Universität Regensburg

FAKULTÄT FÜR WIRTSCHAFTSWISSENSCHAFTEN
Lehrstuhl für BWL,
insb. Führung und Organisation
Prof. Dr. Thomas Steger

SYLLABUS

Masterseminar "Managing Ethics in Organizations"

Summer semester 2024

Lecturer:
Prof. Dr. Anna Lasakova
Faculty of Management, Comenius University Bratislava

Course Objectives and Methods

The course is intended for Master students. The main goal is to become familiar with all important aspects regarding the development of ethics in the organization. If you, as a current or future manager or business owner, care about your organization functioning in true accordance with the principles of corporate social responsibility (CSR) from the inside out, this course is intended for you. You will learn which organizational processes need to be primarily taken care of to establish an ethical culture in the organization, minimize unethical (and illegal) actions and support the ethical behavior of employees. Together, we will look at how to manage ethics in the company, how to set up human resource management (HRM) processes, and how to support the ethical development of managers-leaders, as a significant part of organizational ethics depends largely on managers-leaders' conduct. The entire course is based on interactive methods using applications supporting all course participants' active and playful involvement.

At the first seminar, together we will unveil the biggest challenges of CSR from a manager's point of view and how CSR is related to ethics management in the company's internal environment. You will also learn about the functions of ethics management in the company, which elements of so-called ethics infrastructure you can choose from when building an ethics program in your organization, and how to mix the elements so that the final effect would be worth it. You will also see several examples from corporate practice regarding best practices in ethics management. In the second block, we will continue with the topic of organizational ethics and focus on setting up HRM processes because the imaginary "heart" of ethics management lies indeed in HRM (e.g., employee recruitment, performance evaluation, career management or remuneration). All HRM practices must be based on four ethical principles - the so-called Big Four ethical principles in HRM. At this seminar, you will learn what they are and how to incorporate them into HRM processes in the company. In the third block, we will focus on micro-foundations of business and organizational ethics. We will discuss the role of managers-leaders and business owners in creating a pro-ethical climate in the workplace, and

we will also address why leaders are the key influencers in this respect. The "dark side" of leaders will be revealed together with the potential reasons contributing to bad, destructive leadership behavior, which threatens the well-being of employees and, in extreme cases, can jeopardize the company's survival in the market. On the other hand, we will also discuss good examples of ethical leadership and the "bright side" of leaders. The fourth thematic block will be devoted to ethical decision-making. You will find out what affects managers when they face an ethical dilemma. You will be able to test your personal ethics position and learn more about yourself in the context of moral disengagement theory. In the last part of the seminar, we will conclude the course by jointly defining key takeaways, devoting some time to individual (self)reflection connected with the content of our discussions, and drawing plans for individual ethical self-development. The last day (Friday) will be devoted to consultations and individual appointments with students on a voluntary basis in case they wish to discuss with the lecturer the applications of the Course material in organizational practice (e.g., specific ethical problems or ethical dilemmas encountered at the workplace, developing an ethics program or a code of ethics in a company, etc.).

Timetable

DATE	TOPIC	LECTURE FORMAT
March 11 -June 3,2024 First come – first serve **June 24, 2024**	**Enrolment via FLEXNOW** Erasmus/exchange students have to register using the accreditation form by email to: sekretariat.fo@ur.de Deadline to withdraw/de-register from the seminar (via FLEXNOW), Erasmus/exchange students by mail	
Monday, 10 June **10:00 am – 12:00 pm,** **VG 1.37**	*Welcome & Introduction to the course* **TOPIC: Ethics management in the organization** - The main CSR-related challenge for managers - Interconnectedness of CSR and ethics management (EM) in companies - Functions of EM in organizations - Review of best practices in EM applied by companies	Front lecture Slido quiz Group work Game competition
Tuesday, 11 June **10:00 am – 12:00 pm,** **H 52**	**TOPIC: The Big Four ethical principles in HRM** - Hard approach, Soft approach, and Humanistic approach to people management - The Big Four ethical principles in people management – Theoretical background and practical applications	Front lecture Slido quiz In-class discussion Group work
Wednesday, 12 June **10:00 am – 12:00 pm,** **H 2**	**TOPIC: Micro-level of organizational ethics** - Dark side of leaders – Bad apple, bad barrel, and bad cellar metaphors - Destructive leadership, Corporate psychopathy, Dark triad/Tetrad models - Bright side of leaders – the concept of Ethical leadership and how to assess it in an organization	Front lecture In-class discussion Game competition

