

Special Topics: Human Resources Management and Ethics
Course Number: 37:533:330:01 Index 15381

Rutgers University
School of Management and Labor Relations
Human Resources Management Department
Spring 2023

Instructor: Professor Ryan Greenbaum (He/Him)
Class Day/Location: Wednesday, 12:10 – 3:10 pm, LSH-B 269 LIV
Office: Suite 104 Janice H. Levin Building
E-mail: ryan.greenbaum@rutgers.edu (best way to contact me)
TA: Murlee Dhar Shyam – profgreenbaumTA@gmail.com
Phone: (848) 445-4528 (office phone)
Office Hours: Wednesdays 10-11:30 or by appointment
Zoom/phone meetings are available upon request.

Required Reading

Harvard Business Publishing Course Packet

*The cases included in this course packet are copyrighted. Therefore, you must purchase this case packet to complete your case assignments and participate in class discussions. The course packet can be purchased at the following website for \$12.75.
<https://hbsp.harvard.edu/import/1014567>

The New York Times Subscription

As a student of SMLR, you receive free access to *The New York Times (NYT)*. You will be required read NYT articles for this course. To register for your account, go to this page: <https://www.libraries.rutgers.edu/indexes/nyt-digital> and follow the instructions.

Once you've successfully subscribed to the *New York Times*, you can search for articles that I specify per the "Fall Schedule" (at the end of the syllabus). If the schedule notes a "*New York Times*" article as "retrieve on own," go to the NYT's homepage. Click the "search" icon. Copy and paste the title of the article from the syllabus into the "search" function. Press "enter." The article should come up. Confirm the article date/author to ensure that you're reading the correct article.

"Retrieve on Own" Articles

At the end of this syllabus under "Fall Schedule," I list your readings for the semester. Some of these readings are available through your purchased "course packet." To save you money, other articles can be "retrieved on your own" through Rutgers Library. Below I outline the easiest way to access these articles through Rutgers Library.

1. Go to "Rutgers University Libraries" home page: <https://www.libraries.rutgers.edu/>.
If you are off campus, you will need to sign in per the upper right-hand corner of the

screen that says, “My Account.” You do not need to sign in if you’re already on campus and connected to Rutgers Wi-Fi.

2. From the home page, click “Databases,” which appears under the “Resources” heading.
3. Under the letter “B,” go to “Business Source Premier.”
4. Click “Connect.” If you forgot to sign in initially (and you are off campus), you’ll be prompted at this step to sign in to receive access to the database.
5. If the article is a *New York Times* article, do not attempt to retrieve it through this database. Rather, these articles can be retrieved through your *New York Times* subscription per the instructions above.
6. For all other “retrieve on own” articles, copy and paste the title of the article (from the syllabus, under “fall schedule”) into the search field. Click “search.” The article should come up. Make sure the author and year of publication match those per the course schedule.

Course Description and Purpose

The objective of this course is to increase the student’s ability to manage the ethical aspects of business. Each student will develop skills necessary to analyze and address ethical issues, to provide ethical leadership within and for the organization, and to conduct business responsibly. The student who successfully completes this course will be able to:

- Identify and address common ethical issues that arise within organizations
- Analyze and suggest resolutions to ethical dilemmas
- Identify key tools to managing ethical conduct
- Identify personal values and apply those to making ethical decisions
- Understand organizational variables that can influence ethical conduct
- Identify and address common ethical issues that arise within organizations

This course fulfills the following learning objectives outlined by the *School of Management and Labor Relations*.

Knowledge of Theory, Practice and Application
<p>IV. Theoretical Perspectives – Demonstrate an understanding of relevant theories and apply them given the background of a particular work situation.</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the practical perspectives, theories and concepts in the management field of study • Evaluate and apply theories from social science disciplines to workplace issues
<p>V. Understanding Context – Evaluate the context of workplace issues, public policies, and management decisions</p> <ul style="list-style-type: none"> • Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work • Analyze a contemporary global issue in the management field from a multi-disciplinary perspective • Analyze issues related to business strategies, organizational structures, and work systems • Analyze issues related to selection, motivation, and development of talent in a global context

Course Outline

Section I:

- Why Does Unethical Behavior Persist?
- Classic Moral Reasoning
- “Bad” People and Common Psychological Failures
- A Deep Dive into Moral Disengagement

Section II: How to Avoid Ethical Lapses

- Rewards, Business Frames, and Bottom-line Mentalities
- Rewards & Punishments
- Moral Foundations
- Rational versus Intuitive Approaches

Section III: Proactive Ethical Considerations

- Power, Leadership, Corporate Culture
- Ethical Leadership and Culture
- Global Considerations
- Corporate Social Responsibility & “Blowing the Whistle”

Course Format

Each class will be 80 minutes. The first half of class will cover current event presentations and discussions. The second half of class will be lectures and other discussions that reinforce course concepts.

Grading

Please keep track of your own grades. My Teaching Assistant and I will not calculate what you need on an assignment/exam to get a certain grade in the course. This is your responsibility. Professors at Rutgers are not allowed to discuss actual grades over email.

There are 800 total points available in this class. Your final score will simply be the total of all of the points that you have accumulated. The grading scale is as follows (*subject to change based on professor discretion*):

Activity	Percentage
Exams	35
Debate Assignment	25
Packback Discussions	15
Current Event Presentation	10
Attendance/Participation	10
Getting to Know You Assignment	5

Percentage	Grade
90-100%	A
87-89.9	B+
80-86.9	B
77-79.9	C+
70-76.9	C
60-69.9	D
≤59.9	F

Exams (100 points/exam, 300 points total, 35% of your final grade)

There will be 3 non-cumulative exams. You are responsible for ALL assigned readings scheduled before the exam, my lecture notes, handouts, and any other course material (e.g., articles, guest lecturers, videos, class activities). Each exam is worth 100 points, for a total of 300 points.

