
Guest Speaker

Read: Justice Chapters 1-3; (Utilitarianism, Libertarianism)
Chris & Alison Weston (A) Case
Martha McClaskey Case
Resume Trips Up New Yahoo Chief

<http://online.wsj.com/article/SB10001424052702304749904577384221920051852.html>

Ethical Breakdowns – Bazerman & Tenbrunsel

Session 2 – Saturday, January 13th, 1-5pm

Topics: Managing Ethical Behavior

Read: Justice Chapters 4 & 5 (Markets, Motives)
Gulf Oil in Italy case
IKEA's Global Sourcing Challenge: Indian Rugs & Child Labor (A) Case
A Global Leader's Guide to Managing Business Conduct – Paine,
Desphande & Margolis

Assignment due January 14th, 6pm (r.priem@tcu.edu): Individual Moral Dilemma Narrative

Session 3 – Friday, January 26th, 1-5pm

Topics: Guest Speaker; Managing Moral Dilemmas; Discussion of Exemplar
Individual Moral Dilemma Narratives

Read: Justice Chapters 6 & 8 (Equality, Virtue)
A Letter from Prison case
Maximizing Shareholder Value is the Dumbest Idea in the World

<http://www.forbes.com/sites/stevedenning/2011/11/28/maximizing-shareholder-value-the-dumbest-idea-in-the-world/>

Session 4 – Saturday, January 27th, 1-5pm

Topics: Corporate Governance; Managing Moral Dilemmas
Final Exam (last hour – open book & notes)

Read: Justice Ch 9 & 10 (Loyalty, the Common Good)
Merck, Sharp & Dohme (A) case

STUDENT SERVICES:

Disabilities Statement:

Texas Christian University complies with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973 regarding students with disabilities. Eligible students seeking accommodations should contact the Coordinator of Student Disabilities Services in the Center for Academic Services located in Sadler Hall, 11. Accommodations are not retroactive, therefore, students should contact the Coordinator as soon as possible in the term for which they are seeking accommodations. Further information can be obtained from the Center for Academic Services, TCU Box 297710, Fort Worth, TX 76129, or at (817) 257-7486.

Adequate time must be allowed to arrange accommodations and accommodations are not retroactive; therefore, students should contact the Coordinator as soon as possible in the academic term for which they are seeking accommodations. Each eligible student is responsible for presenting relevant, verifiable, professional documentation and/or assessment reports to the Coordinator. Guidelines for documentation may be found at http://www.acs.tcu.edu/disability_documentation.asp.

Students with emergency medical information or needing special arrangements in case a building must be evacuated should discuss this information with their instructor/professor as soon as possible.

Statement on TCU's Discrimination Policy

TCU prohibits discrimination and harassment based on age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, predisposing genetic information, covered veteran status, and any other basis protected by law, except as permitted by law. TCU also prohibits unlawful sexual and gender-based harassment and violence, sexual assault, incest, statutory rape, sexual exploitation, intimate partner violence, bullying, stalking, and retaliation. We understand that discrimination, harassment, and sexual violence can undermine students' academic success and we encourage students who have experienced any of these issues to talk to someone about their experience, so they can get the support they need. [Review TCU's Policy on Prohibited Discrimination, Harassment and Related Conduct or to file a complaint: https://titleix.tcu.edu/title-ix/](https://titleix.tcu.edu/title-ix/).

Statement on Title IX at TCU

As an instructor, one of my responsibilities is to help create a safe learning environment on our campus. It is my goal that you feel able to share information related to your life experiences in classroom discussions, in your written work, and in our one-on-one meetings. I will seek to keep any information you share private to the greatest extent possible. However, I have a mandatory reporting responsibility under TCU policy and federal law and I am required to share any information I receive regarding sexual harassment, discrimination, and related conduct with TCU's Title IX Coordinator.

Students can receive confidential support and academic advocacy by contacting TCU's Confidential Advocate in the Campus Advocacy, Resources & Education office at (817) 257-5225 or the [Counseling & Mental Health Center](https://counseling.tcu.edu/) at <https://counseling.tcu.edu/> or by calling (817) 257-7863. [Alleged violations can be](#)

reported to the Title IX Office at <https://titleix.tcu.edu/> or by calling (817) 257-8228. Should you wish to make a confidential report, the Title IX Office will seek to maintain your privacy to the greatest extent possible, but cannot guarantee confidentiality. Reports to law enforcement can be made to the Fort Worth Police Department at 911 for an emergency and (817) 335-4222 for non-emergency or TCU Police at (817) 257-7777.

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This course accepts double-sided prints in an effort to help Neeley become more environmentally sustainable.

