

# ***Asbury College***

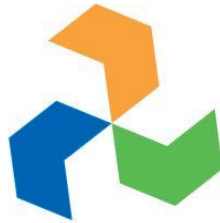
## **Ethical Decisions in the Workplace**

### **Student Guide**

***ACHIEVE***

***Degree Completion Program***





knowledge elements  
educational products

(KEEP)

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## **COURSE DESCRIPTION**

The development, discussion and resolution of ethical issues in organizations and how outcomes are impacted by ethical standards and Christian faith.

## **LEARNING OUTCOMES**

Upon completion of this course, the student will:

1. Distinguish between moral and immoral choices of decisions in the workplace and in the student's personal life.
2. Define the terms *ethical*, *moral* and *values*.
3. Define the concept of a decision tree and the nature of decision making.
4. Describe the relationship between ethical decisions and Christian faith.
5. Summarize the teachings of the Bible on major ethical issues with an understanding of at least five biblical models of ethical decision making.
6. Verbalize the relationship of ethics to the field of philosophy.
7. Convey the relationship between ethics and the five areas of management (planning, organizing, staffing, leading, and controlling/evaluating).
8. Describe in writing how to implement and audit ethical programs.
9. Explain the relationship between for-profit and not-for-profit organizations and ethical decision making.
10. Describe the rewards and penalties of ethical decision making as well as how ethical decisions are made by organizations and their impact upon organizations.
11. Explain the difference between principles and preferences in decision making.
12. Describe how change in organizations impacts ethical decision making.
13. Explain the relationship of ethical decisions to legal issues.
14. Describe the history of organizational ethics.

## TEXTS AND MATERIALS

### Texts:

Ferrell, O. C., John Fraedrich, and Linda Ferrell. *Business Ethics: Ethical Decision Making and Cases*. Seventh Edition. Boston, MA: Houghton Mifflin Company, 2008. ISBN-10: 0-618-74934-9, ISBN-13: 978-0-618-74934-8.

Hill, Alexander. *Just Business: Christian Ethics for the Marketplace*. Downers Grove, IL: InterVarsity Press, 1997. ISBN-10: 0-8308-1886-3, ISBN-13: 978-0-8308-1886-0.

Course Pack (2008). *Ethical Decisions in the Workplace*. Franklin, TN: knowledge elements, inc. Reference Number ET31-01.

### Bibliography (purchase optional):

Aguilar, Francis J. *Managing Corporate Ethics: Learning from America's Ethical Companies How to Supercharge Business Performance*. New York, NY: Oxford University Press, 1994. ISBN 0-19-508534-5.

Anderson, Ray S. *Living the Spiritually Balanced Life*. Grand Rapids, MI: Baker Book House, 1998. ISBN 0-8010-5803-1.

Bennett, William J. *The Book of Virtues*. New York, NY: Simon & Schuster Trade, 1993. ISBN 0-67-168306-3.

Heirs, Ben, with Peter Farrell. *The Professional Decision-Thinker*. New York, NY: Dodd, Mead & Company, 1987.

Holmes, Arthur F. *Ethics: Approaching Moral Decisions*. Downers Grove, IL: InterVarsity Press, 1984. ISBN 0-87784-342-2.

Wogaman, J. Philip. *Making Moral Decisions*. Nashville, TN: Abingdon Press, 1990. ISBN 0-687-12654-1.

## STUDENT EVALUATION

Students in this accelerated course will be evaluated by the College's standard grading system. Refer to the Student Handbook or the College Catalog for further details. The criteria for determining your grade will be as follows:

1. (30%) Completion of assigned written exercises and reading (see Student Assignments pages for exact assignments).
2. (30%) Participation in class discussion and group activities. The criteria will be the quality and quantity of the contribution to the group.
3. (30%) Final Paper—Refer to the next page for information on how the Final Paper is to be prepared. The Final Paper will be due one week after the final class period delivered to the College, sent by e-mail, or postmarked on that date. Turning in the Final Paper late will result in a penalty on the grade for the Final Paper.
4. (10%) Quality of comments, insight and extent of learning as reflected in the student's journal. The student is required to write in the journal at the close of each class session and may add to it at other times such as after reading an assignment or completing an exercise. The journal is to be handed in with the Final Paper.

