

*BUSI 5802 A “Business Ethics”  
May 2014 - June 2014*

<b>Professor</b>	Dr. Rumaisa Shaukat
<b>Office</b>	DT919
<b>E-Mail</b>	rumaisa.shaukat@carleton.ca For any email query, in the subject column write your course codes.
<b>Office Hours</b>	By appointment only. I’m also generally available right before class for quick questions/comments.
<b>Class Times</b>	Section A Wednesdays 6:05-8:55pm
<b>Class Location</b>	<b>DT</b> 328
<b>Website:</b>	Course slides will be emailed to you. Please attend classes!

**Course Objectives**

Business Ethics is a core course examining the impact of corporate decisions on society. Corporate social responsibility (CSR), sustainability and governance will be analyzed from a variety of stakeholder perspectives and standards of business ethics in a global context.

The primary objective of this course is to develop a comprehensive understanding of the impact of corporate behaviour on the firm’s stakeholders. The theoretical basis for specifying the ethics of business will be examined and applied to a variety of practical and significant problems faced by organizations.

Proposed topics include: the role of business in society, the theoretical basis of the ethics of business, managing the ethics of business, corporate social responsibility (CSR) in theory and practice and various specific sub-topics.

**Course Learning Objectives**

What any individual learner takes away from an exploratory-based course is, of course, highly variable. Nevertheless, at a minimum, the successful completion of this course assumes that you will:

- Gain an understanding of the scope of CSR issues.
- Develop a multi-stakeholder perspective in viewing CSR issues.
- Explore the connections among strategy and CSR.
- Understand that multiple, often conflicting or differing, viewpoints and tradeoffs exist around each CSR issue.
- Take away a more sophisticated and sensitive understanding of the complex issues confronting corporate and societal leaders.
- Develop a sound foundation for your further study of CSR.

**Student Responsibilities**

To gain the maximum benefit from this course, it is recommended that you:

- Take an exploratory attitude toward this course, keeping an open mind about CSR issues when viewed from multiple perspectives.
- Imagine how CSR issues are viewed by each relevant stakeholder.

- Empathize with stakeholder concerns to appreciate the emotional intensity that energizes their reactions to corporate actions.
- Form your own opinions, while being willing to listen to the views of others.
- Undertake pre-class assignments in a timely manner to maximize your in-class learning.

### **Course Expectations**

1. **Emails:** I communicate with students through their student email accounts. It is your responsibility to check your emails as I will be sending important messages through this medium. Be professional in your email communication (read separate instructions below) I usually check emails once a day. Please email me again if you do not receive a reply within 3 working days; there is always the possibility of problems with electronic messaging. I will not send grades or otherwise private student information (group member's email etc) via email. Assignments will not be accepted via email.
2. **Active Participation.** Students are expected to attend, take notes, and participate in class. Students are expected to maximize their own learning by actively participating in all activities. This includes raising questions for discussion or clarification, bringing their own work and other organizational (only professional and academic) experiences to discussion, and interacting professionally and ethically with classmates and with the instructor.
3. **Regular Attendance.** As most of the course material is structured in such a way that it builds upon itself, and because this class, for obvious reasons, places so much emphasis on the practice of communication through discussion, exercises, etc., it is difficult for you to enhance your interpersonal skills if you are not regularly present to practice them. Also, because you will be part of a group requiring your involvement and input, attendance is something that you owe to your fellow group members. Therefore, punctual attendance and regular readings are strongly recommended.
4. **Follow Assignment Instructions.** Carefully read the instructions for your written assignments described in the course outline. Always use a title for your work. Strictly, follow the instructions regarding page limit/font size/margins for your written submissions. In any case do not exceed the required standard page limits for all submissions. Format for written submissions should follow the American Psychological Association (APA) Publication Manual (5<sup>th</sup> Edition).
5. Cheating, plagiarism, and other instructional offences are not tolerated and can have severe penalties (please see the statement on plagiarism in the Spratt School attachment). For additional help, you are strongly encouraged to consult the document "Paper Formatting & Documentation Guidelines", on the Spratt website at Academic Programs \_ Useful Links \_ Paper Writing Guidelines.
6. **Keep duplicates of deliverables.** For your protection, always keep a copy of your written assignments (either soft copy or a hard copy). In case of loss, theft, destruction, dispute over authorship, or any other eventuality, it will be your responsibility to provide a copy of your written submissions.
7. **Respect Deadlines.** All deadlines need to be respected, and exceptions will be granted only in extraordinary cases. No make-up case study, no make-up assignment. Projects which are submitted after the due date without an agreed upon extension are considered late assignments. Assignments must be handed in at which they are due. Submission of late assignments requires the prior consent of the instructor otherwise the penalty on late assignments is a grade loss of 10% per day up to a maximum of 3 days, after that assignments will not be accepted. Computer failure, printing problems, work for other classes and many other excuses are not acceptable. You may not miss a day when you are scheduled for exam and presentation in the class. Except under unusual circumstances, you have 24 hours from the time you miss your exam to contact me about your absence. Without an appropriate reason and documentation, you will receive a zero for the missed exam and presentation.

