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## MANAGEMENT, ETHICS AND THEORY in Fall 2019 (BA5012)

<b>Course Code</b>	BA5012	<b>Professor(s)</b>	Robert Earhart
<b>Prerequisites</b>	None	<b>Office Number</b>	G-3A02
<b>Class Schedule</b>	M: 16:55-19:50 in Q-704	<b>Office Hours</b>	Tuesday 15.00-16.00 Wednesday 10.00-11.00 or by appointment
<b>Credits</b>	4	<b>Email</b>	rearhart@aup.edu
<b>Semester</b>	Fall 2019	<b>Office Tel. Ext.</b>	Please use email

### Course Description

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The course explores the issues of management, meaning and ethics that arise from as organizations operate in a globalized and inter-connected economy. By applying the tools of theory, ethical analysis, and personal reflection to a variety of real-life case studies, we cover several cross-cutting thematic areas, including ethics and the individual, theories of ethics, mission-based organizations, sustainability, managerialism, as well as consumer issues, marketing, and public relations. We examine these topics using both conventional and critical approaches.

This course offers students insights into theoretical and pragmatic approaches as a starting point for further exploration into conventional and critical management studies covered in the degree program. We will work with concepts grounded in Object Oriented Ontology (O.O.O.), Complexity Theory and Speculative Realism to gain insights into how theory can be applied to business problems and ethical problems. We will also consider how theory can help us understand, explain and mitigate management and organizational difficulties while appreciating the limitations of theoretical approaches.

Within this framework, topical areas are explored within the context of business sustainability, mission-based management (NGOs) and corporate social responsibility. These various perspectives will include such topics as climate change, environmental protection, human rights, political involvement by business, corruption, sweatshop labour, the export of hazardous products, deceptive marketing practices, bribery, whistleblowing, social justice and discrimination, corporate governance, human trafficking, cross-cultural differences, greenwashing and consumerism.

The format of the course will be a series of interactive seminars. Student preparation prior to each course meeting is expected, and participation during class is required. Most of the material is international and cross-cultural in nature and you, as a student, are encouraged to share your own cultural perspectives and experiences as part of the course.

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At the outset, students should be aware that this course takes an extremely critical approach to sustainability and corporate social responsibility. As ethicists, we will be questioning these frameworks. Good intentions and platitudes are nice in principle, but we will be exploring whether or not these normative practices live up to the rhetoric and literature offered in the broader ethical and societal discourse. We will examine alternative approaches and frameworks and evaluate their effectiveness and ethical substance. The goal is to help students navigate management and policy rhetoric and understand the consequences and complexity of the resulting practices.

By the end of the course, students should have developed an organised, personally reflective approach to management and personal decision-making that can offer guidance when confronting difficult personal and professional ethical dilemmas in the future, as well as develop a clear set of frameworks for further academic work in the master's programs at AUP.

## **Course Learning Outcomes**

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Understand and apply various philosophical, conceptual, and pragmatic approaches to ethical decision making in a variety of business and organizational contexts

Understand the main psychological, social, and personal components and explanations of unethical behaviour.

Understand the concept and diverse applications of Corporate Social Responsibility, Sustainability, and Corporate Philanthropy and take a critical approach to claims made under these titles and the resulting practices

Understand the general ethical issues faced by businesses, government and NGO's in various industries and fields of professional practice on a general level, and with regards to cross-cultural and sustainable businesses in particular.

Demonstrate the relationship between law and economic activity by developing an awareness of legal principles involved in economic relationships and business transactions.

Understand the generally accepted principle that law is an expression of the public will.

Effectively evaluate and navigate ethical and legal dilemmas in a thoughtful, critical and systematic way.

Be able to facilitate meaningful discussions on business ethics, CSR, sustainability and other related topics.

## **General Education**

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This course is not eligible for general education credit.

