ETHICAL ISSUES IN MANAGEMENT

91-828, Heinz School MPM Program Minicourse

INSTRUCTOR: Peter Madsen, Executive Director and Senior Lecturer, Center for the Advancement of Applied Ethics, room 161F Baker Hall, 268-5703, pm2n+@andrew.cmu.edu

COURSE DESCRIPTION: "Ethical Issues in Management" is a course designed to survey various controversial problems, dilemmas and quandaries encountered by private, public or nonprofit managers in the contemporary organization. The course will share a number of strategies, approaches and models of reasoning about ethical issues, which those in management can employ as problem-solving techniques.

The course will be divided into two interrelated sections. First, issues dealing with "managerial mischief" will be examined. Topics considered in this area include: the causes of illegal, unethical or questionable managerial conduct, controls available to minimize corrupt behavior in organizations, the efficacy of codes of conduct, organizational values and unethical conduct, conflicts of interest and other questionable managerial practices.

The second part of the course will examine the many "moral mazes" in management. Topics here addressed include: managing AIDS in the workplace, whistleblowing, sexual harassment, employee rights, employee screening tests, inside information, confidentiality in the workplace, managing "problem" employees, workplace privacy, employment and post-employment restrictions and the use and abuse of managerial deception. This section of the course, thus, raises questions about how to resolve those ethical issues, which confront managers in their capacity as supervisors and policy makers.

The course will rely heavily upon the case analysis method, group discussion and video presentations. There is only one project for the course. Students will choose a particular ethical issue early in the course and write a case based upon this issue, analyze it and propose alternative solutions. The project will then provide a justification for one of the alternatives, which appeals to ethical concepts, principles and theory. This project will form the basis of the student's grade in the course. The project will be discussed in detail at the first class session.

REQUIRED READING: Assigned readings for the course will be from Ethics: A Pluralistic Approach to Moral Theory by Lawrence M. Hinman, Second Edition, Harcourt Brace, 2003. This text is available in the CMU text bookstore. In addition there will be special handouts of cases, etc. for individual classes.
COURSE POLICIES:

1. Cheating and Plagiarism

In this course it is expected that the actual student work which is submitted to the instructor will be done on an independent basis without student collaboration. However, in-class discussions and discussions outside of the classroom of topics covered in the course are greatly encouraged.

The Heinz School policy on ETHICS & DISCIPLINE will be enforced in this course. You can find this policy in the MPM Handbook, Section 8. Students will be expected to be familiar with this policy which can be found in the Student Handbook and at: [http://www.heinz.cmu.edu/pdf/handbook/mpmhandbook.pdf](http://www.heinz.cmu.edu/pdf/handbook/mpmhandbook.pdf)

If infractions of the policy on cheating and plagiarism are made, the instructor will abide by the guidelines set out in this policy which include sanctions such as the failure of the course or dismissal from the Heinz School.

2. Required Assignment Extensions

Requests for extensions or incompletes will be granted in this course only for medical reasons with evidence of medical need.

3. Students with Disabilities

If you have a qualifying disability, please feel free to request accommodation from the instructor. In addition, Carnegie Mellon recommends you contact Equal Opportunity Services (EOS). Contact Larry Powell, EOS Coordinator, at 412-268-2013.

COURSE SCHEDULE:

SESSION 1: Introduction to Applied Ethics


READ: 1. Hinman, Ch. 1, and Ch. 2, pp. 1 – 75.


SESSION 2: Applied Ethics (con’t)

Normative ethical concepts: justice, fairness, "do no harm," Kantian formal ethics, the parameters of obligation, truth-telling. The function of values and value analysis.
Organizational ethics, codes of conduct, organizational statements of belief and internal organizational controls. Institutionalizing ethics.

READ: Hinman, Ch. 5 and Ch. 6, pp. 162-242.

SESSION 3: Ethics, Rights and Conflicts


READ: 1. Hinman, Ch. 7, pp. 243-290


SESSION 4: Management Ethics and Employees


SESSION 5: Management Ethics and Employees (con’t)


SESSION 6: Managers, Social Responsibilities and Public Policy