8. Respect your classmates' desire to learn. In class, turn off all cell phones, beepers, or other electronic communication devices. The use of laptop computers has become increasingly common in the academic community, and they serve as a useful means of enhancing the classroom experience for some students. However, laptop computers have also the potential to serve as significant distraction for others when they are not being used for classroom activities. Thus the official policy for this class regarding laptop computers is that they may be used for note-taking purposes only. Any student found violating this policy forfeits the privilege of using his/her laptop computer for the remainder of the semester. The most obvious violations include but are not limited to surfing on the internet and IMing and/or chatting.
9. Late arrivals and early departures are not acceptable in this class. Do not 'leave' early, that is, pack up books, stand up, etc. near the end of the class. The class period is over when the allocated time is completely up or when the instructor dismisses the class. Meetings for other classes, appointments with advisors, work excuses, catching rides home, attendance at family social functions, sporting events and many other personal reasons **are not** considered "excused" absences. Any student missing more than 1/3 of the class periods for any reason should withdraw and retake the course; those missing 1/3 of the class periods will not be awarded a passing grade in the course. Late students conspicuously disturb the learning experience for their classmates. As a courtesy, you should plan to arrive no later than the start of class (if not sooner). *I reserve the right to reduce your final course grade by half a letter grade or a letter grade (in proportion to the extent of lateness and absences) if I deem attendance and punctuality problems to have interfered your learning or the learning of others.*

If at any time something seems unclear or unreasonable to you, please make an appointment to discuss it. I am open to your suggestions and comments. This class is meant to be an open forum for learning and discussion. Perhaps you have a question about some class material but feel uncomfortable asking it in class it or the question does not occur to you until afterwards. Or perhaps you are working on a class assignment and have a question about getting started or want a second opinion to assess whether you're appropriately approaching the project. In instances such as these, please contact me.

### **Policy on Re-marking**

From time to time, students have legitimate concerns about marks they have received on a Cases and exams. If you feel that any paper handed back to you has not been marked appropriately for the work you have submitted, you do have recourse for re-marking. However, please note that to be eligible for re-marking, you must embark upon the following procedure within one week of the deliverable being handed back in class:

1. Indicate in writing specifically what your concern(s) is (are). This does NOT mean that you simply say "I think I deserve more marks." You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
2. After completing #1 above, you must submit the paper with your comments back to the Professor within one week of the paper being handed back in class. If you did not pick up the paper when it was handed back, you still have only 1 week from the original hand-back date to request a remark.
3. If a deliverable is not resubmitted following the above guidelines, the Professor will regard the mark as originally assigned to be the final mark for that deliverable.

