

## **BA 512 / NRE 512: ETHICS OF CORPORATE MANAGEMENT**

Fall 2007, Room: Day Section- K1310; Evening Section - W2760

- PROFESSOR** David Hess
- OFFICE:** Executive Residence Building, Room 5608
- CONTACT:** [dwhess@umich.edu](mailto:dwhess@umich.edu) or 734.763.9779 (email is the best way to contact me)
- OFFICE HOURS:** Mondays: 3:00 to 5:00 PM. Also, please feel free to email me or see me after/before class to set up a time to meet.
- READINGS** (1) Cases to purchase (see CTools for how to purchase); (2) Materials posted on CTools
- COURSE GOALS** The goals of the course are to assist you in clarifying your values, to create awareness of ethical issues that may arise in your career, and to provide you with a framework for moral decision-making that helps you determine what is a “right,” “just,” and “fair” action. This framework will connect with your own moral intuitions, but will also assist you in providing “reasons” and “justifications” for your actions or beliefs, and not simply “opinions.” In Part I of the course, we introduce our framework based on management’s economic, legal, and ethical responsibilities. As we explore this framework, we also ask the basic question of “what does it mean for a corporation to be socially responsible?” In Part II, we look at ethical leadership in terms of acting on your values and building an ethical organization. We examine what it is about organizational culture and architecture that can prevent individuals from doing the “right” thing, and how we can correct those problems.
- GRADING** Grades will be based on:
- Class participation (25%)
  - Caselet (1 page case & 1 page analysis) (10%)
  - Final Individual Paper (10%)
  - Ethical Decision Making Framework Paper (55%)
- Additional information on all writing assignments will be distributed in class. The caselet and Framework Paper can be done in groups of 2-4 students.*
- Class participation.** Class attendance is required and students are encouraged to contribute to class discussion. Participation is the key to a successful class. What matters is the quality of one's contributions to the discussion, not the number of times one speaks. Participation will be graded on evidence of thoughtful analysis of the course materials, and insightful responses to questions and comments of other students.
- Caselet.** Due Monday, Sept. 24. A one page case involving an ethical issue in business and a one page analysis. With your permission, some of these caselets will be used for class discussion in our last class.
- Final Individual Paper.** Due Wed., Oct 18. You will write a two page paper on either (1) the ethical issues you expect to face in the industry you currently work in or plan to work in; or (2) a caselet submitted by another student (that I distribute).
- Framework Paper.** Due last day of class. The framework paper requires you to analyze a complex moral problem facing a business. This assignment requires you to do background research on the company and the situation, apply the decision-making framework from class, and to incorporate class discussions and readings into your analysis. You will be graded on your demonstrated knowledge of the course materials and your ability to apply that knowledge to a real case. There is not a required length for the paper, but a well-done paper will likely be between 8-12 pages single spaced.

<u>Day</u> <u>Section</u>	<b>Topic &amp; Reading Assignment</b>	<u>Evening</u> <u>Section</u>
<b>Wed., Sept 5</b>	<b>Session 1:</b> Overview of management's responsibilities and an ethical reasoning framework <ul style="list-style-type: none"> <li>No Reading</li> </ul>	<b>Mon., Sept 10</b>
<b>Mon., Sept 10</b>	<b>Session 2:</b> What does it mean to be socially responsible? <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	
<b>Wed, Sept 12</b>	<b>Session 3:</b> Corporate Social Responsibility and Corporate Strategy <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	<b>Mon, Sept 17</b>
<b>Mon, Sept 17</b>	<b>Session 4:</b> Legal Aspects of Responsible Decision Making <ul style="list-style-type: none"> <li>Read Beech Nut Case (course packet)</li> <li>Read CTools materials labeled for this session.</li> </ul>	
<b>Wed, Sept 19</b>	<b>Session 5:</b> Ethical Aspects of Responsible Decision Making <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	<b>Mon, Sept 24</b>
<b>Mon, Sept 24</b>	<b>Session 6:</b> Applying the Framework <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	
<b>Wed, Sept 26</b>	<b>Session 7:</b> Applying the Framework II <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	<b>Mon, Oct 1</b>
<b>Mon, Oct 1</b>	<b>Session 8:</b> Individual Ethical Decision Making in Organizations <ul style="list-style-type: none"> <li>Read: McCaskey Case (course packet)</li> </ul>	
<b>Wed, Oct 3</b>	<b>Session 9 :</b> Ethical Issues in Organizations <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	<b>Mon, Oct 8</b>
<b>Mon, Oct 8</b>	<b>Session 10:</b> The Social Psychology of Ethical Behavior in Organizations <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	
<b>Wed, Oct 10</b>	<b>Session 11:</b> Building an Ethical Organization <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> <li>Read: Salomon Brothers Case (course packet)</li> </ul>	<b>Mon, Oct 15</b>
<b>Mon, Oct 15</b>	<b>Session 12:</b> Putting it all Together: Ethics of Corporate Management <ul style="list-style-type: none"> <li>Read CTools materials labeled for this session.</li> </ul>	