Exam Procedures

1. All exams will be administered in class using a paper and scantron format.
2. All exams are closed book. All of your materials must be stowed away and out of sight.
3. You are expected to complete your exam **UNAIDED**. Failure to do so will result in academic integrity charges being brought against you.
4. Exams will start promptly at the start of class. Exams will last 1 hour and 15 minutes, with all exams ending at the end of this timeframe. Thus, students arriving late for an exam will forfeit time on the exam. Students will not be allowed to take the exam if they arrive *after* another student has completed the exam.
5. After everyone has completed the exam, you are welcome to visit my office hours to review your responses.

See the class agenda for dates and information about what each exam will cover.

Makeup Exams

The dates of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails the class announcing that class is suspended, or other critical circumstances such as a death in the family. A make-up exam will be held at a time when all students who need to make up the exam can be present. An officially cancelled exam will be held at the next scheduled class period.

Discussion Participation - Packback (120 points total, 15% of your final grade)

Please see the course agenda for discussion posting deadlines.

Packback Questions

Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Packback Requirements:

Your participation on Packback will count toward 20% of your overall course grade.

There will be a Wednesday, 11:59 pm ET deadline for submissions. In order to receive full credit, you should submit the following per each deadline period:

- *1 Open-ended question* every week with a **minimum Curiosity Score of 65**, worth 40% of each assignment grade
- *2 Responses every week* with a **minimum Curiosity Score of 55**, worth 60% of each assignment grade

How to Register on Packback:

Note: Only access Packback through Canvas in order to ensure your grades sync properly (this applies for registration and the remainder of the term)

1. Click the Packback assignment link within Canvas to access the community
2. Follow the instructions on your screen to finish your registration.
3. In order for your grade to be visible in Canvas, make sure to click each Packback assignment link within our Canvas course as you post your Packback submissions.

Packback may require a paid subscription. Refer to www.packback.co/product/pricing for more information.

How to Get Help from the Packback Team:

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at help.packback.co. If you need more help, contact their customer support team directly at help@packback.co.

For a brief introduction to Packback Questions and why we are using it in class, watch this video: <https://www.youtube.com/watch?v=OV7QmigrD68>

Debate Assignment (160 points total, 25% of your final grade)

Please see the course agenda for homework deadlines.

You will choose a “hot button” moral issue to examine through the lens of an independent debate. With respect to the “debate,” you will interview people and research points-of-views regarding each side of the hot-button moral issue. As the semester progresses, I will post guidelines and expectations for this assignment.

Current Event Presentation (100 points total, 10% of your final grade)

The topic can be any business/management story relating to ANY industry you are interested in with some form of ethical impact. You should create 3-4 slides and be able to talk for four to five minutes about the story and be prepared to answer questions from the class about the story.

- Give the background/context of the story, discuss the stakeholders impacted by the story, explain how you perceive the situation from a management perspective and give your thoughts on what “should” be done by the organization or influential stakeholders.

This should be current (within the last year) and have a verified news source to cite.

Participation and attendance (100 points, 10% of your final grade)

Regularly attending class is important for you to do well in this class. Because of this, I will take attendance during each lecture. This will be done through class participation, utilizing the Top Hat website and app, attendance checks, and discussion participation. **Every question you answer and every activity you participate in will go toward this portion of the class**, so the more you come to class, the better off you will be.

In order for me to keep track of who responds to the polls (and for you to get credit for attending class), you will need to **register with the Top Hat website at least 24 hours prior to attending our first class session. This means you must be registered by Wednesday, January 18th.**

Keep in mind that in order to participate, you will need to bring a cell phone, laptop, iPad or other tablet with you to class. You are not penalized if you do not have access to any of these devices, but please email me at ryan.greenbaum@rutgers.edu so we can figure something else out.

“Getting to Know You” (20 points, 5% of grade)

Via CANVAS, I will post a “Getting to Know You” template. I have completed this assignment myself (also available via CANVAS), which you can use to get to know me and to use as a guide for your own completion of this assignment. Please submit your completed assignment to the appropriate “Assignment” drop box via CANVAS.

Extra Credit

There may be other opportunities throughout the semester. If so, I will make sure you are aware of them. ***Don’t count on extra credit to save your grade.***

Supplemental Material

On occasion, I will post “supplemental material” in Canvas and/or Top Hat. This will typically be in the form of additional articles about the topic we are covering. Like other readings, these will be required and we will have questions or discussions regarding these materials.

Chain of Inquiry

If you have any *course-related* questions during the semester (e.g., general questions about assignments, grading policies, exams, due dates): **First**, check the syllabus. **Second**, you can post your question on the discussion board in Canvas. If after 24 hours your question has not been addressed, then, **third**, send an email to the course TA at ProfGreenbaumTA@gmail.com. Be sure to include the topic of your question in the subject line of the email.

NOTE: You, as a member of the class, are welcome to answer your fellow students’ questions when posted on the Discussion board in class . In fact, you are encouraged to do so! You can all benefit from each other’s knowledge and support. I will check others’ responses for accuracy.

University Guidelines and Resources

Academic Honesty

The University’s policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student’s answers on examinations; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation. In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

Counseling

CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high-quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://rhscaps.rutgers.edu/services/counseling>

Additional Services

This link provides students with access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies): <https://smlr.rutgers.edu/academic-programs/current-students>