**NO MARKS will be changed at a later date.** It is important to note that the Professor reserves the right to remark the entire paper in question and to either leave the mark as is or to change it positively or negatively as required.

**No make-up activity or assignment** can be undertaken in order to improve your midterm, cases, final exam, or course marks. The weight on final grades of the exams and the cases cannot be changed from what is outlined above.

### **Email Guidelines**

Please be professional.

- Always use your university account. E-mail from other domains (hotmail, gmail) often are treated as spam.
- Always identify the course number and section in the Subject line
- Please use proper greetings. You can refer to your instructors as “Professor X” or “Dr. X.” Any other title (Ms., Mrs., Miss, or Mr.) is less appropriate given the classroom context. As business students, it is imperative that you learn to use proper titles.
- Always sign your email with your first and last names and include your student number.

### **Required Text and Other Readings:**

Stanwick, P. A., & Stanwick, S. D. (2009). *Understanding Business Ethics*. Upper Saddle River, NJ: Pearson Education, Inc. ISBN-13: 978-0-13-173542-2

Additional supporting readings may be identified by the professor from time to time and posted on cuLearn as either required or suggested. Students are encouraged to regularly consult cuLearn for supplemental resources.

### **Student Deliverables and Grading:**

Two of the deliverables in the course, the topic presentation for Class 3 and the CSR critique and presentation for Class 6, are to be completed in groups. The class will be asked to divide into groups of not more than 4 students for completion of these tasks. Further information on effective group formation and processes will be discussed later in the class.

### **Marking Scheme**

The grade for the course will be computed based on the following weightings:

#### **Group Work:**

Group topic presentation	10%
Group CSR critique report and presentation	30%

#### **Individual Tasks:**

Class participation and contribution to peer learning	10%
Peer Evaluation	5%
-each worth 2.5 points	
2 Personal reflection essay on self contribution	5%
-each worth 2.5 points	
Final Exam	40%

**Note:** Personal and Professional Declaration of Academic Integrity sheets are required. Please check Appendix I and II. Peer evaluations are required with group assignments.

**Criteria for Evaluation and Grading:** See details that follow for each element.

Each component of your grade will be assigned a letter grade score. Your final course grade will be a weighted average of each of these components.

### **Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the professor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with the examination schedule.

**Policy for Group Presentations:**

All group members must participate in the presentations. Any student unable to do so because of illness or other circumstances beyond their control must contact the professor via email prior to the start of the class for which the presentation is scheduled. The professor may allow an alternative individual assignment when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the inability to present. Any student missing the presentation would not obtain any grades for the group presentation. The other group members must make the entire presentation as scheduled.

**Groups:**

You will be required to form groups of a maximum of 4 students (dependent upon class size, *exceptionally* a group of 5 may be permitted or a student without a group may be assigned to a group, all at the professor's discretion). These groups will collectively carryout group assignments for the topics presentation and the CSR critique report.

***Group composition criteria:***

1. At least one male member and at least one female member.
2. At least one non-English mother tongue member and at least one English mother tongue member.

Students are responsible for selecting their group partners and the group is expected to *self-govern* to ensure the quality of all deliverables, independently resolving any conflicts within the group. It is strongly recommended that students seek diversified and complementary skill sets in their prospective group partners, ideally students from different academic concentrations with varied work experiences and backgrounds. Some guidelines on effective group formation and processes are attached as an appendix, please read those.

**Topic Presentations: 10%**

There are many ethic topics of importance to specific industries, stakeholders, or issues that a business ethics course could address. Rather than focusing on an overview of all aspects, this course will select a sub-set of topics that are of particular concern to the class. Each group will select a unique topic and must obtain approval of the topic from the instructor. The topic presentation consists of a brief introduction of the issue, a short sample case exemplifying the topic for the class to consider, engaging the class in a dialogue then presenting a framework for addressing the case using the skills learned in the course. A hard copy of the slides is required on the day you present. Details for timing and content of the presentation will be discussed in class and posted to cuLearn.

