DESCRIPTION

This is a business ethics course for experienced managers that uses readings and case studies to reflect on the ethical aspects of managerial decision making and the management of ethics in organizations. The objectives of this course consist of a set of attitudes, knowledge, and skills that enable managers to make ethical decisions and to implement them effectively in an organizational setting. The course does not seek to impose any particular values or standards but provides instead an opportunity for examining one's own moral convictions and integrating them into management practice.

REQUIREMENTS

The course material consists primarily of readings and case studies, and class sessions are conducted mostly by case discussion. In order for the case study method to work, it is essential that all assigned cases be read carefully and that issues and alternative courses of action be formulated and considered beforehand. In addition to the assigned reading and class participation, the requirements for the course include the one writing assignment of approximately 2,000 words. There are no examinations. The grade in the course is determined as follows: participation two-thirds and the writing assignment one-third.

WRITING ASSIGNMENT

The writing assignment is a description of and a reflection on an ethical dilemma that you have faced in business. This assignment is an opportunity to reconsider a decision that you made with the benefit of the reading and discussion in this course. Because ethical dilemmas may involve sensitive and even confidential information, you may disguise the situation and the individuals involved. It may also be prudent to choose a
dilemma that minimizes the use of sensitive and confidential information. All papers will be treated as confidential and will be returned to you after they are graded. The paper should be approximately 2000 words (about 10 double-spaced pages). The papers should be double-spaced with one-inch margins, and stapled without any kind of binder. The writing assignment is due on the last class session, September 26.

CONTACT INFORMATION

I may be reached by telephone at 312-915-6994. You may also communicate through fax at 312-915-6988 or e-mail using the address jboatri@luc.edu. The mailing address is: School of Business Administration, Loyola University Chicago, 820 N. Michigan Avenue, Chicago, IL 60611. Further information, including this syllabus, is available on my personal homepage: http://homepages.luc.edu/~jboatri.

SCHEDULE

**Session 1**  
August 23 a.m.  Ethics and the Managerial Role

Reading: Business Ethics: A View from the Trenches  
Reading: The Discipline of Building Character  
Case: Kathryn McNeil (A)

**Session 2**  
August 23 p.m.  Organizational Influences on Ethics

Reading: Moral Mazes: Bureaucracy and Managerial Work  
Reading: Ethical Leadership and the Psychology of Decision Making  
Case: James Burke (A & B)

**Session 3**  
September 12  Managing Ethics in Organizations

Reading: Managing for Organizational Integrity  
Reading: How Organizations Socialize Individuals into Evildoing  
Case: Denny’s Restaurants (A)  
Case: Sears Auto Centers  
Case: Salomon Brothers  
Case: Beech-Nut’s Bogus Apple Juice

**Session 4**  
September 13  Corporate Social Responsibility

Reading: Can Socially Responsible Firms Survive in a Competitive Environment?  
Reading: The Next Wave of Corporate Community Involvement: Corporate Social Initiatives  
Reading: The Legitimacy of Direct Corporate Humanitarian Investment
Case: Merck & Co., Inc. (A & B)
Case: The Nun and the CEO
Case: Campbell Soup Company

Session 5  **September 26**  The Purpose of the Corporation

Reading: Whose Interests Should Corporations Serve?
Reading: Ethics and Corporate Governance: Justifying the Role of Shareholder
Reading: Hostile Takeovers

**SOURCES**