**Attendance:** Any class missed must be made up. The student is obligated to contact the instructor to make suitable arrangements in case of any absence or tardiness. This must be done in a timely way. Unexcused absences and absences not made up will adversely affect the student's grade.

**Late Work Or Work Not Handed In:** Any written exercise or the Final Paper handed in after 6 p.m. on the due date will result in a reduction of the grade for that item. Any item not turned in will result in an "F" for that item and a reduction in grade for the course.

It is the responsibility of the student to communicate directly with the instructor regarding late/early submissions. If you turn in late/early assignments via e-mail, another mail or delivery system, or through a third party, the student must ascertain from the instructor its receipt.

## FINAL PAPER

Each student must complete a Final Paper. Students may use any material from any source while developing the Final Paper, but every word (unless expressly quoted with appropriate credits given) must be that of the student submitting the paper. Any use of material written by another person without credit given will be considered plagiarism, a serious offense in the academic community. Plagiarism will result in at least an "F" for the Final Paper.

Students are encouraged to begin notes on how they will respond to the Final Paper as they progress through the course. This material can come from class notes, reading in the texts, or it may be found in the journal. The journal is intended to be a major help in producing the Final Paper. As a result, it is very important that the journal writing be taken seriously. In addition, the journal itself constitutes a part of the student's grade for the course and is to be turned in with the Final Paper.

The Final Paper is to be submitted in typewritten, double-spaced form on one side only of 8½" x 11" white paper. A cover sheet should clearly indicate the student's name, course name, instructor's name and the date submitted. The Final Paper will be due one week after the final class period.

Complete the following thoroughly:

1. Prepare your own position paper of four to five full pages on the issue of the relationship between workplace ethics and Christian faith.
2. Read Case Study 11, "Microsoft: Antitrust Battles," which begins on page 398 in Ferrell, Fraedrich and Ferrell and respond in writing to questions 2 and 3 at the end of the case study.
3. Read Case Study 12, "Nike: From Sweatshops to Leadership in Employment Practices," which begins on page 409 in Ferrell, Fraedrich and Ferrell and respond in writing to questions 1 and 3 at the end of the case study.
4. Read Case Study 15, "Texas Instruments Creates a Model Ethics and Compliance Program," which begins on page 431 in Ferrell, Fraedrich and Ferrell and respond in writing to questions 1 and 3 at the end of the case study.

## **COURSE OVERVIEW**

Each day that you are part of the workplace, you make decisions. Many of those decisions have an ethical implication either for you or for you and others affected by the decision. In this course you will read, study and discuss how ethical choices become integral to the process of being a manager at every level in every organization whether for-profit or not-for-profit (e.g., a church or a charity). Managers make decisions throughout the work day, and these decisions reach into every aspect of that organization.

Organizational culture describes how decisions are usually made in a given organization. In some organizations great care is made to ensure that every decision is ethical in both its intent and in its outcome. In other organizations, ethics is neither understood nor followed as people seek the shortest route to a positive bottom line. Why is there a difference? The difference is in the people who set the tone (determine the organizational culture) for the organization, the leaders. Everyone in an organization is a leader in some way.

As you contemplate your leadership role in your workplace, what is the ethical model you follow? What is right or wrong to you? What is important as you make decisions? What motivates you and what are you motivated to do? Your very best, achieving excellence?

In this course you will look at decision making in organizations. You will also look at the ethical implications of the choices that you make in the decision-making process. Hopefully, this course will cause you to think more deeply about the ethical implications of every decision you make in the workplace, in your home and in your church.

