

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Public Policy  
with effect from Semester A 2020/21**

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**Part I Course Overview**

**Course Title:** Management Ethics

**Course Code:** POL 3410

**Course Duration:** One Semester

**Credit Units:** 3

**Level:** B3

Arts and Humanities

**Proposed Area:**  
*(for GE courses only)*

Study of Societies, Social and Business Organisations

Science and Technology

**Medium of Instruction:** English

**Medium of Assessment:** English

**Prerequisites:**  
*(Course Code and Title)* Nil

**Precursors:**  
*(Course Code and Title)* Nil

**Equivalent Courses:**  
*(Course Code and Title)* SA 3410 Management Ethics

**Exclusive Courses:**  
*(Course Code and Title)* None

## Part II Course Details

### 1. Abstract

*(A 150-word description about the course)*

This course aims to examine the moral obligations and responsibilities of a manager, and his/her moral relationship with the shareholder and other stakeholders. Major theories of managerial obligation, including the stockholder theory, the stakeholder theory and so on, will be introduced to students which can raise students' awareness of the ethical issues in international business management and how they are shaped by the cultural, political and economic factors in the international arena. After taking this course, students are expected to be capable to reflect critically on the ethical issues in business management, to develop their own views on these issues, and to resolve ethical dilemma in the workplace as manager.

### 2. Course Intended Learning Outcomes (CILOs)

*(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)*

No.	CILOs <sup>#</sup>	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder.		√	√	
2.	Explain major theories of managerial obligation and construct independent appraisal of their strength and weaknesses.		√	√	√
3.	Recognize the ethical issues in international business management and analyze how they are shaped by the cultural, political and economic factors in the international arena.		√	√	
4.	Reflect critically about the ethical issues in business management, construct their own views on these issues, and produce solutions for resolving ethical dilemmas in the workplace as managers.		√	√	√
5.	Construct rational and persuasive arguments to justify their own points of views.		√	√	√
6.	Enhance their teamwork and communication skills.				
		100%			

\* If weighting is assigned to CILOs, they should add up to 100%.

# Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude

*Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.*

A2: Ability

*Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.*

A3: Accomplishments

*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Seminar	Discuss key problems and issues in management ethics; introduce and evaluate relevant ideas and theories; illustrate their applications with cases studies, documentary footages, and newspaper clippings.	√	√	√	√	√	√	3 hours per week
Individual Essay Writing	Test students' ability to critically evaluate different approaches to various issues in management ethics; improve their ability to construct rational and persuasive arguments to argue for their own views; test their communication skills in writing argumentative essays.	√	√	√	√	√		
Reading	Around three articles or book chapters per week.	√	√	√	√	√		

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting*	Remarks
	1	2	3	4	5	6		
Continuous Assessment: 100%								
Seminar attendance, discussion and participation	√	√	√	√	√	√	10%	
Individual Essay	√	√	√	√	√		40%	
Quiz	√	√	√	√	√		50%	
							100%	

\* The weightings should add up to 100%.

## 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1.Seminar attendance, discussion and participation	Ability to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Ability to present organized ideas and structured arguments to support conclusions. Presentation Skill and performance of collaboration among group members in the discussion	Very good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Outstanding ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Very good ability to present organized ideas and structured arguments to support conclusions. Very good presentation skill and very good collaboration among members.	Good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Good ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Good ability to present organized ideas and structured arguments to support conclusions. Good presentation skill and good collaboration among members.	Adequate explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Some ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Some ability to present organized ideas and structured arguments to support conclusions. Adequate presentation skill and adequate collaboration among members.	Limited explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Limited ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Limited ability to present organized ideas and structured arguments to support conclusions. Limited presentation skill and limited collaboration among members.	Little evidence of being able to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Weak ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Weak ability to present organized ideas and structured arguments to support conclusions. Little presentation skill and little collaboration among members.
2. Individual Essay	Ability to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different	Very good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Outstanding ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with	Good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Good ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship	Adequate explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Some ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the	Limited explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Limited ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural	Little evidence of being able to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Weak ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local,

