

**BUSINESS, LEADERSHIP AND SOCIETY**  
**MGMT 350**  
**SPRING 2007**

4:00 - 5:15 PM, Mondays and Wednesdays

COLLEGE OF CHARLESTON  
School of Business and Economics  
9 Liberty Street  
Charleston, SC 29424

**COURSE SYLLABUS**

<b>Instructor:</b>	Dr. Laquita C. Blockson
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<b>Office Hours:</b>	MW 1:00 – 3:00PM (or by appointment)

**COURSE DESCRIPTION**

This course explores ethical issues that arise in the context of doing business. Specifically, this course provides an opportunity to study moral and ethical issues, management with integrity, and stakeholder management. This course covers how managers make business decisions, given his/her organization's internal, competitive, social, and global environments.

Using a foundation of social responsibility and business ethics, you, the student should be able to achieve the following course objectives:

1. Analyze comprehensively the consequences of your decision-making;
1. Recognize when you are being asked to do something wrong;
2. Reduce your vulnerability in the workplace;
3. Balance the demands of different stakeholders;
4. Gain skills needed for effective management;
5. Increase your level of comfort with the judgments you make about your actions; and,
6. Express yourself clearly and confidently, explain your judgments, and provide leadership to others.

This course is particularly focused on dilemmas involving moral and ethical issues, where decision-making is difficult due to these factors:

- Inadequate information
- Novel circumstances
- Conflicting loyalties
- Inappropriate rules
- Personal values
- Limited resources
- Inappropriate directions of orders
- Conflicting values

**COURSE FORMAT**

The main objective of this course is to show you, the student, how to think critically and act strategically, while making you more conscious about the importance of ethical principles, personal and company values, and socially responsible management practices. We will accomplish the above objectives by using a variety of methods and sources, including readings, class discussions, exercises and assignments, case studies, and examinations. Substantial student involvement is required. You must prepare for each class session by reading chapters and

completing assignments prior to class. Your participation during class discussions is also essential for success in this course.

## **COURSE RESOURCES**

### **REQUIRED TEXTS**

Business Ethics: A Stakeholder and Issues Management Approach by Joseph W. Weiss (4<sup>th</sup> Edition, 2006). Thomson Southwestern Publishers – ISBN: 0-324-22380-3.

Cases and handouts at the discretion of the professor.

### **HIGHLY RECOMMENDED TEXTS**

The Elements of Style by William Strunk, Jr. and E. B. White (4<sup>th</sup> Edition, 2000). MacMillan Publishing – ISBN: 0-205-30902X

Little Brown Essential Handbook for Writers by Jane E. Aaron (5<sup>th</sup> Edition, 2005). Longman Publishing – ISBN: 0-321-331591

Loud and Clear: How to Prepare and Deliver Effective Business and Technical Presentations by George L. Morrissey, Thomas L. Sechrest, and Wendy S. Warman (4<sup>th</sup> Edition, 1997). Perseus Publishing – ISBN 0-201-127938

### **NEWSPAPER AND INTERNET ARTICLES**

You will be expected to keep abreast of current events, and be able to introduce current issues in class discussions. Thus, you are highly encouraged to read current articles from quality business and non-business media sources: *Fortune*, *Forbes*, *Wall Street Journal*, *Fast Company*, *Business Week*, and *the New York Times*. Most of these periodicals have websites, some of which provide free access to articles.

### **WRITTEN ASSIGNMENTS**

The ability to persuasively communicate one's ideas is a critical element of a successful career. Accordingly, minimal standards of composition will be strictly enforced. All written assignments are required to be in a narrative form (as opposed to an outline form), be typewritten and double-spaced, and use one-inch margins and either 10 or 12 point font. Assignments that, in the opinion of the professor, employ disproportionately poor grammar, have numerous errors that could easily be corrected with a spell-check program, or fail to adhere to the specified format will be assessed a penalty of up to 15% of the possible points for the assignment. Please refer to the Elements of Style or the Little Brown Essential Handbook for Writers for guidance.

*All assignments are due as of the start of the class period specified.* Any assignment that is submitted ten (10) minutes after class begins will be considered late. Late assignments will not be accepted. If you decide to submit your assignment outside of class, it must be date/time stamped and initialed by the management administrative staff before sliding it underneath my office door. Any assignment slid under my door without a date/time stamp and initial will not be accepted.

The written assignments ultimately become the property of the professor.