**LOGISTICS CHART**

Hour	Week 1	Week 2	Week 3	Week 4	Week 5
1	Philosophy, Ethics and Values Principles and Preferences The History and Importance of Organizational Ethics	A Christian Ethic for Organizations  Principles and Interest	False Exits  Ethics and Decision Making	Concealment and Disclosure  Is Your Work Killing You?	Discrimination and Affirmation Action  Biblical Models of Decision Making
2	(continued) Christian Ethics Courage and Ethics	(continued) Holiness, Justice and Love  Break	(continued)  Virtues	Ethical Culture and Relationships  Making Values Pay	(continued) Ethics and the Environment  Break
3	Break Decision Trees and Decision Making  Stakeholders and Corporate Governance	Sexual Misbehavior  Ethical Issues	Break Morals and Values  Honesty and Deception	Break Employer-Employee Relations	Ethics and Property  Implementing and Auditing Ethics Programs
4	(continued)  Social Responsibility  Journal Entry	(continued) Institutionalization of Ethics  Journal Entry	(continued) "Chainsaw AI"  Journal Entry	Developing an Ethics Program  Employee Rights in Privacy and Termination  Journal Entry	Business Ethics in a Global Economy  A Theocratic Approach to Organizational Ethics  Journal Entry  Course Evaluation

## STUDENT ASSIGNMENTS

### Week One

1. Read the Introduction section of the Student Guide.
2. Read Ferrell, Fraedrich and Ferrell, the Preface, Chapters 1 and 2, and prepare written responses to the following study questions:

#### ***Preface (pp. xv-xx)***

What is the philosophy of this text?

#### ***Chapter 1, "The Importance of Business Ethics" (pp. 2-27)***

Give your definition of business ethics. Why is business ethics important? Give an example to illustrate its importance.

#### ***Chapter 2, "Stakeholder Relationships, Social Responsibility, and Corporate Governance" (pp. 28-53)***

1. Who are key organizational stakeholders in any organization? Include both primary and secondary stakeholders.
  2. What is the ethical implication in the case of *Dodge v. Ford Motor Company*?
3. Read "Principles and Preferences," "Christian Ethics: An Introduction," "Courage" and "Decision Making" in the Course Pack and prepare written responses to the following study questions:

#### ***"Principles and Preferences"***

State fully one principle and one preference you have in one aspect of your life. Make it clear that you understand the difference between a principle and a preference.

#### ***"Christian Ethics: An Introduction"***

What is the difference between ethics and morals according to this writer? Give an example.

#### ***"Courage"***

According to the article, what is courage?

#### ***"Decision Making"***

Define and describe a decision tree. What is its purpose and value?

### Week Two

1. Read Hill, Chapters 1-4, and prepare written responses to the following study questions:

**Chapter 1, "A Christian Ethic for Business" (pp. 11-20)**

Explain briefly each of the three biblical concepts in Hill "that have a direct bearing on ethical decision-making" and are "repeatedly emphasized in the Bible."

**Chapter 2, "Holiness" (pp. 22-31)**

What do you think Jonah should do in the case study? Support your response.

**Chapter 3, "Justice" (pp. 34-45)**

What is wrong with the statement by Sammy Davis, Jr.? Why is it wrong?

**Chapter 4, "Love" (pp. 47-56)**

Describe two flaws in the arguments presented by Fletcher. Support your response.

2. Read "Principles and Interest" in the Course Pack and prepare a written response to the following study question:

Define the three "core values" discussed in this article.

3. Read Ferrell, Fraedrich and Ferrell, Chapters 3 and 4, and prepare written responses to the following study questions:

**Chapter 3, "Emerging Business Ethics Issues" (pp. 56-87)**

Using the "Ethical Dilemma" case on pages 57-58, and keeping in mind the facts and timeline of this situation, discuss Lavonda's situation in terms of legal and ethical issues. Comment on her options and the options of the company.

**Chapter 4, "The Institutionalization of Business Ethics" (pp. 88-118)**

Explain why the Sarbanes-Oxley Act was passed by the U.S. Congress. What has been the impact of this Act?

**Week Three**

1. Read Hill, Chapters 5-9, and prepare written responses to the following study questions:

**Chapter 5, "Dual Morality" (pp. 61-71)**

Complete #4 on page 73.

**Chapter 6, "Law" (pp. 74-87)**

Identify a current law or court interpretation of a law that you consider to be in conflict with the teachings of Christianity. Do research in order to present the law or court interpretation correctly.