**Note:** You could chose a case from your textbook as well, there are 23 cases for you to look at.

In addition to the group presentation, each student will prepare a 1-2 pages personal reflection on the topic presented by their group (worth 2.5 points). Details will be discussed in class. A paper copy of the personal reflection is due at the beginning of class 3. If you are unable to attend class, it is your responsibility to ensure I receive this copy prior to the deadline.

**CSR Critique and Presentations: 30%**

*Presentation: 10%*

*Report: 20%*

Each group will select a unique CSR or Sustainability published report (where there are condensed versions or executive summaries, it is the full report that should be used) of a public firm and must obtain approval of the selection from the professor.

The published report must be the latest available and the link or copy thereof be submitted with the request for approval. To avoid a concentration within an industry group, you are encouraged to talk to the professor because subsequent requests for similar firms will not be accepted. Approvals will be based on first come first serve basis.

A written report (10-15 pages) critiquing the firm's report must be submitted at the final class where the group will make a brief presentation to the class of their findings. Details for expectations for the report and presentation will be discussed in class.

In addition to the group presentation, each student will prepare a 1-2 pages personal reflection (worth 2.5 points) on the assignment presented by their group. Details will be discussed in class. A paper copy of the personal reflection is due at the beginning of the class 6. If you are unable to attend class, it is your responsibility to ensure I receive this copy prior to the deadline.

### **Peer Evaluation: 5%**

With group topic presentation 2.5%

With group CSR critique report and presentation 2.5%

Recognizing that not all participation in every group meets with expectations, students are asked to participate in the assessment process by attributing grades to their group members for their contributions to the group deliverables (i.e. the ethics topic presentation and the CSR report).

With both group deliverable, each group member should submit, **in a sealed envelope**, a grade for all group members. Use only the original Peer evaluation form attached with the course outline (no hand written evaluations or different forms will be accepted). Peer evaluations are supposed to be confidential so please do it in private then fold them and put them in the large envelope with the assignments. Peer evaluations will affect your mark for that particular assignment so make sure you contribute to the group effort. *None of the students will have access to these forms after the submission. This evaluation is strictly confidential; all forms will be destroyed at the end of the semester.*

Deadline: Due with each case study and project presentation slides.

- Note: Evaluation from individual students without a sealed envelope will not be accepted (no staples or glue & use the original Peer evaluation form). *As a group place all peer evaluation envelopes and your final project report in One large envelope.* Not following any of the instructions above could affect your grade.
- In addition, if you are not submitting peer evaluation forms for your group members, you will personally lose 2.5 marks for each missed evaluation. No late submissions will be accepted.

### **Class Participation and Contribution to Peer Learning: 10%**

Students are encouraged to actively participate in the discussions in each of the six classes by being adequately prepared (i.e. having attentively read and reflected on the text chapters and any other assigned readings). It is student contribution to peer learning that constitutes a contribution, including encouraging colleagues, building on earlier comments without repeating, listening attentively to speakers and being respectful of differences of opinion.

While attendance is a pre-requisite to participation, it is the quality, not the quantity, of remarks that earns the grades. A discrete use of electronic devices for note-taking is permitted, however no distractions will be tolerated. Accordingly, should you engage in any non-course related use of the device in the classroom you will forfeit this permission for the remainder of the course.

It is also recognized that on some days there may be insufficient time for me to call upon each student who wishes to speak. Any such demonstration of desire to participate will also be considered in the overall assessment of class contribution.

### **Final Exam: 40%**

The final exam will be a closed book exam. It will be held during the MBA exam week.