	cultural contexts, and in the workplace. Ability to present organized ideas and structured arguments to support conclusions.	the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Very good ability to present organized ideas and structured arguments to support conclusions.	with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Good ability to present organized ideas and structured arguments to support conclusions.	stakeholder in local, global and different cultural contexts, and in the workplace. Some ability to present organized ideas and structured arguments to support conclusions.	contexts, and in the workplace. Limited ability to present organized ideas and structured arguments to support conclusions.	global and different cultural contexts, and in the workplace. Weak ability to present organized ideas and structured arguments to support conclusions.
3. Quiz	Ability to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Ability to present organized ideas and structured arguments to support conclusions.	Very good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Outstanding ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Very good ability to present organized ideas and structured arguments to support conclusions.	Good explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Good ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Good ability to present organized ideas and structured arguments to support conclusions.	Adequate explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Some ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Some ability to present organized ideas and structured arguments to support conclusions.	Limited explanation and evaluation of key concepts and theories of managerial obligation and mastery of their applications. Limited ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Limited ability to present organized ideas and structured arguments to support conclusions.	Little evidence of being able to explain and evaluate key concepts and theories of managerial obligation and mastery of their applications. Weak ability to identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder in local, global and different cultural contexts, and in the workplace. Weak ability to present organized ideas and structured arguments to support conclusions.

**Part III Other Information** (more details can be provided separately in the teaching plan)

**1. Keyword Syllabus**

The Moral Duties of a Manager. Rival Models of Managerial Obligation: Stockholder Management vs Stakeholder Management. Ethical Issues in Human Resources Management: Employee Rights, Sexual Harassment and so on. Consumer Protection: Products Liability, Ethical Issues of Sales and Advertisement, and so on. Corporate Social Responsibility: Profit-making and Charity, Environmental Risk Management and so on. Managing International Business: Ethical Challenges. Issues in Japanese Business Management: Ethical Collectivism. Issues in Chinese Business Management: Ethical Familism. Ethical Issues Regarding Intellectual Property Rights. Ethical Issues in Supply Chain Management: Fair Labour Standard

**2. Reading List**

**2.1 Compulsory Readings**

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	<p><b>The Moral Duties of a Manager</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, <i>Management Ethics</i>, Blackwell, 2005, Ch.1.</p> <p><i>The Corporation</i> (DVD Documentary), Chs. 1-7.</p>
2.	<p><b>Models of Managerial Obligation: Stockholder Management vs Stakeholder Management</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, <i>Management Ethics</i>, Blackwell, 2005, Ch.2.</p> <p>Kenneth E. Goodpaster, “Business Ethics and Stakeholder Analysis”, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Prentice Hall, 1997, pp. 76-84.</p> <p>John R. Boatright, “Fiduciary Duties and the Shareholder-Management Relation: Or, What’s so Special About Shareholders?” in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Prentice Hall, 1997, pp. 85-95.</p>
3.	<p><b>Ethical Issues in Human Resources Management: Employee Rights</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, <i>Management Ethics</i>, Blackwell, 2005, Ch.3.</p> <p>Daryl Koehn, “Ethical Issues in Human Resources”, in Norman E. Bowie (ed.) <i>The Blackwell Guide to Business Ethics</i>, Blackwell, 2002, pp. 225-243.</p> <p>Ronald Duska, “Employee Rights” in Robert E. Frederick (ed.) <i>A Companion to Business Ethics</i>, Blackwell, 1999, pp. 257-268.</p>

