**University of Management and Technology**

**School of Business and Economics**

**Course Outline**

Course code…… HR- 667………..Course title…… Ethics of Employment& Decision Making

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| --- | --- |
| Program | MS Human Resource Management |
| Credit Hours | 3 |
| Duration | 15 Weeks |
| Prerequisites |  |
| Resource Person | Naveda Kitchlew |
| Counseling Timing  (Room# ) | ***WEDNESDAY THURSDAY FRIDAY***  4:00pm – 6:30pm 4:00pm – 6:30pm 3:00am – 5:00pm  **Course Counseling Hours:** During the Class breaks |
| Contact | [naveda.kitchlew@umt.edu.pk](mailto:naveda.kitchlew@umt.edu.pk) |

**Chairman/Director signature………………………………….**

**Dean’s signature…………………………… Date………………………………………….**

**Course Introduction**

The perception of lack of business ethics is a matter of great concern to the public (Bird & Waters, 1989 ;) Hanson, 1985). Human resources management can generate some of the most difficult ethical dilemmas in business. Therefore, there is no shortage of ethical conundrums related to the management of human resources. Should business ethics be a part of all decisions managers make or they only have to consider optimizing profits? (Schumann, 2001).

A well-known, Drucker (1954, p. 388), debated in the past “what is most important is that management realize that it must consider the impact of every business policy and business action upon society. It has to consider whether the action is likely to promote the public good, to advance the basic beliefs of our society, to contribute to its stability, strength, and harmony.''

It is therefore appropriate to examine the issue of ethics in employment with regard to human resources management, and do so in a way that reflects the difficulties of the articulation of an understanding of ethical human resource management that goes beyond an unstable affirmation that ‘good ethics is always good for business’ (Pinnington, Macklin, & Campbell, 2007)

This course aims to facilitate a deeper understanding of ethics as a psychological, social, and cultural phenomenon and to subject Human Resource Management to a critical ethical analysis and vigilance. The goals are accordingly to help students clarify and articulate a more empowering ethical perspective, one conducive to acting more considerately and positively both as citizens and business people. A better developed ability to share, debate and find common ground on issues relating to values and ethics and a greater commitment to ethical action in the future.

**Course objectives**:

1. To explore various theories of ethics and their role in shaping organizational philosophies, policies and practices
2. To enable participants to revisit their decision making patterns in the light of ethics
3. To augment research capabilities among participants
4. To apply the concepts and theories learned in course in actual business context and prepare case study, highlighting ethical dilemma in selected local or multinational company, operating in Pakistan

**Readings:**

Chapters from various books, research articles, and case studies has been compiled and placed at moodle. Session-wise reading codes are mentioned in Calendar of Activities. It is compulsory for all participants to read the respective material before coming to class.

**Grading plan:**

|  |  |  |
| --- | --- | --- |
| Description | Marks | Class |
| 2 Quiz  ( subjective type from assigned readings - prior to discussion) | **15** | Session 3, 4 |
| Assignment 1  (Exploring Theory of Ethics)  Group Based | **15** | Submission and Presentation in Session no. 6 |
| Assignment No. 2  (Contemporary ethical challenges to organizations)  Individual based | **15** | Submission in Session no. 11 |
| Assignment No. 3  (Writing Case study on Ethical Dilemma in Organizations)  Individual based | **30** | Submission and Presentation in Session 14 and 15 |
| Article Presentations  (lead discussion on assigned article)  Group based | **10** | As assigned  (Session 6 to 11) |
| Class participation | **15** |  |

**Ground rules:**

Zero tolerance policy will be observed for plagiarism, short attendance and late submission.