Thursday, 13 June 10:00 am – 12:00 pm, VG 0.14	TOPIC: Leaders' (un)ethical decision-making - Ethical decision-making and moral dilemmas faced by leaders and how these are resolved - Influencing factors at micro, mezzo, and macro levels - Phenomena of Moral framing, Moral disengagement, and Moral issue intensity TOPIC: Ethical leadership development - Individual (self)reflection connected with the Course content - Plans for ethical leadership self-development	Front lecture In-class discussion Individual work Slido quiz Individual self-reflection
Friday, 14 June 10:00 am – 2:00 pm (TBD) , VG 1.36	- Individual consultations with students (voluntary activity) to the application of course material in organizational practice (timing of individual appointments will be discussed in advance) - Assessment of individual and group work	Assessment of student work and individual consultations

Grading

Grading is based on the evaluation of in-class interaction, individual work, and group work. The final grade is composed of

(1) Two group works done during the class, each for 5 % (in sum **10%**),

(2) Four individual tasks related to the content of the lectures, each for 10 % (in sum **40%**), with focus on creativity, links will be distributed via MS Forms, the deadline for submitting the electronic forms is 30 June (or TBD acc. to students' preferences),

(3) Final seminar paper – individual work, for 50 %, list of topics will be distributed via MS Forms by the end of the week (students can select one from the list or suggest own topic), deadline for submitting the seminar paper is 31 August (or TBD acc. to students' preferences).

Detailed information on the tasks and evaluation structure will be discussed in the first meeting (10 June).

A successful pass in the course is worth 6 credits.

Suggested readings (voluntary)

Ashforth, B. E., & Anand, V. (2003). The normalization of corruption in organizations. *Research in Organizational Behavior*, *25*, 1-52.

Boddy, C. R., Ladyshewsky, R., & Galvin, P. (2010). Leaders without ethics in global business: Corporate psychopaths. *Journal of Public Affairs*, *10*(3), 121-138.

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, *97*(2), 117-134.

Greenwood, M. R. (2002). Ethics and HRM: A review and conceptual analysis. *Journal of Business Ethics*, *36*, 261-278.

Inkson, K. (2008). Are humans resources?. *Career Development International*, *13*(3), 270-279.

Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*, *22*(1), 51-69.

Kaptein, M. (2015). The effectiveness of ethics programs: The role of scope, composition, and sequence. *Journal of Business Ethics*, *132*, 415-431.

Lašáková, A., Remišová, A., & Bohinská, A. (2021). Best practices in ethics management: Insights from a qualitative study in Slovakia. *Business Ethics, the Environment & Responsibility*, *30*(1), 54-75.

Melé, D. (2016). Understanding humanistic management. *Humanistic Management Journal*, *1*, 33-55.

Moore, C., Detert, J. R., Klebe Treviño, L., Baker, V. L., & Mayer, D. M. (2012). Why employees do bad things: Moral disengagement and unethical organizational behavior. *Personnel Psychology*, *65*(1), 1-48.

Roszkowska, P., & Melé, D. (2021). Organizational factors in the individual ethical behaviour. The notion of the "organizational moral structure". *Humanistic Management Journal*, *6*, 187-209.

Roy, A., Newman, A., Round, H., & Bhattacharya, S. (2023). Ethical culture in organizations: A review and agenda for future research. *Business Ethics Quarterly*, 1-42.

Thoroughgood, C. N., Padilla, A., Hunter, S. T., & Tate, B. W. (2012). The susceptible circle: A taxonomy of followers associated with destructive leadership. *The Leadership Quarterly*, *23*(5), 897-917.

Trevino, L. K., & Brown, M. E. (2004). Managing to be ethical: Debunking five business ethics myths. *Academy of Management Perspectives*, *18*(2), 69-81.

Questions? All further questions and requests can be addressed by email to anna.lasakova@fm.uniba.sk and/or andreas.hilger@wiwi.uni-regensburg.de