

PIA3410: MANAGEMENT ETHICS

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Management Ethics

Subject Code

PIA - Public and International Affairs

Course Number

3410

Academic Unit

Public and International Affairs (PIA)

College/School

College of Liberal Arts and Social Sciences (CH)

Course Duration

One Semester

Credit Units

3

Level

B1, B2, B3, B4 - Bachelor's Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

SA3410 Management Ethics / POL3410 Management Ethics

Exclusive Courses

Nil

Part II Course Details

Abstract

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.

Course Intended Learning Outcomes (CILOs)

CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1 Identify the moral obligations and responsibilities of a manager, and recognize his/her moral relationship with the shareholder and the stakeholder.		x	x	
2 Explain major theories of managerial obligation and construct independent appraisal of their strength and weaknesses.		x	x	x
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.		x	x	
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.		x	x	x
5 Construct rational and persuasive arguments to justify their own points of views.		x	x	x
6 Enhance their teamwork and communication skills.				

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 real-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.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	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.	1, 2, 3, 4, 5, 6	
2	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.	1, 2, 3, 4, 5	
3	Reading	Around three articles or book chapters per week.	1, 2, 3, 4, 5	

Assessment Tasks / Activities (ATs)

ATs	CILO No.	Weighting (%)	Remarks ("- for nil entry)	Allow Use of GenAI?	
1	Seminar attendance, discussion and participation	1, 2, 3, 4, 5, 6	15	-	Yes
2	Individual Essay	1, 2, 3, 4, 5	40	-	No
3	Presentations	1, 2, 3, 4, 5, 6	30	-	No
4	Peer Assessment	1, 2, 3, 4, 5, 6	15	-	No

Continuous Assessment (%)

100

Examination (%)

0

Assessment Rubrics (AR)**Assessment Task**

1.Seminar attendance, discussion and participation

Criterion

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

Excellent (A+, A, A-)

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 (B+, B, B-)

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.

Fair (C+, C, C-)

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.

Marginal (D)

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.

Failure (F)

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.

Assessment Task

2. Individual Essay

Criterion

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.

Excellent (A+, A, A-)

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 (B+, B, B-)

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.

Fair (C+, C, C-)

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.

Marginal (D)

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.

Failure (F)

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.

Assessment Task

3. Presentations

Criterion

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 ability to apply theory to specific cases, 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.

Excellent (A+, A, A-)

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 (B+, B, B-)

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.

Fair (C+, C, C-)

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.

Marginal (D)

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.

Failure (F)

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.

Assessment Task

Peer Assessment

Criterion

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 ability to apply theory to specific cases, 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.

Excellent (A+, A, A-)

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 (B+, B, B-)

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.

Fair (C+, C, C-)

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.

Marginal (D)

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.

Failure (F)

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

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

Reading List

Compulsory Readings

	Title
1	Norman E. Bowie & Patricia H. Werhane, Management Ethics, Blackwell, 2005, Ch.1.
2	The Corporation (DVD Documentary), Chs. 1-7.
3	Norman E. Bowie & Patricia H. Werhane, Management Ethics, Blackwell, 2005, Ch.2.
4	Kenneth E. Goodpaster, "Business Ethics and Stakeholder Analysis", in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Prentice Hall, 1997, pp. 76-84.
5	John R. Boatright, "Fiduciary Duties and the Shareholder-Management Relation: Or, What's so Special About Shareholders?" in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Prentice Hall, 1997, pp. 85-95.
6	Norman E. Bowie & Patricia H. Werhane, Management Ethics, Blackwell, 2005, Ch.3.
7	Daryl Koehn, "Ethical Issues in Human Resources", in Norman E. Bowie (ed.) The Blackwell Guide to Business Ethics, Blackwell, 2002, pp. 225-243.
8	Ronald Duska, "Employee Rights" in Robert E. Frederick (ed.) A Companion to Business Ethics, Blackwell, 1999, pp. 257-268.
9	Andrew Altman, "Making Sense of Sexual Harassment Law", in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Prentice Hall, 2001, pp. 415-421.
10	Joseph DesJardins, "Diversity and Discrimination", in An Introduction to Business Ethics, 2nd Ed., Boston: McGraw Hill, 2006, Ch. 10, pp 222-225, & 243-247.
11	Vaughana Macy Feary, "Sexual Harassment: Why the Corporate World Still Doesn't Get it", in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Prentice Hall, 1997, pp. 413-418.
12	Norman E. Bowie & Patricia H. Werhane, Management Ethics, Blackwell, 2005, ch.4.
13	Daniel Attas, 'What's Wrong With Deceptive Advertising?', Journal of Business Ethics. 1999, vol. 21. pp.49-59.
14	Manuel Velasque, 'The Ethics of Consumer Production', in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Pearson/Prentice Hall, 2004, pp.181-189.
15	George E. Brenkert, 'Strict Products Liability and Compensatory Justice', in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Pearson/Prentice Hall, 2004, pp.189-195.
16	Norman E. Bowie & Patricia H. Werhane, Management Ethics, Blackwell, 2005, Ch.5.
17	Richard Applebaum and Peter Dreier, "The Campus Anti-Sweatshop Movement", in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Prentice Hall, 2001, pp. 586-593.
18	Ian Maitland, "The Great Non-Debate Over International Sweatshops", in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Pearson/Prentice Hall, 2004, pp. 574-590.
19	James E. Post, Anne T. Lawrence, & James Weber, 'Corporate Social Responsibility,' in Business and Society, McGraw-Hill, 2002, ch.3, pp. 56-78.
20	Milton Friedman, 'The Social Responsibility of Business Is to Increase Profits', in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Pearson/Prentice Hall, 2004, pp.50-55.
21	Milton Friedman, 'Capitalism and Freedom', in Tom L. Beauchamp & Norman E. Bowie (eds.), Ethical Theory and Business, Pearson/Prentice Hall, 2004, pp. 663-669.

