

## **Managerial Ethics & Leadership**

### Required Textbook:

Treviño & Nelson, *Managing Business Ethics*, 7<sup>th</sup> ed. (Wiley 2017)

### Value and Purpose:

Managing the ethical climate in an organization is a basic responsibility of managers and leaders and cannot be delegated to legal counsel. Firms as diverse as Duke Energy, Wells Fargo, Pfizer, Apple, Uber, Facebook, and Walmart (as well as many smaller companies) have confronted ethical issues that negatively impacted both their reputation and financial performance. The U.S. government stipulates that all organizations, regardless of size, need to have an effective organizational ethics and compliance program – or face both enhanced penalties and individual liability. Ethical leadership – within an organization and in relation to a range of external stakeholders -- is necessary for the purposes of ensuring organizational integrity, enhancing organizational legitimacy, and managing risk. The societal expectation that businesses have ethical responsibilities has never been greater or more widespread. Most medium and large sized firms identify ethical values as a feature of their core missions. Employees at any size firm may be asked to perform actions that violate basic ethical norms. The purpose of this course is threefold: First, to facilitate the development of individual ethical decision making skills in a business context. Second, to learn how to exhibit ethical leadership in an business context. Third, to better understand societal expectations regarding firm social and environmental responsibilities.

### Catalog Description:

Examination of the role and impact of management decisions on employees, customers, investors, and the environment. This capstone course focuses on management and decision making to facilitate ethical and sustainable organizations.

### Course Goals:

- (1) To enhance your capacity to evaluate ethically and legally problematic business scenarios and to develop sound responses to such scenarios.
- (2) To learn how to manage and lead organizations consistent with organizational integrity.
- (3) To understand the nature and functions of ethical leadership in an organizational context.
- (4) To develop an understanding of social and environmental risks, expectations, and responsibilities in business.

## Course Requirements:

- (1) **Attendance:** This is a discussion-based course where in-class discussion and activities are essential elements of the learning process. For this reason, attendance and class preparation are especially important. Students are allowed one full class missed without penalty. Students who miss two or more classes will receive -10 for each missed class (e.g., a student who misses two full classes will receive an 80% and a student who misses four classes will receive 60% for the attendance portion of the grade). Missing ½ class period will result in -5. Please note, the unpenalized absence is intended to accommodate family emergencies illness, work obligations, and the like. Students are advised to reserve their unpenalized absence for such an unforeseen purpose. Major injury or chronic illness can receive special accommodation with appropriate documentation. A student whose religion requires that he or she miss class for a religious observance must fill out a “Request for Religious Observances” form and submit it to me prior to the census date for the semester to receive an excused absence for that event.
- (2) **Quizzes:** There will be a five-point, online Canvas quiz over the readings during most weeks of the semester. These quizzes are open book, but you must complete them on your own without the help of anyone else. Quizzes must normally be concluded by 1:00pm each Wednesday and will normally be available the prior Thursday. These quizzes are intended to (a) assess your understanding of the assigned materials consistent with accreditation standards and (b) provide you with an incentive for completing your reading. Failure to complete a minimum of six quizzes with a score of at least 2/5 will result in course failure.
- (3) **Interview:** To gain practical insight into leadership, you will interview a business person about a leadership challenge they faced and write up a short paper based on this interview.
- (4) **CSR Report Analysis:** To better understand corporate communications about corporate responsibility and sustainability you will analyze and score two corporate responsibility/sustainability reports.
- (5) **Capstone Project:** There will be one team case/paper and presentation. Teams will be required to submit a written case study and analysis and present both in class. Detailed instructions are available on Canvas. All students will be given the opportunity to confidentially evaluate the performance of their peers. Failure to participate in this project in a satisfactory manner will result in course failure.

## Grading:

Attendance: 15%; Quizzes: 25%; Interview: 15%; CSR Report Analysis: 10%; Capstone Presentation: 10%; Capstone Paper: 25%. The grading scale is as follows:

A = 90 -100; B = 80 - 89.99; C = 70 - 79.99; D = 60 - 69.99; F = < 60

### Professor:

Dr. Denis Arnold

Surtman Distinguished Professor of Business Ethics & Professor of Management

Office: 206 Friday Building, Main Campus; Center City 713 (shared offices)

Office Hours: Center City: W 12:00-1:00 and 3:30-5:15. Email is the best means of communicating with me at other times.

Office Telephone: 687-7703

E-mail: denisarnold@uncc.edu

### Canvas Environment:

This course includes a significant and required use of the Canvas on-line environment. You must be able to access course materials and announcements on-line. You can login to Moodle here: <https://canvas.uncc.edu/>

### Email:

You must be reachable via your UNC Charlotte email account. All course communication will be directed to you at your university email address. If you primarily use a different email account, then you should set up your university email to automatically forward to your primary account.

### Diversity:

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

### Academic Honesty:

You are required to complete 100% of your own work in this class (including making a full contribution to the team project). Cheating violates the UNCC Code of Academic Integrity and may result in course failure, suspension, and/or expulsion. For more information see the following: <https://integrity.uncc.edu/>

### Disability and Impairment Accommodation:

If you require course adaptations or accommodations because of a disability, or if you have emergency medical information about which I should be informed, please speak with me as soon as possible. Students are responsible for notifying me of any conditions that may impair their academic performance for which reasonable accommodation can be made. Without advance warning, such difficulties cannot be used later as a basis for requesting deadline extensions or reconsideration of grades. Students who require such accommodations must work with the Office of Disability Services (704-687-4355).

