

School of Management

**MGMT 321 ORGANISATIONS AND ETHICS**

Trimester One 2012

**COURSE OUTLINE**

---

**COURSE COORDINATOR**

**Deborah Jones**

Room: RH930, Rutherford House

Phone: 463-5731

Email: [deborah.jones@vuw.ac.nz](mailto:deborah.jones@vuw.ac.nz)

Office hours: 2-5 pm Wednesdays in term time

**ADMINISTRATOR**

**Luisa Acheson**

Room: RH 1022, Rutherford House

Phone: 463-5381

Email: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

**TUTORIAL COORDINATOR**

**Garry Tansley**

Room: RH 915, Rutherford House

Phone: 463-6968

Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

**Trimester Dates**

Teaching Period: Monday 5 March – Friday 8 June

Study Period: Monday 11 June – Thursday 14 June

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012.
2. The standard last date for withdrawal from this course is Friday 18 May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

**Class Times and Room Numbers**

Lectures: Wednesday : 10.30am – 12.20pm (RH LT 3)

Lectures commence Wednesday, 7 March 2011.

Tutorials: Tutorials will be held Weeks 2,3,4, then 7,8,9 and 10. To pass the course you must go to **6** of the **7** scheduled tutorial sessions. Once times are finalised you must go to your **assigned tutorial time**. Students requesting a change will have to provide documentary evidence of reasons for the change. Please contact the tutorial coordinator with all queries about tutorials.

## Tutorial Signup Instructions

Tutorial signup is done through the online programme; 'S-Cube'. You will be notified by email when to sign-up to a tutorial using this system. Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system. If you have been unable to sign up by the end of the second week please contact the Tutorial Coordinator - Garry Tansley.

## COURSE CONTENT

Ethical issues occur simultaneously at the individual, organisational and wider social levels. In this course we will explore a series of ethical questions and analyse them at each level.

We take an Organisational Behaviour perspective, so there will be a strong emphasis on people and the ways that they operate within organisational and wider social contexts, both local and global. The course aims to develop the 'ethical imagination', that is, to open up new ways of thinking about issues in ethical terms, and to create a range of options for addressing them. The course also aims to help students to develop an 'ethical voice', that is, ways to articulate and speak out about ethical issues. We will also draw on critical theory to critique ethical claims made in, and on behalf of, organisations. This kind of critique will look at conflicts between various ethical claims, the kinds of evidence used to evaluate them, and the relationships between ethics and power relations.

## Course Learning Objectives

Students who pass this course should be able to:

- 1 Identify and analyse reciprocal relationships between organisational behaviour and wider social issues
- 2 Identify, debate and apply ethical concepts in organisational behaviour
- 3 Identify, describe and defend their own ethical frameworks
- 4 Demonstrate understandings of critical theories in organisational behaviour
- 5 Engage creatively with social and ethical aspects of organisational behaviour and generate a range of options for addressing them.

## Course Delivery

Weekly lecture sessions will include a combination of presentations by the lecturer and some invited speakers, and group and class discussions and presentations. Discussion in lecture sessions, as well as tutorials, is crucial to developing an 'ethical voice'. Tutorials will be focussed around assignments, taking students through a series of steps to plan and complete the final assignment.

*Talking about ethics:* The aim of this course is to create an environment in lectures and tutorials where people can talk openly about ethical issues, feeling free to explore a range of ideas in dialogue with others, and to change their minds.

## ASSESSMENT REQUIREMENTS

All assessment is internal, and there will be no final examination.

Assignment	Title	Weight	Date
1	Short essay: articulating an ethical voice 1000 words excluding final references	20%	Thursday, 5 April Hard Copy to Box # 28 RH, Mezzanine Level before 3 pm
2	Essay: ethical case study 2500 words excluding final references	40%	Friday, 1 June Hard Copy to Box # 28 RH, Mezzanine Level before 3 pm
3	Final test 10.30am – 12.20pm (RH LT 3)	40%	6 June, in class time
	<b>TOTAL</b>	<b>100%</b>	

