MGT 3550 80 – VALUES, ETHICS AND SUSTAINABILITY

Semester:	Winter 2018-19		
Credits:	3		
Prerequisites:	MGT 2000, MKT 2100		
Professor:	Jorge A. Arevalo, Ph.D.	**Meeting Days**:	Distance Learning / Online
E-Mail:	AREVALOJ1@WPUNJ.EDU	**Meeting Times**:	Dec. 26 – Jan 14, 2017
Office Hours:	On – line / Every day during the term		

IMPORTANT NOTE: THIS IS A WRITING INTENSIVE CLASS – COMPRISING SUBSTANTIAL READING AND WRITING ASSIGNMENTS AS WELL AS EXTENSIVE BLACK BOARD ON-LINE PARTICIPATION. PLEASE ENSURE TO READ ENTIRE SYLLABUS BEFORE ENROLLING.

COURSE DESCRIPTION:

This course is designed to increase awareness of values, ethics, beliefs and attitudes, and how they relate to issues of sustainability. It will pay special attention to the manner in which corporations can become agents of injustice and inequality in society, and conversely, how they can be transformed by individual actors and by institutional reforms. The course will also analyze sustainability at the institutional level, focusing on socially and structurally imbedded nature of corporate actions. This is a Writing Intensive Course.

COURSE OBJECTIVES:

- Create an awareness of the personal challenges encountered in decision-making in morally complex situations.
- Analyze the structural forces that produce unsustainable and unethical practices in organizations, and evaluate ways in which these can be institutionally tackled.
- Deepen student understanding of the role of personal values and ethics and how they shape their decisions. Diagnose and develop these traits.
- Critically evaluate corporate actions in the arena of sustainability, and differentiate between genuine and fraudulent initiatives.
- Consider strategies, arguments and implementation planning for acting ethically in the service of sustainability.

STUDENT LEARNING OUTCOMES:

Upon completion of this course, students will be able to

- Identify and recognize ethical dilemmas in morally complex business situations.
- Articulate their own values and show how they would affect morally ambiguous business decisions, especially those that relate to sustainability.
- Demonstrate knowledge of professional ethical codes of conduct.
- Demonstrate an understanding of the impact of organizations on people and their natural environment.
- Evaluate the global dimensions of sustainability, including corporate malfeasance in poor nations, differential labor and environmental standards, commodity fetishism, and ways in which corporations can be globally governed.

The course will incorporate the following writing-intensive objectives:

- Students will use writing-to-learn strategies (such as brainstorming, free-writing, reading logs, etc.) to develop understanding of course content and to think critically about that content.
- Students will use drafting, revising, editing and other writing processes to develop final writing products appropriate to the discipline, such as thesis-driven essays, formal reports, or professionally formatted manuscripts.
- Students will use research and documentation skills where they may be necessary and integrate them through paraphrase, quotation and citation, in accordance with the conventions of the discipline.

REQUIRED TEXTS:

First Book (Note: you will be tested on 10 of the best themed chapters in this textbook – therefore, purchase is highly recommended)

Business and Society: Stakeholders, ethics, public policy. 15th ed. (2016) By Anne T. Lawrence and James Weber –ISBN 978 12593154 1. Do not buy any other versions as you will be responsible for the material that we do cover in the class. I do not answer to any inquiries about different editions. Both tests are based on this original version.

COLLEGE POLICIES

Academic Integrity Policy
William Paterson University does not tolerate any act of academic dishonesty, intentional or unintentional. A student who is involved in an academic dishonesty incident (as defined below) is subject to failure in the course for which the incident occurred.

Plagiarism
Plagiarism refers to representing words or ideas of another as one's own in any academic exercise without providing proper documentation of source.

Examples include, but are not limited to:

- Copying information from a source without using quotation marks and giving proper citation.
- Paraphrasing information from a source without giving proper citation.
- Representing another's intellectual work including but not limited to (1) audio- visual and computer based materials, slide presentations, computer files, (2) artistic compositions, graphic design, photographs, paintings and/or drawings.

It is the responsibility of the student to learn the correct APA method of documenting sources which will allow you to incorporate the works of others into your papers, reports and assignments. This information is available from the Library.

Facilitation
Facilitation refers to assisting any person in the commission of an academic integrity violation. Examples include, but are not limited to:

- Allowing another student to copy one's answers during an examination.
- Giving another student one's assignment or paper.
- Taking an examination or writing a paper for another student.
- Signing an attendance sheet for a student who was not present in class.
- Providing to another person an examination or portions of an examination prior or
- Subsequent to the administration of the exam.

