

Special Topics in HRM: Ethics
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Spring 2021, Mon/Thurs 10:20-11:40 a.m.

Instructor: Ryan Greenbaum
Office Hours: Virtual Office – Via Zoom - Hours TBD
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Graduate Assistant: Frank Chen (ProfGreenbaumTA@gmail.com)
**Please email the graduate assistant with any homework or discussion grade-related questions.

Course Site: (Canvas): <https://rutgers.instructure.com/courses/117914>

Class Materials

Required Resource: Top Hat Class Response System

Required Text: Treviño, L. K., & Nelson, K. A. 2014. *Managing Business Ethics: Straight Talk About How To Do It Right* (6th edition). Hoboken, NJ: John Wiley & Sons.

Remote Learning Breakdown:

Due to the Covid-19 pandemic, this class will be operated remotely. Here are a few things to keep in mind as we go through this semester:

- This class will be held synchronously via Zoom (meeting address will be in Canvas).
 - You are expected to have your camera on while you are on class time.
 - Zoom sessions will be recorded and posted to Canvas.
- I will require you to be active during class for participation and attendance credit (see Participation & Attendance section below).
- We will be utilizing the [Canvas](#) learning management system to access learning materials, post announcements, submitting assignments, and for communicating with each other.
 - Whenever anything is posted to this site, you will automatically receive a notification to your rutgers.edu email account. Checking that email account frequently is highly recommended as well.

Course Objective and Goals

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 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:

1. Identify and address common ethical issues that arise within organizations.

2. Analyze and suggest resolutions to ethical dilemmas.
3. Recognize individual differences in ethical judgment.
4. Identify key tools to managing ethical conduct.
5. Identify personal values and apply those to making ethical decisions.
6. Understand organizational variables that can influence ethical conduct.
7. Identify and address common ethical issues that arise within organizations.

SMLR Learning Goals

Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

1. Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
2. Analyze a contemporary global issue in their field from a multi-disciplinary perspective
3. Analyze issues related to business strategies, organizational structures, and work systems
4. Analyze issues of social justice related to work across local and global contexts
5. Analyze issues related to the selection, motivation, and development of talent in a global context

Course Outline

Section I: Introduction

Section II: Ethics and the Individual

Section III: Managing Ethics in the Organization

Section IV: Organizational Ethics and Social Responsibility

Course Format

This is a topic that 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 reading chapters and articles, you are required to engage in on-line and in-class 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.

Grading

Please keep track of your own grades. My Teaching Assistant and I will not calculate what you need on an assignment/exam to get a certain grade in the course. This is your responsibility. Professors at Rutgers are not allowed to discuss actual grades over email.

There are 700 total points available in this class. Your final score will simply be the total of all of the points that you have accumulated. The grading scale is as follows (*subject to change based on professor discretion*):

Activity	Points
Exams	300
Homework Assignments	120
Case Assignments	120
Discussion Board	100
Attendance/Participation	60
Total Points	700

Percentage	Grade
90-100%	A
87-89.9	B+
80-86.9	B
77-79.9	C+
70-76.9	C
60-69.9	D
≤59.9	F

Discussion Board Participation (100 points total, 14.3% of your final grade)

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

Please note that I do not accept late discussion posts. If you miss a discussion board participation deadline (dates shown in the course schedule at the end of this document), then you will forgo the points associated with that discussion.

At the start of the semester, I will have you introduce yourself to the class. This will count as one discussion board posting (*worth up to 12 points*). Thereafter, I will post one multiple-part discussion question that corresponds with each chapter (*worth up to 12 points/chapter*), so there will be 12 discussion postings total (the introduction posting *plus* the discussion post for each of the 11 chapters). **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. **You are required to post an original answer to the question AND at least one response to another classmate's post.**

Important

Please note that although I will post multi-part questions, I do not necessarily expect you to respond to every single part of the question. Rather, the purpose of multi-part questions is to get you thinking about different issues pertaining to the chapter content. In other words, you won't be graded on whether you respond to every single part of that chapter discussion question; rather, your grade will be based on the quality of your comments and responses to others' postings.