**Chapter 7, "Agency" (pp. 90-102)**

Illustrate a situation in which a Christian in a secular organization could face an ethical dilemma because personal and corporate ethical standards differ. Describe how the ethical dilemma may be resolved.

**Chapter 8, "Honesty & Deception (Part 1)" (pp. 107-115)**

Why do you think John Bennett was so successful in building the New Era Philanthropy Foundation?

**Chapter 9, "Honesty & Deception (Part 2)" (pp. 118-130)**

Would you tell the truth to a person who at gunpoint asked if other people were present and you knew your children were in the next room? Why or why not?

2. Read Ferrell, Fraedrich and Ferrell, Chapters 5 and 6, and prepare written responses to the following study questions:

**Chapter 5, "Ethical Decision Making and Ethical Leadership" (pp. 120-143)**

What can be done to reduce the opportunity for unethical behavior in the workplace? Identify four indications.

**Chapter 6, "Individual Factors: Moral Philosophies and Values" (pp. 144-171)**

Read "A Real-Life Situation" beginning on page 170 and discuss the advantages and disadvantages of each decision that Elaine has made.

3. Read Ferrell, Fraedrich and Ferrell, Case Study 8, "Sunbeam Corporation: 'Chainsaw AI' and Greed" (pp. 369-378), and respond in writing to question 1 at the end of the case study on page 378.
4. Read "Getting the Real Story" and "Ethical Choice" in the Course Pack.

**Week Four**

1. Read Hill, Chapters 10-12, and prepare written responses to the following study questions:

**Chapter 10, "Concealment & Disclosure" (pp. 133-146)**

Is there a difference between lying and concealment? Explain your answer. Give an example.

**Chapter 11, "Employer-Employee Relations" (pp. 148-161)**

Answer the questions in the Case for Discussion on page 161.

**Chapter 12, "Employee Rights in Termination & Privacy" (pp. 163-172)**

Respond to question 1 under Workplace Application on page 173.

2. Read "To Your Health" and "Starbucks: Making Values Pay" in the Course Pack and prepare written responses to the following study questions:

***"To Your Health"***

Identify the healthy ideas mentioned in this article that are most applicable to you.

***"Starbucks: Making Values Pay"***

What is the most unique characteristic of Starbucks discussed in this article?

3. Read Ferrell, Fraedrich and Ferrell, Chapters 7 and 8, and prepare written responses to the following study questions:

***Chapter 7, "Organizational Factors: The Role of Ethical Culture and Relationships" (pp. 172-202)***

Explain Figure 7-2 on page 178.

***Chapter 8, "Developing an Effective Ethics Program" (pp. 204-229)***

1. List and explain three factors that would need to be present in order for an ethics program in an organization to be effective. Why are these three most relevant?
2. What are the common mistakes in designing and implementing an ethics program? Why do you think they are common mistakes?

**Week Five**

1. Read Hill, Chapters 13-15 and the Epilogue, and prepare written responses to the following study questions:

***Chapter 13, "Discrimination & Affirmative Action" (pp. 174-181)***

Answer the questions about the Johnson Controls case on page 181.

***Chapter 14, "The Environment" (pp. 184-196)***

Discuss the ethical implications for the environment as found in Matthew 6:25-30.

***Chapter 15, "Property" (pp. 199-214)***

Respond to the Case for Discussion on pages 214-215.

***"Epilogue" (pp. 217-219)***

What is the single most important thought you got from reading the Epilogue? Why is it important? Explain fully.

2. Find three examples in the Bible where a decision involved an ethical issue and then describe the decision and the ethical issue involved for each. What were the outcomes and effects of the decision?
3. Read Ferrell, Fraedrich and Ferrell, Chapters 9 and 10, and prepare written responses to the following study questions:

***Chapter 9, "Implementing and Auditing Ethics Programs" (pp. 230-259)***

What is the role of an ethics audit committee as presented in this chapter?

***Chapter 10, "Business Ethics in a Global Economy" (pp. 260-290)***

Explain two ethical issues that a multinational firm must face. If not handled properly, what may be the result to the firm?