Cheating
Cheating refers to intentionally using or attempting to use unauthorized materials, information or study aids in any academic exercise. Examples include, but are not limited to:

- Copying from another student's examination, homework assignment, computer program, report or project.
- Gaining or attempting to gain unauthorized access to examination materials.
- Using unauthorized notes, text or other aides during an examination or assignment.
- Looking at another student's exam before or during an examination.
- Possessing and/or using an electronic device that contains unauthorized information.
- Talking, whispering or using a cell phone during an examination.
- Submitting, without prior permission, any work submitted to fulfill another academic requirement at WPU or any other institution.
- Allowing another person to do one's work and submitting it as one's own.
- Having or providing unauthorized outside help when completing online tests or assignments.

Unauthorized Collaboration
Unauthorized collaboration is working with another student(s) without the instructor's permission in the preparation of homework assignments, take-home exams, term papers, research projects, reports or projects or otherwise failing to abide by the instructor's rules governing the academic exercise.

Fabrication/Misrepresentations
Fabrication refers to the falsification, misrepresentation or invention of any information, data or citation in any academic exercise.

Misrepresenting or tampering with or attempting to tamper with any portion of one's transcripts or academic record, either before or after coming to William Paterson University. Example: forging a change of grade form, tampering with computer records, falsifying or omitting academic information on one's application or resume, etc.

DEPARTMENT OF MARKETING & MANAGEMENT SCIENCES POLICIES

Attendance
Students are expected to attend **all online meetings** and participate in all required class activities. Commitments to a class should be considered professional commitments. Should a student be late to his/her discussions or miss a class for any reason, he or she is expected to notify his/her team members prior to the absence, if possible. **Emails to your instructor about planned absences are not required**. Repeated absences to an online discussion have a direct impact on your grade. Individual faculty may have additional attendance requirements noted in the Course Requirements & Expectations section of this syllabus.

Late Work
The Marketing & Management Sciences Department, as a rule, does not permit the submission of late work. Individual faculty and courses may have additional requirements noted in the Course Requirements & Expectations section of each course.

Opportunities to make up missed work **are not** available. Work schedule conflicts, including business trips, school trips, sports events (either personal or school related) are never a valid reason for missing a scheduled exam, quiz or project due date. If tardiness or lack of attendance results in missed work, students will receive a 0 for that assignment, test, quiz or exam. Requests for make-up opportunities are NOT granted under any circumstances.

Assignments
1. **No** late assignments will be accepted.
2. All assignments must be submitted electronically (via blackboard). They will be graded (via track changes in word 2013 version) and returned back to you (via blackboard). You must check the content of all assignments before sending – **I do not** fix, review, search, or convert any files which are unreadable or corrupt. Students must track down the grading of these assignments via blackboard. If a file is submitted and I cannot view it – your score is 0.

COURSE GRADING AND EVALUATION

INDIVIDUAL WORK

Participation (continuous online discussions in all forums)   20%

Reaction Paper (Assigned by Professor A.)   10%

Includes submission of your textbook pre-assigned chapter

Specific Chapter Assignment and chosen themes – *short essay style 5 to 7 pp.*

Reflective Journal 1 – Your Personal Vision Statement about Ethics

Based on Module 1, and Chs. 5, 6, 15 and 16 - *medium report style 7 to 12 pp.*   20%

and your understanding of Business in Society and Business and the Natural

Environment Based on Module 2, and Chs. 1, 3, 9, 10 and 7, and 18

Final Exam – a cumulative test of all textbook chapters including:

Chapters 5, 6, 15, 16, 1, 3, 9, 10, 7, and 18   25%

GROUP WORK

Textbook Case Study (Group effort)

Power Point style and short narrative in slide notes (no report)   25%

if a team member is 'fired' from his/her learning team, 25% of the grade (or Group Work contribution) is completely lost by that team member. No switching to another team, nor individual effort is allowed after such an incident. Best is to contribute fully to your Learning Team!

Total   **100%**

Percentile	Letter Grade
94 – 100	A
90 – 93	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
70 – 76	C
68 – 69	C-
65 - 67	D
Below 65	F

Important: No grade disputes, requests for grade explanations, and /or missing work will be addressed after the term. All inquiries MUST be handled during the term.

PARTICIPATION

This is a participation-intensive course. **ALL online sessions** will be led by a student and/or student groups. Depending on the Reaction Paper assignments, normally two students will be assigned a chapter. These students will be expected to give feedback to their peers including: each student's individual themes of interest, new and current issues for class, and any relevant information that relates to the chapters they were assigned. If you are a shy or introverted person by nature, please feel free to use this class as a workshop for developing your writing skills and participate actively during the discussion board sessions. Generally, we will be supportive of all attempts to communicate. Any student who facilitates another's participation will be deemed to have participated. Needless to say, quality of participation will be judged far more favorably than quantity of participation.