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## Course Outline

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Session	Date	Themes
1	2-Sep-19	Introduction to Business Ethics: Foundations of Ethics Against Business Ethics <b>Case: A Costly Train Journey A &amp; B (in class)</b>
2	9-Sep-19	Introduction to Object-Oriented Ontology Introduction to Ethics: Theories of Ethics Consequences, Intentions, Virtues Aesthetics and Theory Set Groups MT <b>Case: Apple and Its Suppliers (in class)</b>
3	16-Sep-19	<b>Case: Dieselgate - Volkswagen Group</b> Ethics of Management (Part I) Society & Politics Hyperobjects Intro & Part I(a) / What are Hyperobjects? - Viscosity Case: Financial Reporting Case: Ethics and the Financial Crisis
4	23-Sep-19	<b>Case: Biovail</b> <b>Case: Goldman Sachs, Ethics and the Financial Crisis</b> Indirect Relations Hyperobjects Part I(b) / Nonlocality-Temporal Undulation Ethics of Management (Part II) Essay: Objects, Hyperobjects and Management (Due 13 October)
5	30-Sep-19	<b>Case: Vodafone in Egypt: National Crises</b> Hyperobjects Part I(c) / Phasing-Interobjectivity O.O.O. Rivals / Varying Approaches / Summary The Meaning of Ethics
6	7-Oct-19	Organizational Ethics (Part I & II) The Meaning of Ethics Hyperobjects Part II(b) / The End of the World-Hypocrisies Reset Groups FC <b>MIDTERM EXAM OPENS</b>
<>	<b>13-Oct-19</b>	<b>MIDTERM EXAM (completed on Blackboard by 13 Oct 23.00)</b>
7	14-Oct-19	Hyperobjects Part II(c) / Hypocrisies-The Age of Assymetry Denying Ethics: Bureaucracy Family Businesses <b>Case: Kitchen Best Corruption &amp; Cross-Boarder Trading</b>
<>	<b>16-Oct-19</b>	<b>Midterm Essay Due at 20.00</b>
8	21-Oct-19	Denying Ethics: Global Capital <b>Case: International Lobbying and the Dow Chemical Company</b> <b>Case: IKEA in India</b> Child Labor and Responsible Consumers

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Cross-Cultural Ethics and the Child Labor Problem

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9	28-Oct-19	<b>NO COURSE MEETING (Course Dinner Offset)</b>
10	4-Nov-19	<b>Case: Sanlu's Melamine-Tainted Milk Crisis in China</b> The Contaminated Milk Affair Institutional Forces CSR Behavior of the Chinese Food Industry <b>Case: Suicides at France Telecom</b> A Capitalism that Kills: Workplace Suicides at France Télécom A case study of the Foxconn suicides: An international perspective Case: Mental Health Services for Survivors of Sexual Violence Congo Final Cases - Set Final Case Groups - Overview and Bidding
11	11-Nov-19	<b>Case: Mental Health Services for Survivors of Sexual Violence Congo</b> Beyond the hype? The response to sexual violence in the Congo Undoing Research on Sexual Violence in Eastern DRC Sexual violence and biased military interventions in civil conflict Business Ethics Today Case: The Fukushima Nuclear Disaster
12	18-Nov-19	<b>Case: The Fukushima Nuclear Disaster</b> Issues of disaster justice affecting the Fukushima nuclear catastrophe Fukushima: The myth of safety, the reality of geoscience Management & Film: Organizational Culture (Part I) Case: Enron-Innovation Corrupted
13	25-Nov-19	<b>Case: BP and the Gulf of Mexico Oil Spill</b> Management & Film: Organizational Culture (Part II) Ethics of Sustainability in Practice Final Cases & Final Essays - Review
14	2-Dec-19	Ethics of Sustainability in Practice Conclusion: For Business Ethics Final Cases & Final Essays - Review Course Conclusion
15	12-Dec-19	<b>FINAL EXAM &amp; FINAL PRESENTATIONS (15.30-18.00)</b>
x	18-Dec-19	<b>FINAL ESSAYS DUE (by Noon)</b>

This schedule is provisional and subject to change. A final schedule will be distributed in the first week of the course. Changes will be announced in class.