**Calendar of Activities**

|  |  |  |  |
| --- | --- | --- | --- |
| **Sr** | **Topics** | **Learning Objective of This Topic** | **Readings** |
| 1 | Introduction | To know the Ground Rules, Class Introduction  Nature of Morality and Moral reasoningEthics and Morals | Handout to be distributed in class |
| 2. | Ethical Theories | Normative Theories of Ethics  Compare and contrast various ethical theories:  Ethical theories.  Ethical relativism.  Utilitarian theory.  Categorical imperative.  Distributive justice.  Ethics of care.  Aristotle’s virtue ethics | Schumann.  Deckop, Chapter 3.  Johnson, Chapter 1. |
| 3 | Moral Development | Kohlberg’s stages of moral development.  Moral judgment and moral conduct.  Do moral people behave unethically?  Ethical decision-making. | Crain.  White.  Deckop, Chapters 6 and 14.  Johnson, Chapters 2 and 3. |
| 4 | Assessing Alternatives Ethically | Understand basic concept regarding Ethics in context to Western and Islamic Philosophy. Gain analytical skills to make ethical decisions. Use ethical theories and principles in the decision-making process. | Reading distributed in class session 3.  Students should read the cases before this class session. |
| 5 | Presentations | Group Presentations on Assignment No. 1 | |
| 6 | Ethics and Organizations | Discuss the dark face of organization Understanding why organizations are considered unethical and a tool for domination | Organizations as tool for Domination  G. Morgan – Images of Organization |
| 7 | Corporate Social Responsibility | Discussing evolution of CSR concept in organization  Discuss why organizations do CSR, and link it with ethic debate  Take an overview of debate of CSR | Article 7-1  (Lead discussion by Group 1)  Article 7-2  (Lead discussion by Group 2) |
| 8 | Ethics and Employer Branding | Discuss why employees prefer to work with employers who have ethical brand recognition  Understand what are outcomes of Ethical Employer Branding | Article 8 -1  (Lead discussion by Group 3)  Article 8 - 2  (Lead discussion by Group 4) |
| 9 | Ethics in HR philosophies | Understand how ethics interplay with HR philosophies  Discuss how organizational ethical orientation develops in today’s complex business environment – which is both morally and culturally diverse – and how it effects organization’s HR philosophy | Article 9 -1  (Lead discussion by Group 5)  Article 9 – 2  (Lead discussion by Group 6) |
| 10 | Ethics in HR policies and systems | Critically appraise the relevance and usefulness of Ethical analysis to HR practice | Article 10-1  (Lead discussion by Group 7)  Article 10-2  (Lead discussion by Group 8) |
| 11 | Ethics in HR practices | Critically explore and evaluate the ethical nature of human resource practices, including   * Recruitment and selection * Training and development * Performance Management * Compensation * Employee relations | Article 11-1  (Lead discussion by Group 8)  Article 11-2  (Lead discussion by Group 10) |
| 12 | Case Methods | Understanding Case Method and its use to produce research | Extracts from Yin’s book on Case Study Method |
| 13 | Analyze Ethical Dilemmas through case studies | Operationalizing ethics debate in organizational context, through case discussions | Cases provided at model  Students should read the cases before this class session. |
| 14 | Presentations | Participants will present Cases, which they will write as final assignment. Details of Assignment (Case Writing) will follow. | |
| 15 | Presentations | Participants will present Cases, which they will write as final assignment. Details of Assignment (Case Writing) will follow. | |

**Theories for Assignment no. 1**

1. Ethical relativism.
2. Utilitarian theory.
3. Categorical imperative.
4. Distributive justice.
5. Ethics of care.
6. Aristotle’s virtue ethics

**Topics for Assignment No. 2.**

* 1. Introduction
  2. Human Freedom
  3. Hedonism
  4. The Ethics of Islam
  5. Concerns Regarding the "Right to Life" and the "Right to Choose"
  6. Cloning
  7. Euthanasia
  8. Punishment: Retribution or Rehabilitation?
  9. Racism
  10. Sexual Harassment
  11. Poverty
  12. Animal Rights
  13. Ethics and the Environment

**References:**

Bird, F. B., & Waters, J. A. (1989). The moral muteness of managers. California Management Review, 32, 73-88.

Schumann, P. L. (2001). A moral principles framework for human resource management ethics. *Human Resource Management Review*, *11*(1), 93-111.

Hanson, K. (1985). Ethics and business: a progress report. In: C. McCoy (Ed.), Management of values (pp. 280

288). Boston: Pitman.

Drucker, P. F. (1954). The practice of management. New York: Harper & Row.

Pinnington, A., Macklin, R., & Campbell, T. (2007). Introduction: ethical human resource management. *Human Resource Management: Ethics and Employment*, 1.

**STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE PARTICIPANT HANDBOOK**

**Class Policy: -**

* Be on Time

You need to be at class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.

* Mobile Policy

**TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.

* Email Policy

**READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email.

Participants should regularly check their university emails accounts regularly and respond accordingly.

* Class Attendance Policy

A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise they could reach short attendance.

* Moodle

UMT –LMS (Moodle) is an Open Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)

* Harassment Policy

Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.

* Use of Unfair Means/Honesty Policy

Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.

* Plagiarism Policy  
    
  All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “TurnItin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook.
* Withdraw Policy

Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student.A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.

* Communication of Results

The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.