

**UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL
DEPARTMENT OF LEGAL STUDIES & BUSINESS ETHICS**

**LEGAL STUDIES 611-002
Quarter 4 – SPRING 2021
RESPONSIBILITY IN GLOBAL MANAGEMENT**

Classroom: Zoom
Office: Zoom
Class times: 3 to 6 pm, Tuesdays
Office Hours: By appointment.
Office Phone: 215-898-9525
Email: Shellric@wharton.upenn.edu

Instructor: Professor G. Richard Shell, Chair, Legal Studies and Business Ethics Department. For more information, see www.grichardshell.com.

Course overview: This section of Legal Studies 611 will be **entirely synchronous** and will leverage my relative expertise in negotiation, persuasion, leadership, and law to help you investigate your personal conception of what it means to be a “responsible” leader in the global business environment. Negotiation simulations, group work on problems, and class discussions will help you reflect on your own values/behavior as well as your ethical/legal/moral standards and career aspirations. Your final paper will require you to define what you mean by the word “responsibility” as applied to your personal and professional goals. Please note: This is not a section that uses traditional Harvard Business School case studies to examine issues of corporate social responsibility. If you prefer that style of pedagogy, other sections of LGST 611 or 612 can and will provide it.

Learning Teams and Class Attendance: You will be assigned to small-group learning teams of 4-5 people who will remain intact for the entire class and will interact each week in private sessions to address problems, share perspectives, and debate issues posed by the instructor. You are thus expected to join the class on Zoom during its in-session times each week if at all possible so you can contribute your team’s success. Recordings will be available for those who cannot attend due to time-zone or health-related problems. There are no penalties for taking this course entirely via recordings and graded elements. But I think you will find that this short class can have a significant effect on your self-perceptions and goals as a professional if you take it seriously, attend all sessions, and engage vigorously with your classmates. NOTE: I encourage you to meet between classes in person (if it is possible to do so safely with proper social distancing) to do the exercises and group work.

Readings: Readings and cases are available on Canvas from a variety of sources. Course slides are posted on Canvas for each class. There are a few case-de-brief slides the instructor will discuss during class that are not in the set posted to Canvas for students.

GRADING:

- 1. Readings Test (30%).** An open book "Readings/Lectures Test" will be posted on Canvas a few days after the course concludes. You will have 48 hours to post your answers on Canvas. The test will cover Readings and Lecture content covered in the course. Although it is open book, it is a violation of academic integrity if any student collaborates with any other student on answers. Your work must be entirely your own. The test will feature short essays and short-answer questions on materials covered in lecture and in the readings. You'll do a lot better on the test if you keep up with the readings week-by-week rather than try to cram them in or go searching for frameworks and analyses you are unfamiliar with after the class is over.
- 2. "Responsibility Week": Virtues and Values Assignment (10%).** Just after we conclude Class 3, you will choose a personal virtue or value that you would profit from working on conscientiously for the week between Classes 3 and 4. The day you get the assignment, you will post an entry on Canvas explaining what behavior you have selected and why. That is worth 2 points. Then you will post a diary entry every day of the week on your successes and failures practicing this virtue or value. Those are worth 1 point each (a point you'll lose if you fail to post a diary or do so late). Finally, the day before Class 4, you will post a 1-page essay on your overall experience during the week and identify best and worst practices for exercising self-discipline on something that you yourself have identified as benefiting you. That summary is worth 3 points.
- 3. Two Moral/Ethical Conflict Examples (10%).** For Class 5, you will submit on Canvas a 1-2 page paper on two moral or ethical conflicts you or someone close to you has experienced. One should involve a situation in which, for one reason or another, you did not step up to take action. The other should involve a situation in which you (a team you were part of) did step up. For each conflict, explain what happened, what was difficult about it, how it was resolved, and what lesson(s) you take away from it now.
- 4. Final Paper. (50%)** A Final Paper is due to be posted on Canvas **by 4:00 pm exactly one week after the final class**. This is the largest component of the grade and consists of an 8-10 page paper (12-point type, doubled spaced, standard margins –end notes and illustrations are not counted toward the 9-page limit). The paper will ask you draw on your unique life experiences, course readings and discussions plus your own original research to offer your own definition of "responsibility" within a professional setting you hope (sooner or later) to enter. You must discuss your concept of responsibility by illustrating it using your own life experiences and the life of a role model you select – living or dead -- from the industry or type of organization you aspire to lead after graduation. Papers will be graded based on quality of writing, organization, original research, integration of your life story, course readings, and thoughtfulness/originality/appropriateness of your role model. You will upload your paper by the deadline to Canvas. Please cite your sources accurately, use quotation marks for materials you take verbatim from other sources, and do not plagiarize. Wharton has an automated software system that checks for all this.
- 5. Class Attendance and Grading:** Due to the online environment we are in and the difficulties posed by time zones and health-related issues, there is no grade for class participation. However, we will meet only six times and I strive to make each class as engaging as possible. Thus, we will start class promptly and end on time (5-10 minutes before 6 pm). I have designed a set of interactive experiences that break up our 3-hour time block and that former students report are excellent sources of personal insights about responsibility and professionalism in business – but only if everyone takes class attendance to heart and engages seriously. For example, we will do some

negotiation exercises that fall apart if someone fails to do the case with their partner or disappears before the case is discussed. People who skip class, arrive late, leave early, or disappear in the middle to attend to other priorities thus disrupt the experience for others.

CLASS TOPICS AND ASSIGNMENTS

Class 1 (3/16)

Three Levels of Responsibility
Topics: Course themes and requirements;
Negotiation Case: The Roofing Sale

Class 2 (3/23)

Day 1 of Two-Day Law School
Topics: Introduction to Law, Private Law of Contracts, Fraud
Three Types of Law in Business
Case Study: An MBA Student Gets a Surprise (Small group discussion)
Negotiation Case: The Exit Interview

Class 3 (4/6)

Day 2 of Two-Day Law School:
Topics: Fiduciary Duties, Global Regulatory Law, Insider Trading, Lawsuit Settlement
Negotiation Case: The Fee Dispute
Case Studies: Insider Trading Questions

Class 4 (4/13)

Responsibility and Self-Control: What is "Character"?
Topics: Impulses and Self Control: "How could I have done that?"
The respective roles of reason and emotions in leadership behavior and decision making
Case studies: Reports on Virtue and Values Exercise
Worldcom's Controller

Class 5 (4/20)

Responsibly in Very Hard Cases: Tough Conflicts
Topics: Personal Ethical and Moral Conflicts
Moral Reasoning in Hard Cases
Three Contexts: Personal, Situational, Systemic
"The Ones Who Walk Away from Omelas"
Case Studies: Your tough cases

Class 6 (4/27)

Speaking Up for Your Values

Topics: Whistleblowing, Organizational Strategies for Speaking Up
for Your Values.
Case Studies: Theranos + Whistleblowers

READINGS-LECTURES TEST: Open-book test given after final class. Post your answers on Canvas. Test opens two days after class and will remain open for 48 hours.

FINAL PAPER: Upload to Canvas. DUE: Exactly one week after final class by 4 pm.