

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

LEGAL STUDIES 6110-003  
Quarter 1 – Fall 2022  
RESPONSIBILITY IN GLOBAL MANAGEMENT

Classroom: xxx  
Office: 643 JMHH  
Class times: 3:30 to 6:30 pm, Tuesdays  
Office/Student Hours: 1:30 to 3:20 pm, Tuesdays or by appointment  
Office Phone: 215-898-9525  
Email: Shellric@wharton.upenn.edu

**Instructor:** Professor G. Richard Shell, Thomas Gerrity Professor, Legal Studies, Business Ethics, and Management. For more information, see [www.grichardshell.com](http://www.grichardshell.com).

**Course overview:** This section of Legal Studies 6110 will leverage my expertise in negotiation, persuasion, and law (as well as my experience co-founding the MBA Program’s “P3” experience) to help you thoughtfully develop and articulate your personal vision of what it means to be a “responsible” leader in the global business environment. Students have reported that this class added a unique, valuable dimension to their MBA experience by giving them a chance to think deeply about the values that should animate their working life. Negotiation simulations, group work on problems, personal introspection, and class discussions will help you reflect on how your life so far has reflected your values and how you can recommit to those values in your future career. 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 6110, 6120, or 6130 can and will provide it.

**Mandatory Class Attendance and Grading:** Our time together is short. We meet only six times for three hours each week. I will thus strive to start class promptly and end on time. In addition, the interactive negotiation and other experiences that keep our 3-hour time block lively will work only if everyone takes the class attendance seriously. Students who skip class, arrive late, leave early, or disappear in the middle to attend to other priorities disrupt these experiences for their teammates and partners. Therefore: If you cannot commit to attending the full 3 hours of class every week for the six weeks we will work together, please consider enrolling in another section either this Quarter or later during your MBA career.

**ATTENDANCE BONUS: As an incentive to attend class diligently, students who attend all six classes in full (or all five if they register after Class 1 is over) will receive a 5-point bonus on their final grade.**

**ATTENDANCE PENALTIES.** With the exception of the final class (where an in-class test is given), you may have one unexcused absence for all or part of one class. Missing 15 minutes (cumulatively) of a class counts as missing "part of any class." NOTE: this includes missing all or part of Class 1 if you are registered for the course. As a courtesy to me and your fellow students, please let me know in advance

about any class or part of a class you need to skip so I can work around your absence for assigned negotiation and group exercises. There is no penalty other than losing the full-attendance bonus for missing all or part of only one class.

**MISSING ALL OR PART OF TWO (OR MORE) CLASSES.** Missing two or more classes is a serious attendance problem that will put you in serious jeopardy of failing the course. Missing two classes results in a 20-point penalty for your final grade. NOTE: No student has ever passed this section who has missed all or part of three classes – all have withdrawn. By rule, you will fail with no opportunity to withdraw if you miss all or part of four or more classes.

**Readings and Lecture Slides:** Readings and cases are available on Canvas from a variety of sources. Course slides will be 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 ELEMENTS:**

1. **Short-Answer Readings Test** (30%). The beginning of the final class will feature a closed-book, short-answer "Readings Test" lasting 30-40 minutes. A Sample Test will be posted on Canvas. The test features short-answer questions (i.e. a few sentences), true/false, fill in the blanks, etc. The purpose of the test is to reward students who prepare and master the assigned readings. Mastering these readings will also help you contribute to your own and your classmates' learnings and write a better Final Paper. Best practice: keep up with the readings week-by-week rather than trying to cram at the end of the term. The course will be more interesting and less stressful.
2. **"Responsibility Week": Virtues and Values Assignment** (10%). Just after we conclude Class 3, you will choose a personal virtue or value you need to work on (practice honesty, focus more on what's really important by limiting social media, strengthen self-awareness by keeping a diary, etc.). You will then work on this 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 are working on 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 taking responsibility for something that you yourself have identified as benefiting your "best self." That final 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 exploring two moral or ethical conflicts you or someone close to you has directly experienced. Conflict #1 will involve a situation in which, for one reason or another, nothing was done to correct the moral or ethical lapse. Conflict #2 will involve a situation in which you stepped up to take corrective action (even if this action failed). 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 page limit). Details on this assignment are posted on Canvas. The paper will ask you draw on your unique life experiences, course readings and discussions plus your own original research to offer your unique 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

real-life 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 use or paraphrase chunks of text from unacknowledged sources (i.e. plagiarize). Wharton has an accurate, automated software system that checks for plagiarism, including papers, books, and articles from internet sources.

## **CLASS TOPICS AND ASSIGNMENTS**

### **Class 1** (8/30)

	<b>Three Levels of Responsibility</b>
Topics:	Course themes and requirements;
Negotiation Case:	The Roofing Case (conducted in class)

### **Class 2** (9/06)

	<b>Day 1 of Two-Day Law School</b>
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** (9/13)

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

### **Class 4** (9/20)

	<b>Responsibility and Self-Control: What is "Character"?</b>
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 The slippery slope of rationalization: Worldcom's Controller

### **Class 5** (9/27)

	<b>Responsibly in Very Hard Cases: Tough Conflicts</b>
Topics:	Personal Ethical and Moral Conflicts Moral Reasoning in Hard Cases The "CLIP" Model "The Ones Who Walk Away from Omelas"
Case Studies:	Your stories

**Class 6** (10/04)

**The Values-to-Action Process: The OODA Loop  
(READINGS TEST at the beginning of class)**

Topics: Your Personal Strengths, Organizational Strategies for  
Speaking Up for Your Values, What is “Whistleblowing”?  
Case Studies: Personal Assessment/Challenges + The Theranos Case

**FINAL PAPER:** Upload to Canvas. **DUE:** Exactly one week after the final class by midnight.