## Textbooks

Title	Author	Publisher	ISBN	Required
Object-Oriented Ontology: A New Theory of Everything	Graham Harman	Penguin UK	9780241269152	Yes

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For Business Ethics	Campbell Jones, Martin Parker, Rene ten Bos	Routledge, 2005	9780415311359	Yes
Hyperobjects: Philosophy and Ecology after the End of the World	Morton, Timothy	University of Minnesota Press,	9780816689231	Yes

## Attendance Policy

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### COURSE ATTENDANCE:

Students are expected to attend all course sessions. Courses will start and end on time and students are expected to be prepared when class commences. Only in the case of emergency situations, I may authorize a student to miss a course session. To receive approval for an excused emergency absence, the student should take the following steps:

- Contact me immediately by e-mail to notify your absence.
- Inform your group if you are responsible for a presentation that day in class and be sure that another group member can cover your role. If you have critical materials, be sure your group has received those materials from you.
- Ask a friend or a member of your group to collect any handouts during the missed session and to brief you on the activities and discussion that took place during your absence, as well as the assignments required for the following session.
- Bring a doctor's note or some other form of documentation to justify an excused absence.
- Multiple absences may be referred to the Student Affairs office for approval. Significant absences, even if excused, will have a negative impact on your mastery of the course material and, as a consequence, on your final grade. Hence, it is in your best interests to never miss course meetings unless it is a true emergency.

Attendance will be taken in the first ten minutes of the course. Attendance may be taken verbally or through a sign-in sheet. If a sign-in sheet is used, it is the student's responsibility to sign in. Please avoid disturbing the class by arriving late and leaving early. Please avoid unnecessary departures while the course is in session.

Missing a paper deadline or group presentation will result in a failing grade for that item. Attendance is extremely important in the calculation of final grades in multiple ways: mastery of the material, participation, group assignments and cases, and the attendance grade itself.

As this is a graduate level course, there may be job interviews and other professional

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obligations that may interfere with your schedule. Please discuss this with me in advance and we can figure out an acceptable solution. Please be sure to organize your professional obligations appropriately to account for our regular course meeting time. I am unable to accommodate more than an occasional professional time conflict.

**Please be sure to review the university policies regarding attendance and academic integrity.**

### **UNIVERSITY POLICIES:**

Students studying at The American University of Paris are expected to attend ALL scheduled classes, and in case of absence, should contact their professors to explain the situation. It is the student's responsibility to be aware of any specific attendance policy that a faculty member might have set in the course syllabus. The French Department, for example, has its own attendance policy, and students are responsible for compliance. Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Attendance at all exams is mandatory.

**IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR, AND FOR ARRANGING TO MAKE UP MISSED WORK, RESTS SOLELY WITH THE STUDENT.**

Whether an absence is excused or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive absences, it is up to the professor or the department to decide if the student will receive an "F" for the course. An instructor may recommend that a student withdraw, if absences have made it impossible to continue in the course at a satisfactory level.

Students must be mindful of this policy when making their travel arrangements, and especially during the Drop/Add and Exam Periods.

## **Grading Policy**

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### **GRADING:**

Student Performance will be evaluated based on the following factors:

**Class Participation:** Based on attendance and participation with group presentations, discussions and in-class projects, as well as group peer evaluations.

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**Midterm Assignment:** The midterm assignment will cover readings, lectures and class discussions up to and including the first six course sessions in a short essay format.

**Group Presentations:** After the first course, students will be assigned to groups of three students. The group presentations are based on case studies available through purchase from Harvard Business Publishing. Group presentation grades are allocated equally to each member of the group, however group peer evaluations may result in different final scores for individual group members. If a student is absent without an authorization, that student will not receive a score for their group's presentation. Groups will also be asked to facilitate the discussions based on their presentations.

**Midterm Exam:** The midterm exam will include short essay questions and a short case study. In order to preserve our precious class time for discussion and skill-building, the midterm exam will be a timed assessment, offered on-line through the Blackboard system, to be completed between the fifth and sixth course sessions. The exam will be open-book and open notes, however, it is highly recommended that you prepare prior to taking the exam.

**Final Group Presentation:** Student groups will be asked to complete an ethical analysis and a reflection on a specific case. The exam cases and expectations will be discussed a few weeks following the midterm. Depending on the course dynamics, this may take the form of written assignment that is presented during the final exam period or a group presentation.