To give you an idea of the way I will grade Discussion Board Postings, if you only respond to a couple of chapter discussions over the course of the semester, with little insight and a lack of follow up questions, you will most likely receive a failing grade. If you provide one entry per chapter with limited insight and no follow up questions, you will most likely receive an average grade (equivalent to a "C" letter grade). If you provide a *thought-provoking* discussion entry for each chapter, as well as 1-2 follow up responses, you will receive an above average grade (equivalent to an "A" letter grade).

Participation and attendance (60 points, 8.6% of your final grade)

Regularly attending class is important for you to do well in this class. Because of this, I will take attendance during each lecture. This will be done through class participation, utilizing the Top Hat website and app. **Every question you answer and every activity you participate in will go toward this portion of the class**, so the more you come to class, the better off you will be.

I will send an email invitation to your Rutgers email. However, you can register with this link and follow the instructions as well:

M/Th – 10:40 AM class: <https://app.tophat.com/e/483699>

The 6-digit join code for our course is **483699**

In order for me to keep track of who responds to the polls (and for you to get credit for attending class), you will need to **register with the Top Hat website at least 24 hours prior to attending our first class session. This means you must be registered by Wednesday, January 20th.**

It should take less than 5 minutes.

This is a form of classroom technology that you will be able to access using a myriad of technological options that you already have at your disposal (smartphone, tablet, laptop, etc.). We will go through a tutorial for this software on the first day of class, but I would highly recommend going through the website and familiarizing yourself with how it works.

Keep in mind that in order to participate, you will need to bring a cell phone, laptop, iPad or other tablet with you to class. You are not penalized if you do not have access to any of these devices, but please email me at ryan.greenbaum@rutgers.edu so we can figure something else out.

This is a form of classroom technology that you will be able to access using a myriad of technological options that you already have at your disposal (smartphone, tablet, laptop, etc.). We will go through a tutorial for this software on the first day of class, but I would highly recommend going through the website and familiarizing yourself with how it works.

1. In class, students are asked to answer questions posed in lecture by responding to questions in class. These questions will correspond to the topics at hand, to highlight important take-aways, and serve as attendance.
2. The in-class questions will count toward your participation grade. For participation/attendance purposes, your correctness score on the quiz won't matter. Participation will be the only factor for this portion of your grade.
3. Several of the lecture periods will include completion of a related exercise/activity. Although these exercises are not graded, they help students to utilize course concepts to give them direct, concrete experiences that are applicable to their personal and professional needs. Further, participating in these exercises will often give you the opportunity to interact with your fellow students. I try to emphasize teamwork and a collaborative, supportive work environment, and I strongly believe that learning and development should be structured to provide support and feedback not only from the instructor but also from your peers.
4. Personally, I value the diversity that students bring to the classroom. Students come from a variety of backgrounds with a wide range of knowledge, motivation, and interests. I really appreciate and enjoy hearing your viewpoints!

Homework Assignments (40 points/assignment, 120 points total, 17.1% of your final grade)

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

You will be required to submit three homework assignments throughout the semester. Each homework assignment is worth 40 points/each, for a total of 120 points. The specific instructions for each homework assignment will be posted on the on-line classroom. In terms of grading, the homework is supposed to be for your benefit—to help you understand your ethical values, to help you analyze ethical dilemmas, to provide insight into the “mind” of an ethical leader, etc. If you clearly put effort into your homework assignments by submitting a clean (free of grammatical/spelling errors) draft, with reasonable insights, you should receive substantial credit for your assignments. However, if it appears that you rushed through the assignment, with many grammatical/spelling errors and not much insight provided, you will lose points. Because these assignments are more for self-reflection purposes, it is unlikely that you will receive detailed, personal feedback on your submissions. Rather, I may end up providing general comments regarding the homework assignments (as a whole) during my weekly video updates.

Case Papers (40 points/assignment, 120 points total, 17.1% of your final grade)

You will be required to submit three papers based on case studies that we will go over in class. Each of these papers is worth 40 points/each, for a total of 120 points. The specific instructions for each paper will be posted on Canvas in the week leading up to their respective due dates. Please make sure to check the course calendar for the dates for each of the cases. These will be due BEFORE class begins the day that we will cover them in class.

You can submit a late homework assignment or case paper, but at a *penalty of 10% per day* of your grade. Late homework assignments will not be accepted at all past one week of the deadline. In some cases, you may not be penalized for late homework assignments if something occurs in accordance with university specified excused absences (e.g., you're sick, with a doctor's note, you attended a funeral and have documentation).