Professor Arevalo will start every on line session with a brief set of discussion questions, based on the textbook chapter case, he will initiate some conversations which are theory based. Students will then have the opportunity, throughout the day, to incorporate their comments, answers and feedback to other students' work on our discussion board as well as to what Prof. Arevalo draws from theory. The idea is to relate the theory to the actual management practices which are taken place in the workplace.

The purpose of the Reaction Paper is twofold: 1) to allow you to survey a select number of business and society topics and then be able to share your ideas and interpretations of those, and 2) to develop your business language and expression skills as you prepare to enter the world of strategic CSR management (deciding on ethical dilemmas based on your best strategic understandings). By continually reading from every student's reaction papers and their feelings about their favorite topics and key themes, we will compile many definitions and give examples of numerous key terms in business ethics. You will then be tested – VIA reflective papers (1 journal and one final – cumulative examination), on the ones your student peers presented, which you found of most interest. **Note taking from all discussions is therefore – critical!**

On that note, please be advised there will be five homework assignments – or assigned Reaction Papers, scheduled for the duration of the Summer/Winter Term. A set of students (I will decide this) will be assigned **only 1** (UNO, EINS, UN…) of these five for submission, and will include a written essay, and a brief class discussion. Given the average length of these Reaction Papers has been reported at 7-9 pages, it is best for each student to be assigned ONE, instead of twelve during the term. Every homework assignment MUST BE electronically submitted via Bb, in the designated drop box for that particular assignment. Students assigned a reaction paper will be asked to provide an abstract (or short overview/introduction) of their work on the discussion board. The students will also upload their Reaction Papers for everyone to read (There will be an area for all of us to see this work submitted). Together as a group, we will then comment on the themes of interest and share our own feedback as to what it is we are reading from the textbook chapters and what we think is of interest. A nice conversation will develop. **NO EXCEPTIONS** will be made. The assignments require everyone to read the chapters, as well as playing close attention to what it is that is being discussed on Black board, on these topics.

Merely regurgitating facts discussed in the session (s) is not satisfactory; you are therefore encouraged to give careful consideration to the questions raised in these assignments. A good analysis demonstrates the student's ability to apply principles and concepts learned to the questions presented. Please note that spelling, punctuation and grammar count. Deductions will be made for each occurrence. Furthermore, text editing symbols while commonly used for communication via e-mail and cell-phones are not acceptable for the purpose of responding to any homework or reflective essays. Best advice is to conduct a spell check (ABC), on your word documents before submission.

Every homework assignment / Reaction Paper must be created in a Word Document and is to include the following information:

1. The first and last name is to appear in the upper right hand side of the first page
2. Type the course name and section on the second line
3. The reaction paper number and due date
4. Reaction papers must meet a minimum of 5-7, double-spaced (Times New Roman 12) pages. **Every homework is to be submitted electronically using the designated Assignment Box.**
5. Occasionally, you may come across a question you are having difficulty with answering. You may then choose a more manageable question from the set of questions.

The following comprise the five Reaction Papers assigned for this semester. Remember, each of you will be assigned ONE of the following.

RP1. For those students assigned **Reaction Paper 1**. In addition to providing discussion on three 'themes' that have caught your attention in these chapters (they come from your instructor), please complete the following as required (I will normally signal what would make an interesting 'theme' during the lectures that would warrant further discussion).

Chapter 5. Ethics & Ethical Reasoning
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 111 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 111 and share the main functions of these organizations (1 full paragraph each).
- Read the discussion case, p.111 -112 and answer 2 of the five questions on p. 112.

Chapter 6. Organizational Ethics
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 130 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 130 and share the main functions of these organizations.
- Read the discussion case, p.131-32 and answer 2 of the five questions on p. 132.

RP2. For those students assigned **Reaction Paper 2.** In addition to providing discussion on three 'themes' that have caught your attention in these chapters, please complete the following as required.

Chapter 15. Employees and the Corporation
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 344 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 344 and share the main functions of these organizations.
- Read the discussion case, p.344-46 and answer 2 of the five questions on p. 346.

Chapter 16. Managing a Diverse Workforce
- **Brief discussion on three themes – from daily forums (3 of them)**

- Choose five key terms from p. 368 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 368 and share the main functions of these organizations.
- Read the discussion case, p.368-70 and answer 2 of the five questions on p. 346.

RP3. For those students assigned **Reaction Paper 3.** In addition to providing discussion on three 'themes' that have caught your attention in these chapters, please complete the following as required.