**Final Assignment:** Students will be asked to complete a detailed ethical analysis and reflection that broadly addresses what we have covered during the course. The paper topic will be discussed during the final month of the course and there will time in class dedicated to discussing the criteria. I will also offer you an several opportunities to get feedback on your envisioned approach and ideas.

**Grade Allocation:** Final grades will be weighted based on performance within the various factors as follows. These calculations may be adjusted slightly as we progress through the semester:

Class Participation	10%
Presentations (and group evaluations)	15%
Midterm Assignment	20%
Midterm Exam	15%
Final Essay	30%
Final Group Case Assignment	10%

### Grading Scale

Excellent	Good	Satisfactory	Passing	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	86-84 B (3.0)	79-77 C+ (2.4)	73-70 C- (1.7)
90-94 A- (3.7)		83-80 B- (2.7)	76-74 C (2.0)	69-67 D+ (1.3)

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				66-64 D (1.0)
				60-63 D- (0.7)
				Under 60 F (0)

All graduate students must maintain a cumulative grade point average of 3.00 to be in good academic standing at the University. Students with a GPA less than 3.00 will be placed on probation. A student receiving a grade of “C-” or lower will be required to retake the course. Graduate students are allowed only two grades of “C+” or lower during their program.

## Other

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### **CORE THEMES:**

In addition to the theories and concepts of business ethics and corporate social responsibility that we will cover in the course, several crosscutting themes will also be included to provide a solid intellectual context for interdisciplinary understanding and real-world examples. These themes are incorporated into the course as lectures, case studies, articles, films and in-class activities. Additional themes may be proposed by students, as a result, there may be a difference in topics covered each semester the course is offered. Some of the themes for this course will include:

- Climate Change
- Corruption
- Environmental Protection and Degradation
- Consumerism and Consumer Society
- Finance and Financial Reporting
- Multinational Corporate Behavior
- Microfinance
- Surveillance and Individual Rights
- Organizational Ethics
- Child and Sweatshop Labor
- Whistleblowing
- Kickbacks
- Family Businesses
- Role of Change Agents in Organizations
- Corporate Social Responsibility
- Greenwashing

### **COURSE POLICIES:**

1. **Laptops & Mobile Phones:** Laptops should not be used during classes unless specifically necessary for an in-class project. Exceptions may be made for the purposes



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of taking notes. **Mobile phones are to be turned off and put away at all times while class is in session. Please do not send or receive text messages during class, even on silent mode.** Moreover, mobile phones are not allowed in the room during exams under any circumstances. Students found to be using a mobile phone or other electronic device during exams will be asked to leave and will automatically receive a failing grade. No exceptions.

2. **Communication:** We will use Blackboard for this course. Students are expected to check the Blackboard site, as well as their AUP email during the course for updates. All assignments will be posted here as well as course reader materials and other resources. If you must reach me, please contact me via email for an appointment or visit during my office hours.
3. **Assignments:** Students are expected to turn in all course assignments on time. Late submissions will not be accepted unless prior arrangements are made or the process for emergencies is strictly followed. Assignments will be marked down one full grade level for being late for each course session where the assignment still has not been completed, making the highest possible grade a 'B' after missing the first course deadline, a 'C' for the second course session, etc. It is the student's responsibility to make sure assignments that are sent electronically have been received and that the attachments can be opened. Successful assignment submission by email will receive a reply.
4. **Food and Drinks:** Students may drink beverages in class if they are in containers that can be completely sealed. Please do not consume any other food or beverages in the classroom.
5. **Professional Behavior:** Students are expected to behave in a professional manner at all times during the course. Disruptive behavior or simple cases of academic dishonesty on assignments or exams will result in a failing grade for the assignment or exam in question. More severe cases of academic dishonesty, such as plagiarism, cheating or harassment will result in disciplinary actions up to, and including, immediate failure of the course and referral to other disciplinary bodies of the University. You are expected to uphold professional standards at all times while you are in the university program.
6. **Other Policies:** For all other policies and procedures, students are bound by the University's general policies and procedures. Copies of the University policies on absences and academic dishonesty were given to each student at registration. Students are responsible for adhering to these policies.