All homework materials, late or not, must be turned in within 1 week of the respective due date. Please also note that my late homework policy does not apply to discussion posts. I do not accept late discussion posts.

Exams (100 points/exam, 300 points total, 50% of your final grade)

There will be 3 non-cumulative exams. You are responsible for ALL assigned readings scheduled before the exam, my lecture notes, handouts, and any other course material (e.g., articles, guest lecturers, videos, class activities). Each exam is worth 100 points, for a total of 300 points.

Exam Procedures

1. You will have a 24-hour window to take each exam. Once you open the exam, you will have 1 hour and 20 minutes to complete the exam.
2. All exams will be done through Canvas.
3. All exams are open book. You may use your course notes and materials while taking the exam. You are NOT allowed any help from any other person. This will result in academic integrity charges brought against you.
4. After everyone has completed the exam, you will be able to review your responses through my virtual office (Zoom).

Exam I: Chapters 1-4

Exam II: Chapters 5-8

Exam III: Chapters 9-11

Makeup Exams

The dates of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails the class announcing that class is suspended, or other critical

circumstances such as a death in the family. A make-up exam will be held at a time when all students who need to make up the exam can be present. An officially cancelled exam will be held at the next scheduled class period.

Extra Credit

There may be other opportunities throughout the semester. If so, I will make sure you are aware of them. *Don't count on extra credit to save your grade.*

Supplemental Material

On occasion I will post “supplemental material” in Canvas and/or Top Hat. This will typically be in the form of additional articles about the topic we are covering. Like the textbook, these will be required and we will have questions or discussions regarding these materials.

Chain of Inquiry

If you have any *course-related* questions during the semester (e.g., general questions about assignments, grading policies, exams, due dates): **First**, check the syllabus. **Second**, you can post your question on the discussion board in Canvas. If after 24 hours your question has not been addressed, then, **third**, send an email to the course TA at ProfGreenbaumTA@gmail.com. Be sure to include the topic of your question in the subject line of the email.

NOTE: You, as a member of the class, are welcome to answer your fellow students' questions when posted on the Discussion board in class . In fact, you are encouraged to do so! You can all benefit from each other's knowledge and support. I will check others' responses for accuracy.

University Guidelines and Resources

Academic Honesty

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation. In the event that this contract is breached, the punishment can range from

receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

Counseling

CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://rhscaps.rutgers.edu/services/counseling>

Tentative Course Schedule

The content of the course will be covered in the following sequence. Please note that **dates are tentative and subject to change** (some topics may take more time and others less time, depending on students' interests). **Exam dates are firm.** Weekly information (Objectives, readings, etc.) will be posted in the Modules or Announcements sections of Canvas. *Again, this is tentative and subject to change at my discretion:*

TOPIC	DATES	
	TH	DUE
• Syllabus	1/21	Semester begins 1/21
• Chapter 1: Where We're Going and Why	1/28	
• Chapter 2: A Prescriptive Approach • <i>Case #1: Pinto Fires</i>	2/4	Case Assignment #1 due – 2/4 before class
• Chapter 3: A Psychological Approach	2/11	
• Chapter 4: Addressing Common Ethical Problems	2/18	Homework #1 Due – 2/20
• Exam Week	2/25	Exam #1 – 2/25
• Chapter 5: Organizational Culture	3/4	
• Chapter 6: Managing Ethics and Legal Compliance	3/11	Homework #2 Due – 3/13
• Spring Break	3/18	Spring Break – No Classes
• Chapter 7: Managing for Ethical Conduct	3/25	
• Chapter 8: Ethical Problems of Managers • <i>Case #2: Secret Betrayal</i>	4/1	Case paper #2 due – 4/1 before class
• Exam Week	4/8	Exam #2 – 4/8 Homework #3 Due – 4/10
• Chapter 9: Corporate Social Responsibility	4/15	
• Chapter 10: Ethical Problems of Organizations • <i>Case #3: Dealer's choice</i>	4/22	Case Assignment #3 due – 4/22 before class
• Chapter 11: Ethics in a Global Business Environment	4/29	
• Final Exam	5/6	Exam #3 – 5/6