4.	<p><b>Ethical Issues in Human Resource Management: Sexual Harassment</b></p> <p>Andrew Altman, “Making Sense of Sexual Harassment Law”, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Prentice Hall, 2001, pp. 415-421.</p> <p>Joseph DesJardins, “Diversity and Discrimination”, in <i>An Introduction to Business Ethics</i>, 2<sup>nd</sup> Ed., Boston: McGraw Hill, 2006, Ch. 10, pp 222-225, &amp; 243-247.</p> <p>Vaughana Macy Feary, “Sexual Harassment: Why the Corporate World Still Doesn’t Get it”, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Prentice Hall, 1997, pp. 413-418.</p>
5.	<p><b>Consumer Protection: the Ethics of Sales and Advertisement</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, <i>Management Ethics</i>, Blackwell, 2005, ch.4.</p> <p>Daniel Attas, ‘What’s Wrong With Deceptive Advertising?’, <i>Journal of Business Ethics</i>. 1999, vol. 21. pp.49-59.</p>
6.	<p><b>Consumer Protection: Products Liability</b></p> <p>Manuel Velasque, ‘The Ethics of Consumer Production’, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp.181-189.</p> <p>George E. Brenkert, ‘Strict Products Liability and Compensatory Justice’, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp.189-195.</p>
7.	<p><b>Ethical Issues in Supply Chain Management: Fair Labour Standard</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, <i>Management Ethics</i>, Blackwell, 2005, Ch.5.</p> <p>Richard Applebaum and Peter Dreier, “The Campus Anti-Sweatshop Movement”, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Prentice Hall, 2001, pp. 586-593.</p> <p>Ian Maitland, “The Great Non-Debate Over International Sweatshops”, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 574-590.</p>

8.	<p><b>Corporate Social Responsibility (i): Profit-making and Modern Capitalism</b></p> <p>James E. Post, Anne T. Lawrence, &amp; James Weber, ‘Corporate Social Responsibility,’ in <i>Business and Society</i>, McGraw-Hill, 2002, ch.3, pp. 56-78.</p> <p>Milton Friedman, ‘The Social Responsibility of Business Is to Increase Profits’, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp.50-55.</p> <p>Milton Friedman, ‘Capitalism and Freedom’, in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 663-669.</p> <p>Case 2, ‘Merck 7 River Blindness,’ in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 90-91.</p>
9.	<p><b>Corporate Social Responsibility (ii): Environmental Risk Management</b></p> <p>Norman E. Bowie &amp; Patricia H. Werhane, ‘Corporate Social Responsibility,’ in <i>Management Ethics</i>, Blackwell, 2005, ch.6, pp. 99-115.</p> <p>R. T. De. George, ‘Safety, Risk and Environmental Protection,’ in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 222-227.</p> <p>M. G. Velasquez, ‘Ethics and the Environment,’ in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 227-237.</p> <p>Case 6, ‘Texaco in the Ecuadovean Amazon,’ in Tom L. Beauchamp &amp; Norman E. Bowie (eds.), <i>Ethical Theory and Business</i>, Pearson/Prentice Hall, 2004, pp. 252-254.</p>
10.	<p><b>Issues in Japanese Business Management: Ethical Collectivism</b></p> <p>Iwao Taka: ‘Business Ethics: A Japanese View,’ in <i>Business Ethics: Japan and the Global Economy</i>, eds. Thomas W. Dunfee and Yukimasa Nagayasu (Drodrecht: Kluwer Academic Publishers, 1993), pp. 23-59.</p> <p>Ken’ichi Odawara: ‘Business Ethics in the Global Age,’ in <i>Business Ethics: Japan and the Global Economy</i>, eds. Thomas W. Dunfee and Yukimasa Nagayasu (Drodrecht: Kluwer Academic Publishers, 1993), pp. 173-187.</p> <p>Ernest Gundling: ‘Ethics and Working with the Japanese: The Entrepreneur and the “Elite Course”,’ <i>California Management Review</i> 33.3 (1991): 25-39.</p>