### **ASSIGNMENTS**

#### **EXERCISES FROM TEXTBOOK**

Some of the class activities and discussions will be derived from exercises from the textbook. Some exercises will be completed in class, while others will need to be completed before class. For those exercises that must be completed before class, these assignments must be completed individually (unless otherwise instructed). In-class exercises may be completed individually or within your group -- I will provide directions with each exercise.

All completed assignments must be submitted (at the end of each respective class session) for class participation credit. I will assess the quality of the work performed on the worksheet and assign a grade based on the following scale:

**Check +=** Assignment completed thoroughly, with additional insight demonstrated above and beyond requirements

**Check** = Assignment completed satisfactorily

**Check -** = Assignment not completed satisfactorily (e.g., significant number of questions not answered)

**0** = Assignment not completed at all

### ***CASE ASSIGNMENTS***

You will complete four written case assignments, based on cases in the textbook. You will be asked to provide insight on the case, since we will discuss each case in class. Your analysis should be approximately two pages. More details will be provided in class.

### ***ETHICAL CLIMATE PROJECT***

You will complete a semester-long project investigating the ethical climate of a business organization. Depending on the size of the class, you may be placed in teams for the project. More details regarding the project will be available on the course website.

You will prepare a formal presentation of your project at the end of the semester. In doing so, you will be expected to wear conservative business attire for the presentation (i.e., business suits). If you do not already own an appropriate business suit (i.e., one you would wear to a corporate interview), please plan to acquire one.

### **EXAMS**

You will take four exams: three exams during the course of the semester and one final exam. All the exams will be closed-book, closed notes. Unless otherwise specified by the professor, the first three exams will be comprised of short answer questions and the final exam will be a case-based essay analysis.

The first three exams will be administered during the semester, while the final exam will be administered during the College's final exam period. The final exam is a comprehensive exam.

The top two exam grades (of the three exams administered during the semester) will count toward your course grade. The lowest exam grade will not count. As such, you are encouraged to take all three exams.

Given this "dropped exam" policy, no make-up exams will be administered. If you miss one of the three exams administered during the semester, that missed exam will serve as your "dropped exam." If you miss two or more exams, one exam will be dropped and you will earn a 0% grade for each additional missed exam.

The final exam is a College of Charleston requirement and, in essence, a requirement for successfully completing this course. Therefore, a student will be permitted to complete a make-up final exam only under extenuating circumstances. Please refer to page 23 of the 2006-2007 Undergraduate Catalog regarding the Final Examinations policy.

All exams and grading sheets ultimately become the property of the professor.

### **CLASS PARTICIPATION**

I will do my best to call upon each student who raises his/her hand; however, to provide students with a fair opportunity to contribute, I reserve the right to call upon students using a cold-call method. Therefore, you should expect to be called upon at any time. Evaluation of class participation will be based significantly upon your ability

to raise and answer questions, to provide ideas or insights, and to build upon the ideas of others -- NOT on the simple frequency of speaking.

If you have concerns about your ability to participate in class discussions, please let me know immediately. I will do my best to help students who, despite a sincere and solid effort, are experiencing difficulty. I should not hear about such problems at the end of the semester.

In order to assess accurately the quality of student participation, it is essential that I get to know each of you individually as soon as possible. To facilitate this, I ask you to do the following:

1. Choose a seat that you will occupy for the course duration (semester);
2. Bring the tent card to each class; and,
3. Complete the student information card.

### **CLASS ATTENDANCE**

Except for the first week of class, attendance will not be taken. However, because of the importance of the collective learning experience, you are expected to attend each class session. Your class participation grade will be partially based on your attendance.

Please arrive to class in a timely manner, so that the session may start promptly. Please inform me in advance when it is necessary to leave class early or to arrive late to a future class.

Also, please let me know, as soon as possible, if you are involved in College-sanctioned activities that may affect your class attendance (e.g., varsity sports or music performance). For an absence to be considered excused, you will need to provide me documentation from the appropriate College official or faculty member. For illness-related absences, I will need documentation from a physician or the College.