Week	Date	Topic/Agenda	Chapters
1		Introductions, positioning of the ethics of business Video: Social Business	Overview and an introductory Lecture
2		The Foundations of Ethical Thought Contemporary Issues in Business Ethics Stakeholders and Corporate Social Responsibility Corporate Governance and Corporate Compliance	Chapters 1-4
3		<b>Topic presentations: Example Topics:</b> <ul style="list-style-type: none"> <li>• Ethics of financial transactions</li> <li>• Ethical hiring processes</li> <li>• Employee discipline and ethics</li> <li>• Compensation and ethics</li> <li>• Employment equity</li> <li>• Diversity and Ethics etc.</li> </ul>	<b>*Submit a hard copy of your slides. If slides are not used then submit a 4-5 pages handout/outline of your presentation</b> <b>*Submit personal reflection paper on chosen ethics topic</b> <b>*Submit Peer evaluations for this assignment</b>
4		Ethics and Environment Health-Care Ethics Ethics and Information Technology Strategic Planning and Corporate Culture	Chapters 5-8
5		Ethics and Financial Reporting Establishing a Code of Ethics and Ethical Guidelines Evaluating Corporate Ethics	Chapters 9-11
6		<b>CSR report critique presentations</b>	<b>*Submit CSR critique report</b> <b>*Submit personal reflection paper on CSR assignment</b> <b>*Submit Peer evaluations for this assignment</b>

**Drop Course Policy:**

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

**Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

**Group Work**

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. If you have a group assignment you may find the resources at <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf>.

*Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.*

### **Persons with disabilities**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information

### **Religious observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

### **Academic Integrity**

#### **Academic Integrity and Plagiarism**

Violations of academic integrity are a serious academic offence. Violations of academic integrity include presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student; all of which weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others.

The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another."

Using, summarizing or copying directly from another person's work, without identifying the name of the original thinker, is considered a form of cheating called "plagiarism".

When using, and/or summarizing the ideas and words of another, be it from a web site, a written text, lecture or discussion group, you must identify the source. Should you choose to use the exact words of another, you must acknowledge these words as such by enclosing them within quotation marks. However, be aware that it is not acceptable to copy large chunks from a source, even if you reference it correctly.

Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism see <http://www1.carleton.ca/studentaffairs/academic-integrity/>.

Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offenses. For more information on Carleton University's Academic Integrity Policy, consult: [http://www1.carleton.ca/studentaffairs/ccms/wp-content/ccms-files/academic\\_integrity\\_policy.pdf](http://www1.carleton.ca/studentaffairs/ccms/wp-content/ccms-files/academic_integrity_policy.pdf)

The photocopying of substantial portions of a textbook (e.g. more than 1 chapter or 15% of the total page

count) without the publisher's permission is another misuse of intellectual property, and is also a violation of Canadian copyright law. Access Canada's web site provides guidelines on legitimate copying. You may also find helpful information at: <http://www.library.carleton.ca/campus-copying>  
A signed declaration of academic integrity must accompany each group submission. (Example follows at end).

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at:  
<http://www1.carleton.ca/sasc/learning-support-services/academic-integrity/>

**Important Dates and Deadlines** can be found at:  
<http://sprott.carleton.co/students/mba/dates-deadlines/>

## **APPENDIX I**

*Personal and Professional Declaration of Academic Integrity observation of all Assignments and Submissions in this course*



The University Senate defines plagiarism in the regulations on instructional offenses as: “to use and pass off as one’s own idea or product work of another without expressly giving credit to another.”

We declare that the work submitted herewith is our work. All sources have been referenced in the footnotes and listed in the bibliography. This work has not been shared with anyone outside this group. This work is the intellectual property of each of the group members and will be returned to any one of the group members to be shared with the other group members.

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Student number

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*Instructional offence cases must be communicated to the Associate Dean, MBA programs, who then refers the allegation to the Associate Dean, Faculty of Graduate and Postdoctoral Affairs; individual solutions are not permitted.*

### **Appendix III**

#### **Quick APA Guide: Examples of APA reference format (according to 5<sup>th</sup> Edition)**

**Journal Reference:**

Akmal, T., & Miller, D. (2003). Overcoming resistance to change: A case study of revision and renewal in a US secondary education teacher preparation program. *Teaching & Teacher Education, 19*(4), 409-420.