Chapter 1. The Corporation and Its Stakeholders
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 22 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 22 and share the main functions of these organizations.
- Read the discussion case, p.22-23 and answer 2 of the five questions on p. 23.

Chapter 3. Corporate Social Responsibility and Citizenship
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 66 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 67 and share the main functions of these organizations.
- Read the discussion case, p.67-68 and answer 2 of the five questions on p. 69.

RP4. For those students assigned **Reaction Paper 4.** In addition to providing discussion on three 'themes' that have caught your attention in these chapters, please complete the following as required.

Chapter 9. Sustainable Development and Global Business
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 202 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 202 and share the main functions of these organizations.
- Read the discussion case, p.203-204 and answer 2 of the five questions on p. 204.

Chapter 10. Managing For Sustainability
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 227 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)

- Visit 3 of the listed Internet Resources on p. 227 and share the main functions of these organizations.
- Read the discussion case, p.228-29 and answer 2 of the five questions on p. 229.

RP5. For those students assigned **Reaction Paper 5.** In addition to providing discussion on three 'themes' that have caught your attention in these chapters, please complete the following as required.

Chapter 7. Business-Government Relations
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 154 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 154 and share the main functions of these organizations.
- Read the discussion case, p.154-56 and answer 2 of the five questions on p. 156.

Chapter 18. The Community and the Corporation
- **Brief discussion on three themes – from daily forums (3 of them)**
- Choose five key terms from p. 414 and define them as per a. the text book, and b. an additional source (i.e. a dictionary, or online source), and based on these c. provide your personal feedback on the definitions (how do you define these for yourself?)
- Visit 3 of the listed Internet Resources on p. 414 and share the main functions of these organizations.
- Read the discussion case, p.414-16 and answer 2 of the five questions on p. 416.

Examples of best work submitted on these assignments will be provided on Bb. A workshop on these will also be provided Via Collaborate Videos. No worries.

EXAMINATIONS

There are two exams for this course. These comprise;

- Reflective Journal 1 counts as Writing Test 1.
- Final Exam on all chapters or Test 2

Full discussions on what 'should' possibly be included in these essays will be shared during lectures. Professor Arevalo will normally give you a 'heads up' on note taking when something critical needs remembering. Note taking is encouraged during every on-line session. He will also share a potential abstract for each reflective essay – or quiz (to guide you as to what to include). You will have until mid-day to submit your Reflective Journals, as well as your 'overviews' of these for class discussion. More details via our Collaborate Videos Videos (collaborate tab on you Bb page).

BUSINESS & SOCIETY CASE STUDY - TEXTBOOK

The purpose of the Case Study is to help your groups identify Business & Society dilemmas from real world - company examples. These are meant as applications to the concepts and topics we learn as we move from chapters to chapters. Each team member is to read the case, make his/her notes, and relate the content of the case as much as possible to what we have covered throughout the course. While some cases offer an end-discussion or set of questions, provided for you are Case Presentation Guidelines (on Bb). These guidelines will help you analyze the case by the number of questions, and approaches you may take.

You will notice that every chapter ends with a 'Case' and as students present their reaction papers on these, we learn about the implications for managers – as they confront ethical issues/challenges. In addition to these, you are being invited to read (more in depth) selected cases on "Business in Society" from a variety of perspectives. These cases vary by industry and sector and have been drawn from your Lawrence and Weber textbook. Your textbook provides 9 Cases in Business Society, starting on page 439 – 535. Students, or learning teams, will be assigned to a specific case, right from the beginning of the course. You are to work together with that team member (s) and follow the guidelines for presenting these.

Dr. Arevalo will chose the case for each team, and will provide a brief overview of them to the teams.

Power Point Presentation Components:

Introduction: Agenda and overview of your project, what question are you answering? Start with the actual end of case questions provided by the authors – work your arguments from there.
**Body:** Please highlight at least seven areas the case relates in regards to CSR/strategy and change of business models perspectives (think and apply reasoning from other short cases we may have discussed in the chapters..remember – application). I choose the best five CSR parts for grading purposes.
Conclusion: Has your team answered the question/dilemma the company faced? What are the implications for managers, and what is the outlook for this company in the near future?

10-15 Slides Presentation is required / You have to provide a narrative to each slide, in the slide notes section of the ppt.

Sample presentations will be provided on Bb, and a complete workshop is provided in your Collaborate Video. You will receive the 'mechanics' as to the details of these assignments.