### **EVALUATION CRITERIA AND GRADING**

Case Analyses (four @ 5% each)	20% of total grade
Ethical Climate Project	20% of total grade
Ethical Climate Project Oral Presentation	5% of total grade
In-class Exams (best two of three exams @15% each)	30% of total grade
Final Exam	15% of total grade
Class Participation	<u>10% of final grade</u>
	<b>TOTAL = 100%</b>

### **GRADING SCALE**

Letter grades will be assigned according to the following scale, in conjunction with the new College of Charleston standard:

<b>Superior/Excellent range:</b>	<b>A (4.0) =</b>	94-100%	<b>A- (3.7) =</b>	90-93%
<b>Very Good/Good range:</b>	<b>B+ (3.3) =</b>	87-89%	<b>B (3.0) =</b>	84-86%
	<b>B- (2.7) =</b>	80-83%		
<b>Average range:</b>	<b>C+ (2.3) =</b>	77-79%	<b>C (2.0) =</b>	74-76%
<b>Below Average range:</b>	<b>C- (1.7) =</b>	70-73%		
	<b>D+ (1.3) =</b>	67-69%	<b>D (1.0) =</b>	64-66%
	<b>D- (0.7) =</b>	60-63%		
<b>Failing range:</b>	<b>F (0.0) =</b>	<60%		

In computing grades, I do not round up to the nearest whole number. For example, a student who earns a course grade of 92.45 will earn a B+, not an A. I reserve the right to round up grades in extenuating circumstances where the student's performance is exemplary. Class participation (e.g., coming to each class period; arriving to each class

period on time; making consistent and relevant contributions during class) is a significant basis for determining whether a student's performance is exemplary.

While part of your final course grade is a mechanistic determination, your final course grade is also a result of my (the professor's) professional judgment regarding what you have learned and the degree to which you contributed to meeting the objectives of this course.

### **GRADE APPEALS**

Please bring to my attention immediately any obvious errors (e.g., mathematical errors) in the grading or scoring of exams. A grade on any subjectively-graded assignment may be appealed to the instructor. Any appeal must...

1. be in writing;
2. filed with the instructor within seven (7) days of the return of the graded item to the student;
3. be based upon how the original answer satisfied the question or assignment;
4. state the grade the student believes should have been assigned; and,
5. be accompanied by the original assignment.

### **INCOMPLETE GRADES**

I do not assign incomplete grades, except under extenuating circumstances and at my discretion (e.g., a student who suffers a severe physical ailment that renders him/her unable to attend class for an extended period of time). Please do not request an incomplete grade as a mean to extend the time period for you to complete the course requirements. If, for whatever reason, you have a personal concern about your performance in this class, it is your choice to consider officially withdrawing from the course.

### **GRADE INFLATION**

I generally do not practice grade inflation (i.e., "curving") nor grading based on a normal distribution curve, for such methods give the student an inaccurate depiction of his/her performance. Please do not request for me to curve the grade for an assignment or exam, or request opportunities for extra credit. If I decide to provide opportunities for earning extra points toward an assignment or exam, it will be at my discretion.

### **ACADEMIC HONESTY**

Students will automatically face significant negative consequences for academic dishonesty. Consequences will result in one or more College-enforced sanctions. Students will face consequences for these and other acts of academic dishonesty:

- Falsifying attendance records;
- Contracting others to write assignments and projects;
- Plagiarism or other forms of misrepresentation; or,
- Falsifying documentation of ANY type.

Plagiarism and cheating of any kind are absolutely prohibited. Plagiarism means to steal, purchase, or convey the ideas or works of another as one's own. For example, including lengthy quotations in a written work without citing the author and source is plagiarism. One's lack of understanding how to properly cite references is not an excuse. Please refer to the Little, Brown Handbook or The Chicago Manual of Style for guidance.

The complete College of Charleston policy for academic honesty may be found at [http://www.cofc.edu/studentaffairs/general\\_info/honor\\_system/index.html](http://www.cofc.edu/studentaffairs/general_info/honor_system/index.html)

### **ADA STATEMENT**

The Americans with Disabilities Act of 1990 (ADA) provides protection from illegal discrimination for qualified individuals with disabilities. Students requesting instructional accommodations due to disabilities need to arrange

for such accommodation through the Center for Disability Services. The CDS is located at Lightsey Center 104 (phone: 843-953-1431). If you require instructional accommodations, please let me know in a timely manner.

**OVERALL GUIDELINES AND EXPECTATIONS**

You can expect me to be prepared and ready to work each class. I will expect you to be prepared and ready to work each class, including being prepared to be called upon to discuss assignments and commenting on assigned readings. You are responsible for all assignments and class discussions, even if you are absent.

Quality class participations is a significant part of the class’s learning process. Asking good and thought-provoking questions is one way of quality participation. You should never hesitate to comment because you are concerned that you may be wrong or if you are unsure of your opinion – we all are wrong sometimes. Many of the questions that will be posed in class will be based upon the readings, cases, and assignments. Be prepared to comment on your writings.

Please agree to listen to each other with respect, for occasions will arise when you will hear comments with which you do not agree. When listening to a comment, try not to interrupt one another. As professor, my role is somewhat different from yours. I will listen; nevertheless, I take responsibility for making sure students’ thoughts have been conveyed and that the day’s objectives are covered. Therefore, I might interrupt a discussion in order to continue to the next topic.