**Book Reference:**

Apps, J. W. (1994). *Leadership for an emerging age: Transforming practice in adult and continuing education*. San Francisco: Jossey-Bass.

**Book Chapter Reference:**

Cobb, A. T., Wooden, K. C., & Folger, R. (1995). Justice in making: Toward understanding the theory and practice in organizational change and development. In W.A. Pasmore & R. W. Woodman (Eds.), *Research in Organizational Change and Development* (pp. 243-295). New York: JAI Press

**Book Editions:**

Friend, M., & Cook, L. (1996). *Interactions: Collaborative skills for school professionals*. (2<sup>nd</sup> ed.). White Plains, NY: Longman.

**Internet Article:**

Bolognese, A. F. (2002). *Employee Resistance to Organizational Change*. Retrieved May 13, 2004 from <http://www.newfoundations.com/OrgTheory/Bolognese721.html>

**Dissertation reference:**

Bean, C. J. R. (2003). Framing and sensemaking in organizational change: The experience of nomadic work. [Dissertation Abstract] *Dissertation Abstracts International, 64*(2- A), 564US: *Univ Microfilms International*.

**Same Authors in same year:**

Dent, E. B., & Goldberg, S. G. (1999a). Challenging “resistance to change”. *Journal of Applied Behavioral Science, 35*(1), 25-41.

Dent, E. B., & Goldberg, S. G. (1999b). Resistance to change: A limiting perspective. *The Journal of Applied Behavioral Science, 35*(1), 45-47.

**Text Citation:**

1. Author’s last name and year of publication [E.g., Bolognese, (2002)]
2. For direct quotations, author’s last name, year of publication and page numbers. E.g., (Bolognese, 2002, p. 12) or Bolognese (2002) claims, “.....” (P. 12). For more than one page (Bolognese, 2002, p. 12-15) or Bolognese (2002) claims, “.....” (P. 12-15).
3. If you are just borrowing an idea from a text then simply write author’s last name and year of publication. E.g., Bolognese, (2002) states....
4. For quotation containing more than 40 words, indent and single-space the whole quotation.
5. If you have more than one authors. For the first time, write last names of all authors and year of publication. For second time text citation, use Cobb et al., (1995)...

6. If you are supporting a claim with more than 2 references, then quote authors in an alphabetic order after your claim. E.g., (Hinings & Greenwood, 1988; Lewis, 2002; Prochaska & Prochaska, 1999; Vallas, 2003; Zell, 2003).

**Levels of Heading:**

- CENTERED UPPERCASE HEADINGS Level 5**
- Centered Uppercase and Lowercase Headings Level 1**
- Centered, Italicized, Uppercase and Lowercase Headings Level 2***
- Flush Left, Italicized, Uppercase and Lowercase Side Heading Level 3***
- Indented, italicized, lowercase paragraph heading ending with a period Level 4***

**Appendix IV**

***Guidelines for in class Discussions***

1. Everyone who is here has the right to be here and to participate. Everyone who is here brings experience and knowledge that makes their participation valuable.
2. Everyone has the right to be silent, i.e. "To pass" in answer to a question. Remember that some topics may be more difficult or painful for some than for others.
3. Be aware of how your participation affects the participation of others. Your words, your tone of voice, your body language, the amount that you talk, all affect others.
4. Remember that people's experience and knowledge vary. What you hold most dear may not be obvious or of value to others, and vice versa.
5. Actively listen. Reflect back to people what they are saying, even as you state your position.
6. Speak for yourself. Avoid speaking for others. Use "I" statements: "I think . . ."
7. Ensuring that everyone can participate is everyone's responsibility. Preventing someone from participating impoverishes the education of all.