## ***COURSE SCHEDULE***

<b>WEEK</b>	<b>DATES</b>	<b>TOPICS</b>
1	7 March	Moral panic in the business school: what do management students need to know about ethics?
2	14 March	Ethics, property and sharing: is it wrong to download?  <i>TUTORIAL 1</i>
3	21 March	Professional and organisational ethics: can ethics be codified?  <i>TUTORIAL 2</i>
4	28 March	Sea slaves: what are the ethical responsibilities of New Zealand companies for their overseas workers?  <i>TUTORIAL 3</i>
5	4 April	Labour in the moral economy: what is fair pay?
<b>MID-TRIMESTER BREAK</b>		
6	25 April	ANZAC DAY NO LECTURE THIS WEEK
7	2 May	Globalising ethics: does one ethical size fit all?  <i>TUTORIAL 4</i>
8	9 May	The ethics of relationship and the Treaty of Waitangi: what are the ethics of partnership?  <i>TUTORIAL 5</i>
9	16 May	Environmental ethics: what are the ethics of the New Zealand dairy industry?  <i>TUTORIAL 6</i>
10	23 May	Leadership and ethics: who is responsible for ethics in organisations?  <i>TUTORIAL 7</i>
11	30 May	The ethics of business and social responsibility in New Zealand: more than green-washing?
12	6 June	FINAL TEST IN CLASS

**Assignment 1: Short essay: articulating an ethical voice**

20% of final grade

Due: Thursday, 5 April, Hard Copy to Box # 28 RH, Mezzanine Level before 3 pm

Word Count for report - 1000 words, excluding final references.

**Objective:** To develop an ethical voice by identifying and articulating your own ethical frameworks, and critically reflecting on these in a wider social context.

**Task:** To write a short essay in which you will:

1. Articulate your personal and professional purposes in ethical terms
2. Analyse the connection between your own ethics and the social contexts in which you have developed them
3. Discuss at least one issue relevant to organisations and ethics that is important to you, analysing what you see as the central ethical issues involved.

You should also locate and discuss AT LEAST ONE ETHICS READING that helps you develop your ethical thinking for this essay. This should be an academic reading (journal or book chapter). Questions to guide you in covering the key points will be provided and discussed in Tutorials 1-3. You will also have an opportunity to discuss your chosen reading in Tutorial 2.

**Assessment Criteria:** the short essay should demonstrate:

- a) an ability to articulate your own ethical frameworks
- b) an ability to analyse relationships between individual ethics and wider social context
- c) an ability to make connections between your own ethical frameworks, and ethical principles presented in relevant academic reading
- d) an ability to communicate clearly in writing: correctness, clarity, and organisation and appropriate referencing.

**Assignment 2: Essay: ethical case study**

40% of final grade

Due: Friday, 1 June Hard Copy to Box # 28 RH, Mezzanine Level before 3 pm

Word Count for Report - 2500 words, excluding final references.

**Objective:** To develop your critical and creative thinking about organisations and ethics by researching and writing an ethical case study.

**Task:** To write an essay in which you will:

1. Identify a specific ethical challenge relevant to organisations, and identify and analyse a case study example (from New Zealand and/or global)
2. Research the case study using secondary data (i.e., media; academic readings)
3. Critically analyse the issues in terms of ethical frameworks in social context, drawing on relevant academic materials which you have selected.
4. Generate several options for addressing this challenge, and argue for your preferred option.

Questions to guide you in covering the key points, and choosing a suitable topic and case study, will be provided and discussed in Tutorials 4-7. You will also have the opportunity to discuss the ethical frameworks you will use for your analysis.

The case study chosen could illustrate ethical issues in a 'positive' or 'negative' way, or a combination of the two. You may choose your own topic, or draw on one covered in class. However, your case study must not be one covered in class.

**Assessment Criteria:** the essay should demonstrate:

- a) The abilities to research, describe and critically analyse an ethical issue in organisational and social context
- b) An ability to engage creatively with ethical issues in order to generate and evaluate options
- c) An ability to make a persuasive ethical argument
- d) An ability to communicate clearly in writing: correctness, clarity, and organisation and appropriate referencing.

### **Assignment 3: Test**

40% of final grade

Held: 6 June 10.30am – 12.20pm (RH LT 3)

**Objective:** To integrate perspectives, frameworks and topics covered in lectures.

### **Task**

1. You will answer 3 compulsory questions

This test will evaluate your understanding of materials covered in lectures, including the key required readings as well as the topics covered. You will need to discuss ethical principles and their social implications, and to give short examples based on lecture material.