22	Case 2, 'Merck 7 River Blindness,' in Tom L. Beauchamp & Norman E. Bowie (eds.), <i>Ethical Theory and Business</i> , Pearson/Prentice Hall, 2004, pp. 90-91.
23	Norman E. Bowie & Patricia H. Werhane, 'Corporate Social Responsibility,' in <i>Management Ethics</i> , Blackwell, 2005, ch.6, pp. 99-115.
24	R. T. De. George, 'Safety, Risk and Environmental Protection,' in Tom L. Beauchamp & Norman E. Bowie (eds.), <i>Ethical Theory and Business</i> , Pearson/Prentice Hall, 2004, pp. 222-227.
25	M. G. Velasquez, 'Ethics and the Environment,' in Tom L. Beauchamp & Norman E. Bowie (eds.), <i>Ethical Theory and Business</i> , Pearson/Prentice Hall, 2004, pp. 227-237.
26	Case 6, 'Texaco in the Ecuadorean Amazon,' in Tom L. Beauchamp & Norman E. Bowie (eds.), <i>Ethical Theory and Business</i> , Pearson/Prentice Hall, 2004, pp. 252-254.
27	Iwao Taka: 'Business Ethics: A Japanese View,' in <i>Business Ethics: Japan and the Global Economy</i> , eds. Thomas W. Dunfee and Yukimasa Nagayasu (Dordrecht: Kluwer Academic Publishers, 1993), pp. 23-59.
28	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 (Dordrecht: Kluwer Academic Publishers, 1993), pp. 173-187.
29	Ernest Gundling: 'Ethics and Working with the Japanese: The Entrepreneur and the "Elite Course",' <i>California Management Review</i> 33.3 (1991): 25-39.
30	Richard D. Lewis: 'China and Hong Kong,' in <i>When Cultures Collide: Leading across Cultures</i> (Boston: Nicholas Brealey, 2006), pp. 485-501.
31	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.
32	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.
33	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.
34	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 O'Rourke, and David Shier, eds. (Cambridge, MA: MIT Press, 2005): 125-142.
35	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 & Maxwell Asia, 1997), 101-110.
36	Anna J. Schwartz: 'Origins of the Financial Market Crisis of 2008,' <i>Cato Journal</i> , Vol. 29, No.1 (Winter 2009): 19-23.
37	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.
38	Allan H. Meltzer: 'Reflections on the Financial Crisis,' <i>Cato Journal</i> , Vol. 29, No.1 (Winter 2009): 25-30.
39	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.

Additional Readings

	Title
1	Taylor, Ian, 'China's Oil Diplomacy in Africa <i>International Affairs</i> (Royal Institute of International Affairs 1944-), 82: 5, (Sep 1, 2006), pp. 937-959 (optional).
2	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).
3	Kosaku Yoshino: 'Leading Business Elites, Nationalism and Cultural Nationalism,' in <i>Cultural Nationalism in Contemporary Japan</i> , London: Routledge, 1992, pp. 158-184 (optional).
4	Japanese business culture: Misunderstood or misrepresented? available at http://www.venturejapan.com/japanese-business-culture.htm (optional).

5	Ruiping Fan and Tangjia Wang, "Excellence through Honor in Management: Towards a Confucian Business Ethics," Fudan Journal 4: 3 (August 2007): 125-138 (optional).
6	Steve Lovett, Lee C. Simmons and Raja Kali, "Guanxi versus the Market: Ethics and Efficiency," Journal of International Business Studies 30: 2 (2nd Quarter 1999): 231-247 (optional).
7	Anup Shah: "A Primer on Neoliberalism," Global Issues (June 2009), available at http://www.globalissues.org/article/39/a-primer-on-neoliberalism . (optional)