It goes without saying that we expect all students to behave with professionalism toward all constituents of the College of Charleston community:

- Treat professors and fellow students with civility and respect;
- Arrive on time to class and notify the professor in advance of anticipated absences, late arrivals, or early departures;
- Be careful to take notes silently, and use laptops or other technology in the classroom only as relevant to the material being discussed;
- Do not eat or drink in the classroom; and,
- Turn off cell phones (or, at least, silence the audible ringer).

**COURSE SCHEDULE**

Although the course will generally follow the flow of the outlined schedule, the professor reserves the right to make adjustments. You will be notified of any adjustments.

Session	Date	Topic	Assignment for next class
1	M 1/8	Introduction/Overview of Course/Critical Thinking	Review textbooks and materials on website
2	W 1/10	Plagiarism/Library research resources	Personal Values assignment
		<i>MLK Holiday</i>	
3	W 1/17	Chapter 1: Business Ethics, the Changing Environment, and Stakeholder Management <i>Sections 1.1 – 1.4</i>	Exercise #2 (pg. 27)
4	M 1/22	Chapter 1 (continued) <i>Sections 1.5-1.7</i>	Exercise #5 (pg. 87)
5	W 1/24	Chapter 2: Stakeholder and Issues Management Approaches <i>Sections 2.1-2.4</i>	Select company for Ethical Climate project
6	M 1/29	Chapter 2 (continued) <i>Sections 2.5 – 2.8</i>	Case analyses: Johnson & Johnson <i>and</i> Arthur Andersen
7	W	Case discussion: Johnson & Johnson <i>and</i>	Prepare for exam

	1/31	Arthur Andersen	
8	M 2/5	<i>Exam #1: Chapters 1 and 2</i>	Prepare to discuss Ethical Dilemma (pg. 146)
9	W 2/7	Chapter 3: Ethical Principles, Quick Tests, and Decision-Making Guidelines Sections 3.1 – 3.6	Exercise #4 (pr. 146)
10	M 2/12	Chapter 3 (continued) Sections 3.7 – 3.12	Prepare to discuss Ethical Dilemma (pg. 228)
11	W 2/14	Chapter 4: The Corporation and External Stakeholders Sections 4.1 – 4.4	Exercise #7 (pg. 227)
12	M 2/19	Chapter 4 (continued): Sections 4.5 – 4.7	Case analyses: Napster <i>and</i> Apple/I-Pod
13	W 2/21	Case discussion: Napster <i>and</i> Apple/I-Pod	Prepare for exam
14	M 2/26	<i>Exam #2: Chapters 3 and 4</i>	Prepare update for Ethical Climate project
15	W 2/28	Update on research/ethical climate projects	Prepare to discuss Ethical Dilemma (pg. 330)
		<b>SPRING BREAK</b>	
16	M 3/12	Chapter 5: The Corporation and Internal Stakeholders Sections 5.1 – 5.3	Exercise #6 (pg. 327)
17	W 3/14	Chapter 5 (continued) Sections 5.4 – 5.5	Prepare to discuss Ethical Dilemma (pg. 416), Parts I and II
18	M 3/19	Chapter 6: Employee Stakeholders and the Corporation Sections 6.1 – 6.3	Exercise #1 (pg.415)
19	W 3/21	Chapter 6 (continued) Sections 6.4 – 6.6	Case analysis: Fortune’s Global Most Admired Companies
20	M 3/26	Case discussion: Fortune’s Global Most Admired Companies	Prepare for exam
21	W 3/28	<i>Exam #3: Chapters 5 and 6</i>	Prepare to discuss Ethical Dilemma (pg. 473)
22	M 4/2	Chapter 7: Business Ethics, Stakeholder Management, and Multinational Corporations in the Global Environment Sections 7.1 – 7.3	Exercise #3 (pg. 473) – prepare to respond in debate form
23	W 4/4	Chapter 7 (continued) Sections 7.4 – 7.6	Case analysis: Sweatshops and developing nations
24	M 4/9	Case discussion: Sweatshops and developing nations	Work on Ethical Climate project
25	W 4/11	Project workday	Ethical Climate Project
26	M 4/16	Ethical Climate Project Presentations	
27	W 4/19	Ethical Climate Project Presentations	
28	M 4/23	Last Day of class/Course Review	Prepare for Final Exam
	W 5/2	Final Exam 4:00 – 7:00 PM	