Instructor: David Zaring
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Classroom: Huntsman G55
Office: Sixth Floor Huntsman Hall
Class times: MW 9:00-10:30, Room F50
Office Hours: Tuesday 1:30-2:30, Wednesday 1:30-2:30, or by appointment

Overview:

This course introduces students to the important legal and ethical challenges they will face as leaders in such fields as financial services and consulting. The scope of the course is not limited to these two contexts, however, and will be broadly useful to students preparing for any managerial position that is likely to place them in the role of an advisor and agent representing and owing duties to third parties such as employers, clients, suppliers, and customers. The focus of the course will be on developing skills in ethical and legal analyses that can assist managers as they make individual-level and firm-level decisions about the proper courses of action when duties, loyalties, rules, norms, and interests are in conflict.

Grading:

1. **Overall Contribution to Class:** (25%) Class attendance, instructor evaluation, and peer ratings will comprise 25% of the grade. Because class participation may not come easily for
some, I am happy to discuss strategies for successful classroom participation. Many of these strategies may be helpful beyond this class as well.

2. **Exam** (25%). A closed-book exam will be given in Class 9; it will focus on the legal environment in which business decisions must be made.

4. **Final** (50%). An essay-based, take home final exam will be handed out in the final class and will be due within one week of the last class.

**Class:**

The readings and other materials will be available at Study.net, along with the course ethics matrix.

Class will be conducted according to concert rules:

1. Class starts and ends on time. Students and faculty are expected to be timely.
2. Students are to sit according to a seating chart.
3. Students should remain in attendance for the duration of class, except in an emergency.
4. Students should display nameplates.
5. All phones should be turned off; electronic devices may be used only to access the readings for the day.

**CLASS TOPICS AND ASSIGNMENTS**

**Topic 1: Managers:**
This section of the course focuses on legal and ethical rules that arise for managers as they make organization-affecting decisions. It also introduces some basic distinctions to structure analysis of legal and ethical issues.

March 16: **Moral Obligations and Mandatory Rules**


Case: The Analyst’s Dilemma (HBS 394-056, 1993)

Discussion Questions:

1. Have you ever been in a situation like our analyst?
2. Does the analyst have a “dirty hands” problem?

“How you cling to your purity, young man! How afraid you are to soil your hands! All right, stay pure! What good will it do? Why did you join us? Purity is an idea for a yogi or a monk. . . . To do
nothing, to remain motionless, arms at your sides, wearing kid gloves. Well, I have dirty hands. Right up to the elbows. I've plunged them in filth and blood. But what do you hope? Do you think you can govern innocently?” JP Sartre, Dirty Hands

3. What are her options? What should she do?

March 18: Employment at Will: A Managerial Perspective

Employment At Will: A Legal Perspective (HBS Note 9-306-036).

Case: Two Tough Calls (HBS Case 9-306-027)

Discussion Questions:

1. What is your appraisal of the employment-at-will doctrine?
2. Given the doctrine, what is this manager’s responsibility to Terry and Phil?
3. As the manager, how would you handle the two decisions?

March 23: Freedom of Contract: An Employee Perspective


Case: Wharton Student Gets a Surprise
Exercise: The Fee Dispute (in class)

Discussion Questions:

1. Does Francesca have a contract that can assist her in resolving this issue with McBain?
2. How might Francesca have altered her bargaining position by negotiating different the terms covered by her contract?
3. Should Francesca take the deal offered by McBain?
4. Is McBain acting ethically with regard to Francesca?

March 25: Managing Legal Risk

Exercise: Dunkle v. Mercury Drug Co.

Discussion Questions:

1. What are the advantages and disadvantages of turning to litigation?
2. How should a manager plan for legal risk?

**Topic 2: Organizations**

This section of the course focuses on legal and ethical rules that arise for firms. It also focuses on the particular legal structural requirements imposed on firms with regard to their duties to shareholders and third parties.

March 30: **Within-Firm Obligations**


Discussion Questions:

1. What is a fiduciary obligation, and what does it require of managers?
2. Why was Cargill held liable for the grain elevator's debts in *Jensen Farms*?
3. What was the nature of the business relationship between the litigants in *Meinhard*?
4. Do you agree with Judge Cardozo's decision resolving that relationship, or Judge Andrews' dissent?

April 1: **Firm Obligations To Shareholders And Others**


Discussion questions:

1. What are the advantages hopes to gain Ford by changing its dividend policy?
2. Can a business perform its fiduciary duties and maintain a charitable program?
3. Is it responsible management to give a portion of corporate revenues to charity?

April 6: **Mergers and Acquisitions**

The Fiduciary Relationship: A Legal Perspective (HBS Note: 9-304-064).

Discussion questions:

1. Do you think PeopleSoft should accept Oracle's offer?
2. What are the advantages and disadvantages of board resistance?
3. What mechanisms can PeopleSoft use to turn away a hostile bidder like Oracle? Are they effective?

April 8: **Securities Regulation and Insider Trading**

G. Richard Shell, *The Basic Elements of Business Fraud*

Cases: The Employee Exit Interview
The Inside Trader

Discussion Questions: see The Inside Trader

April 13: **Exam: Rules for Managers and Organizations**

**Topic 3: Systems**
This section of the course focuses on legal and ethical considerations for managers as they operate within society at large. To whom do they owe obligations? How does government, domestic and international, affect the range of choices?

April 15: **The Purpose of the Corporation**


Discussion questions:

1. What is the nature of the disagreement between Stout and Friedman?
2. What responsibilities does Guidant owe:
   - its shareholders?
   - the Oukrops?
April 20: **Counterparty Obligations**


Discussion questions:

1. What were the key steps the government took to respond to the financial crisis, and how does this suit fit into it?
2. What is the SEC versus Goldman Sachs lawsuit about in a nutshell?
3. What are credit default swaps on CDOs and CMOs?
4. How does withholding negative information affect demand for and supply of financial instruments? Should the SEC try to regulate this area?

April 22: **The Global Context**


Case: Yahoo! in China (HBS Case 9-609-051)

Discussion questions:

1. What, if anything, did Yahoo! do wrong with regard to its relationship with the Chinese government?
2. What are its ethical duties going forward?
3. Should companies alter their ethical standards depending on where they do business? How does Donaldson address this issue?

**Final:** Responsibility for Managers (distributed at the end of class, April 22; due by Monday, May 4, at 5:00 pm)