11	<p><b>Issues in Chinese Business Management: Ethical Familism</b></p> <p>Richard D. Lewis: ‘China and Hong Kong,’ in <i>When Cultures Collide: Leading across Cultures</i> (Boston: Nicholas Brealey, 2006), pp. 485-501.</p> <p>Chenting Su and James E. Littlefield: ‘Entering Guanxi: A Business Ethical Dilemma in Mainland China?’ <i>Journal of Business Ethics</i> 33.3 (2001): 199-210.</p> <p>Xinwen Wu: ‘Business Ethical Perceptions of Business People in East China: An Empirical Study,’ in <i>International Business Ethics: Challenges and Approaches</i>, ed. Georges Enderle (Notre Dame: University of Notre Dame Press, 1999), pp. 323-342.</p>
12	<p><b>Ethical Issues Regarding Intellectual Property Rights</b></p> <p>Paul Steidlmeier: ‘The Moral Legitimacy of Intellectual Property Claims: American Business and Developing Country Perspectives,’ <i>Journal of Business Ethics</i> 12 (1993): 157-164.</p> <p>Philip J. Ivanhoe: ‘Intellectual Property and Traditional Chinese Culture,’ in <i>Topics in Contemporary Philosophy, Volume 3, Law and Social Justice</i>, Joseph Keim Campbell, Michael ORourke, and David Shier, eds. (Cambridge, MA: MIT Press, 2005): 125-142.</p> <p>Zheng Chengsi: The First Trademark Case involving a Foreign Company as a Party, in <i>Intellectual Property Enforcement in China: Leading Cases and Commentary</i> (Hong Kong: Sweet &amp; Maxwell Asia, 1997), 101-110.</p>
13	<p><b>Philosophical Reflections on the American Financial Crisis</b></p> <p>Anna J. Schwartz: ‘Origins of the Financial Market Crisis of 2008,’ <i>Cato Journal</i>, Vol. 29, No.1 (Winter 2009): 19-23.</p> <p>Bert Ely: ‘Bad Rules Produce Bad Outcomes: Underlying Public-Policy Causes of the US Financial Crisis,’ <i>Cato Journal</i>, Vol. 29, No.1 (Winter 2009): 93-114.</p> <p>Allan H. Meltzer: ‘Reflections on the Financial Crisis,’ <i>Cato Journal</i>, Vol. 29, No.1 (Winter 2009): 25-30.</p> <p>Carr, A. ‘Is Business Bluffing Ethical?’, <i>Harvard Business Review Journal</i> 46, January-February, 1968, pp. 143-53, reprinted in Thomas Donaldson, Patricia H. Werhane (eds) <i>Ethical Issues in Business: A Philosophical Approach</i> 2nd Edition (Upper Saddle River, N.J. : Prentice Hall, c1996) pp. 137-43.</p>

## 2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	<p><b>Corporate Social Responsibility (ii): Environmental Risk Management</b></p> <p>Taylor, Ian, “China’s Oil Diplomacy in Africa International Affairs (<i>Royal Institute of International Affairs 1944-</i>), 82: 5, (Sep 1, 2006), pp. 937-959 (optional).</p>
2.	<p><b>Issues in Japanese Business Management: Ethical Collectivism</b></p> <p>Kosaku Yoshino: ‘Modern Japanese Society as Gemeinschaft: The Holistic Tradition in Theories of Modern Japan,’ in <i>Cultural Nationalism in Contemporary Japan</i>, London: Routledge, 1992, pp. 87-103 (optional).</p> <p>Kosaku Yoshino: ‘Leading Business Elites, Nationalism and Cultural Nationalism,’ in <i>Cultural Nationalism in Contemporary Japan</i>, London: Routledge, 1992, pp. 158-184 (optional).</p> <p>“Japanese business culture: Misunderstood or misrepresented?” available at <a href="http://www.venturejapan.com/japanese-business-culture.htm">http://www.venturejapan.com/japanese-business-culture.htm</a> (optional).</p>
3.	<p><b>Issues in Chinese Business Management: Ethical Familism</b></p> <p>Ruiping Fan and Tangjia Wang, “Excellence through Honor in Management: Towards a Confucian Business Ethics,” <i>Fudan Journal</i> 4: 3 (August 2007): 125-138 (optional).</p> <p>Steve Lovett, Lee C. Simmons and Raja Kali, “Guanxi versus the Market: Ethics and Efficiency,” <i>Journal of International Business Studies</i> 30: 2 (2nd Quarter 1999): 231-247 (optional).</p>
4.	<p><b>Philosophical Reflections on the American Financial Crisis</b></p> <p>Anup Shah: “A Primer on Neoliberalism,” <i>Global Issues</i> (June 2009), available at <a href="http://www.globalissues.org/article/39/a-primer-on-neoliberalism">http://www.globalissues.org/article/39/a-primer-on-neoliberalism</a>. (optional)</p>