Schedule of Class Meetings:

Meeting Date	Required Readings & Events	Assignment	Class Themes
Week I. 1/9			<ul style="list-style-type: none"> <li>➤ Personal Introductions</li> <li>➤ Introduction to Managerial Ethics &amp; Leadership</li> </ul>
Week II. 1/16	Treviño & Nelson, Chp. 1, “Introducing Straight Talk About Managing Business Ethics,” pp. 14-33 Case: “The Bachelor Party” (Canvas)	CATME Team Formation Questionnaire due	<ul style="list-style-type: none"> <li>➤ Ethical Failures</li> <li>➤ Ethics &amp; the Law</li> <li>➤ Why Care About Ethics?</li> </ul>
Week III. 1/23	Treviño & Nelson, Chp. 2, “Deciding What’s Right: A Prescriptive Approach,” pp. 38-69 (including Pinto Case)	Canvas Quiz due before Class  Work on Topic for Team Project	<ul style="list-style-type: none"> <li>➤ Deontology</li> <li>➤ Consequentialism</li> <li>➤ Ethical Decision Making</li> </ul>
Week IV. 1/30	Treviño & Nelson, Chp. 3, “Deciding What’s Right: A Psychological Approach,” pp. 72-108	Canvas Quiz due before Class  Topic for Team Project due	<ul style="list-style-type: none"> <li>➤ Cognitive Moral Development</li> <li>➤ Locus of Control</li> <li>➤ Scripts &amp; Barriers to Sound Ethical Judgment</li> </ul>
Week V. 2/6	Treviño & Nelson, Chp. 4, “Addressing Individuals’ Common Ethical Problems,” pp. 126-132 & 143-151 Case: “Roger Boisjoly and the Challenger Disaster” (Canvas)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Conflicts of Interest</li> <li>➤ Whistleblowing</li> </ul>
Week VI. 2/13	Treviño & Nelson, Chp. 4, “Addressing Individuals’ Common Ethical Problems,” pp. 114-126 Case: “Sexism in Silicon Valley” (Canvas)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Diversity &amp; Discrimination</li> <li>➤ Sexual Harassment</li> </ul>
Week VII. 2/20	Barnhardt Seminar on Ethics in the World of Business: Ruth Shaw, former President and CEO, Duke Power. Reception: 5:30-6:30; Seminar: 6:30-8:00pm, 2 <sup>nd</sup> floor (class will <i>not</i> meet at the normal time)	Meet independently with team to work on capstone project	<ul style="list-style-type: none"> <li>➤ Ethical Leadership</li> </ul>

Week VIII. 2/27	Treviño & Nelson, Chp. 5, “Ethics as Organizational Culture,” pp. 158-198 Case: “Just Deserts?” (Canvas)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ The Importance of Company Values</li> <li>➤ Ethical &amp; Unethical Cultures</li> <li>➤ Ethical Leadership</li> </ul>
Week IX. 3/6	Spring Break		
Week X. 3/13	<p>Guest Speakers: Wesley Beckner, President, BB&amp;T Elizabeth Kakacek, Senior Vice President, BB&amp;T</p> <p>Treviño &amp; Nelson, Chp. 6, “Managing Ethics and Legal Compliance,” pp. 218-251</p>	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Ethical Leadership at BB&amp;T</li> <li>➤ U.S. Federal Sentencing Guidelines for Organizations</li> <li>➤ Managing Ethics &amp; Compliance</li> </ul>
Week XI. 3/20	No Class Meeting	<p>Interview Assignment posted to Canvas by midnight on 3/20</p> <p>Meet independently with team to work on capstone project</p>	<ul style="list-style-type: none"> <li>➤ Managerial Ethics &amp; Leadership</li> </ul>
Week XII. 3/27	Treviño & Nelson, Chp. 7, “Managing for Ethical Conduct,” pp. 257-288 Case: “Wells Fargo’s Corporate Culture” (Canvas)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Best Practices in Organizational Ethics</li> <li>➤ Unethical Behavior</li> <li>➤ Obedience to Authority</li> <li>➤ Responsibility in Diffused Organizations</li> </ul>
Week XIII. 4/3	Treviño & Nelson, Chp. 9, “Corporate Social Responsibility,” pp. 326-357 (including Merck case)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Types of CSR</li> <li>➤ The Triple-Bottom Line</li> <li>➤ CSR &amp; Firm Reputation</li> <li>➤ Is CSR Profitable?</li> </ul>

Week XIV. 4/10	DesJardins, “Is it Time to Jump Off the Sustainability Bandwagon?,” pp. 117-131 (only) (Canvas) Case: “Interface Corporation and Sustainable Business” (Canvas)	Canvas Quiz due before Class  CSR Report Analysis posted to Canvas before Class	<ul style="list-style-type: none"> <li>➤ Sustainability</li> <li>➤ Global Reporting Initiative</li> </ul>
Week XV. 4/17	Treviño & Nelson, Chp. 11, “Managing for Ethics and CSR in a Global Environment,” pp. 414-432 & 436-440 (including Google case)	Canvas Quiz due before Class	<ul style="list-style-type: none"> <li>➤ Transcultural Ethics</li> <li>➤ Human Rights</li> <li>➤ Bribery</li> </ul>
Week XVI. 4/24	Capstone Presentations	In Class Presentation	<ul style="list-style-type: none"> <li>➤ Managerial Ethics</li> <li>➤ Leadership</li> </ul>
5/1	Reading Day – No Classes		
Final Exam Period 5/8	Capstone Presentations	In Class Presentation	<ul style="list-style-type: none"> <li>➤ Managerial Ethics</li> <li>➤ Leadership</li> </ul>

ALL PARTS OF THIS SYLLABUS ARE SUBJECT TO REVISION  
ANY REVISIONS WILL BE ANNOUNCED IN CLASS OR VIA EMAIL