**Assessment Criteria:** the test should demonstrate:

- a) Well-developed understandings of ethical issues in organisational and social context
- b) An ability to make a persuasive ethical argument.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site

<http://library.victoria.ac.nz/library/resources/guides/referencingstyles.html#guidesection.1169>

### **Readings**

There is no required textbook. There will be one key required reading for each week. Details of the required reading and related background reading will be made available on Blackboard. Some readings will be available on E-Reserve through the library website – see below. The library also has a wide range of material on ethics for use in the second assignment.

### **To find material on E-Reserve:.**

Go to the Library Website, then go to [Course Reserves](#) and search by course.

### **Online resources**

#### ***Encyclopedia of Business Ethics and Society***

This searchable encyclopaedia is available via the VUW university library website.

Kolb, R. (2008). [Encyclopedia of business ethics and society](#). [electronic resource]. Thousand Oaks: Sage.

#### ***Key New Zealand websites on business ethics***

The Sustainable Business Network (New Zealand)

<http://sustainable.org.nz/>

The New Zealand Business Council for Sustainable Development  
[www.nzbcscd.org.nz](http://www.nzbcscd.org.nz)

### ***Blogs on organisations and ethics***

There are many organisational ethics blogs online, many leading in turn to useful sources on organisations and ethics. Check out sources (who, where) carefully to assess their relevance and value. Some useful examples:

*The Business Ethics Blog (Canada)*  
<http://businessethicsblog.com/>

*Integrity talking points (New Zealand)*  
<http://integritytalkingpoints.com/>

*ETHISPHERE (USA-based think-tank)*  
<http://ethisphere.com/>

*50 Best Business Ethics Blogs*  
<http://www.onlinembaguide.net/50-best-business-ethics-blogs>

There are also many general ethics blogs with relevance to organisational ethics issues, e.g.,  
*Practical ethics*  
<http://blog.practicaethics.ox.ac.uk/>

Finding extra material on organisations and ethics:

- To locate materials for your Case study essay, you will find it very helpful to consult the reference librarians at the Commerce Library. They can help you do a targeted search.
- There is a wide range of **books** on organisations and ethics in the university library, and these are **scattered** around many parts of the collection – most can be tracked by searching for ‘ethics’ or ‘business ethics’ as key words. Books can be requested and sent down from Kelburn via the Intersite service, and some are held at Pipitea Commerce Library.
- You can also use the university catalogue and electronic databases to find **journal articles** or current material from **New Zealand print media**.

### **Expected Workload**

A total of 150 hours of work is expected from students in this course. That consists of 31 hours of lectures and tutorials, eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 23 hours revising during mid-trimester break and study week.

### **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 6 out of the 7 tutorial sessions;
- b. Sit the final test;
- c. Submit all assignments within the allowable timeframe (see Penalties section above); and
- d. To obtain at least 40 per cent of the test marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student’s overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

### **Communication of Additional Information**

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials. Any urgent or very important new information about the course will also be sent by email to student email addresses.

### **Email Contact**

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g. MGMT308\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

### **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

### **Handing in assignments**

Assignments should be dropped in the relevant MGMT 321 Box # 28 on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the **due time and date**. All completed assignments must have a cover sheet. The cover sheet is in at the end of the course outline. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Assignments received after the due time will be deemed to be late, and must be handed to the Administrator for this course in RH 1022 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

### **Penalties**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from

mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.

- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Tutorial Coordinator**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Tutorial Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

### **Policy on Remarking**

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. The course coordinator will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

RH 1022, Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it. Allow up to 5 days for remarks to be completed.



**For the following important information follow the links provided:**

**Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

**General University Policies and Statutes**

Find key dates, explanations of grades and other useful information at

[www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

[www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

**Te Putahi Atawhai**

**Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>

**Victoria Management School**

**MGMT 321 Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Tutor's Name: \_\_\_\_\_ Tutorial Number: \_\_\_\_

Tutorial Day: \_\_\_\_\_ Tutorial Time: \_\_\_\_\_

Word Count: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

**Extension of the due date (*if applicable*)**

**Please attach a copy of the note authorising your extension.**

Date extension applied for: \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_