## **Appendix V**

**Peer Evaluation Form**

Please write a short narrative addressing the evaluatee’s contributions before assigning a rating. Include in your narrative how many times the group met outside of class, how many meetings the evaluatee attended, whether the evaluatee made a serious effort to complete the assigned work before the group meeting, whether the group member attempted to make contributions in group project, whether the member was cooperative with the group effort, and whether the group member did all the readings before coming to the meetings.

Excellent	Carried more than her/his part of the load	5 points
Very Good	Consistently did what she/he was supposed to do	4 points
Satisfactory	Usually did what she/he was supposed to do	3 points
Marginal	Minimally prepared and cooperative	2 points
Unsatisfactory	Unprepared and uncooperative	1 or 0 point

Name of Evaluator: \_\_\_\_\_

Case Study Number: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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Name of Student Being Evaluated: \_\_\_\_\_

Rating Scales: Rating: \_\_\_\_/5

Comments: \_\_\_\_\_

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*Note: None of the students will have access to these forms after the submission. This evaluation is strictly confidential; all forms will be destroyed at the end of the semester.*

**Appendix VI**

## Survival Tips for Working in a Group Project

A lot of our students don't like to work in groups. Schedules can be hard to coordinate. Personalities sometimes clash. Some people work harder than others. Now that that's out of our system, let's face another reality: There is very little our students will do in the workplace that is not done in collaboration with others. As the corporate world continues to downsize, the ability to work as a member of a team is becoming increasingly important. Anyone who has had to coordinate students working in groups knows that the process often requires the professor to serve as a teacher, mentor, coach, and cheerleader. To help you through this rewarding and time-intensive experience, here are some group survival tips that you might find useful:

Remember the Golden Rule. Do unto others as you would have them do unto you. No matter how stressful the situation, treat one another with respect.

Do it now! Don't put something off until tomorrow. If you have the time, do it now. If you wait until you have enough time to tackle something from start to finish, you may never get started at all.

Trust is earned. If you say you are going to do something, then do it. Your word is your bond. If you don't keep your word, you have no right to expect others to keep theirs.

Act with purpose and conviction. The number of meetings each group holds doesn't determine success. It is determined by what is actually accomplished. Come to group meetings prepared to participate.

Feed off one another's strengths. Not everyone is good at everything. But everyone is usually good at something. Try to match tasks to talents.

Perception is reality. You may be a hard worker. But if you appear lazy to others, that is how the world will define you. Do yourself a favour: Don't forget to do work on creating a good image by showing good work ethics.

Use the buddy system. Work in pairs. Partners can encourage one another, bounce ideas off of one another, and check one another's work.

Editing The person who writes a piece of copy or types it into the computer should not edit that copy. Someone with a fresh pair of eyes should check for spelling, grammatical, and factual errors. So edit each other's sections in case you decided to divide work.

Back it up. To avoid last-minute disasters, save all computer data on at least two disks or USB drives.

"All-nighters" the evening before deadlines are not heroic. They are dangerous. Set interim deadlines and meet them. Allow the group ample time to edit and fine-tune documents. Waiting until the last minute is courting with disaster.

There is no "I" in "Team." What you say about others in your group is a reflection upon yourself. Try to build a team spirit. Don't undermine it.

Be a straight shooter. If you have difficulty with or are unsatisfied with the performance of a group member, it is your responsibility to voice those concerns to that individual privately before sharing them with others.

Take Notes. Do what most successful managers do: Keep a personal log of what was said by whom and on what date. In addition to keeping you on top of a dynamic process, you can document the performance of yourself and other group members.

Aim high. The best groups are those that place the highest expectations upon themselves.

Fair warning is better than no warning at all. If a deadline may be missed, the penalty is usually less severe when your professor is told of the problem before the deadline passes. This also holds true when dealing with members of your group. Don't surprise your group members and your professor!