Figure 1: Course Overview (Option 1, as presented: Micro to Macro; Option 2: Macro to Micro)
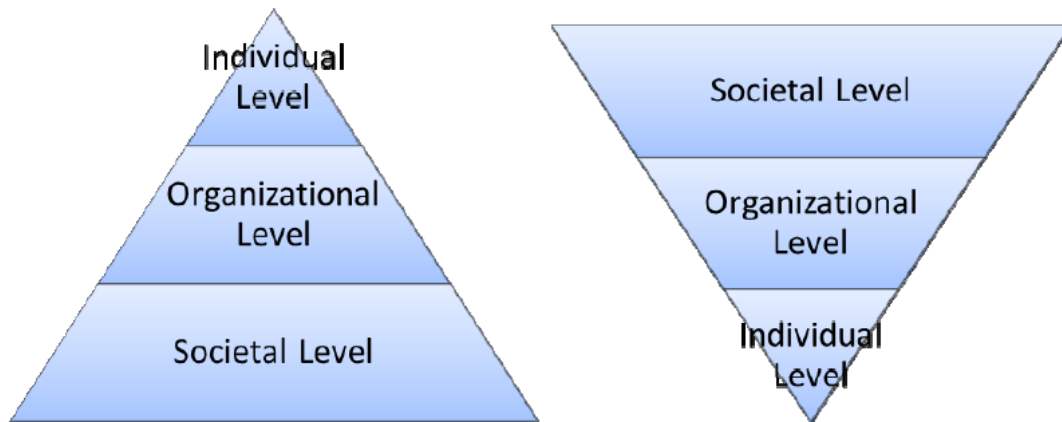
The Values, Ethics and Sustainability course positions your role as a future business leader - one that connects with sustainability at multiple levels: self, others, the organization and society.

In the **first module** (First week lectures), the focus is on leadership of self. Leadership is about "making a difference" and hence it is important to consider deeply the nature and type of difference that you intend to make in this world. In particular, this module aims to increase awareness of your values, ethics, beliefs, attitudes, etc. and how these might relate to issues of sustainability. It will prepare you to embark on a journey of self‐discovery, assessment and reflection that will serve as a foundation that connects you to leadership of others, the organization and society as a whole. It will also introduce an emphasis upon action, providing opportunities to practice your voice, scripting and implementation planning in the service of sustainability. We will combine this module with textbook lectures on Ethics and Ethical Reasoning and Organizational Ethics (Chapters 5 and 6); as well as Employees and The Corporation (Chapter 15), and Managing a Diverse Workforce (Chapter 16).   (Cool stuff huh ☺ ☺ !!)

In the **second module** (Week 2 Lectures), the focus is on organizational values and sustainability. We will cover topics such as Foundations of Corporate Sustainability (CS), Values in Cs, Corporate Culture and CS. We will complement these lectures with text materials and chapters on: The Corporation and its Stakeholders (Chapter 1), and Corporate Social Responsibility and Citizenship (Chapter 3). In addition, we will cover Ecology and Sustainable Development in Global Business (Chapter 9), as well as Managing Environmental Issues (Chapter 10).

In the **third module** (Week 3 & 4 Lectures), we analyze the definitions and development of Corporate Sustainability and its relationship with environmental management, the Triple Bottom Line and

Corporate Social Responsibility (CSR). In addition to the cases selected for this module, we will review topics such as Business Government Relations (Chapter 7), and The Community and the Corporation (Chapter 18).

1.   Create an awareness of the character related challenges encountered in leadership and in particular for decision making in morally complex situations such as corporate sustainability.
2.   Deepen your understanding of the role of values and ethics and how they shape your decisions.
3.   Diagnose and develop your personal values, ethics and character strengths.
4.   Create a personal vision statement for leading sustainably across the levels of self, others, the organization and society.
5.   Consider and practice strategies, arguments and implementation planning for acting upon your values in the service of sustainability.

Module 1: Understanding Your Values
The Questions that we will be asking:

a.   What are values? How are these different from beliefs, attitudes, personality traits, virtues, character strengths?
b.   Self ‑ diagnosis tools (e.g. VIAME character strengths, Schwartz's Value Survey, PET tool)
c.   Your underlying philosophy – who are you? What do you stand for? What kind of a leader do you want to be?
d.   How can you link your values with your voice and action?

Module 2: Understanding Organizational Values
The topics we will be discussing:

a.   Corporate Sustainability and Values
b.   Culture and Corporate Sustainability

Module 3: Understanding Sustainability
Additional concepts we will be covering:

a.   What is sustainability?
b.   Evaluating the Triple Bottom Line
c.   Business strategy and the environment
d.   Trends in sustainable business practices

As with any syllabus and working document – this version is subject to change and you will be notified of any updates and/or revisions.