

San Francisco State University
PA 747: Organizational Ethics: Doing Good, Being Good
Spring 2017 (April 22nd and May 6th, One Online Session)

Instructor: Joel T. Mackey

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Course Summary:

This course is a consideration and examination of ethical behavior in nonprofit and public sector organizations. Course content will include an overview of ethical theories, a discussion of ethical values relevant to practitioners and organizations, and consideration of a code of ethics as a helpful tool in creating a healthy ethical culture. In this introductory course to organizational ethics we will also explore:

- How personal and group values shape an organization's ethical culture and behavior.
- Frameworks for identifying and resolving ethical dilemmas that arise in the work place when obligations compete, standards conflict, or paradigms shift.

Rationale for the importance of Ethics in the Nonprofit Sector

As a matter of fundamental principle, the nonprofit and philanthropic community should adhere to the highest ethical standards because it is the right thing to do. As a matter of pragmatic self-interest, the community should do so because public trust in our performance is the bedrock of our legitimacy. Donors and volunteers support charitable organizations because they trust them to carry out their missions, to be good stewards of their resources, and to uphold rigorous standards of conduct.

Excerpted from the Independent Sector, Statement of Values and Code of Ethics for Nonprofit and Philanthropic Organizations.

Course Dates:

- Saturday, April 22nd from 9am to Noon
- Saturday, May 6th from 9am to 5pm
- Online, In-between the April 22nd and May 6th Class Sessions

Course Credit/Grade:

Attendance is required to receive course credit. Students missing more than 1.5 hours of instructional time will not receive a passing grade. Students must also complete a written assignment as described below.

Assignment (The assignment will be explained along with the rubric on iLearn)

Written Assignment (4-5 pages in length, double spaced) - 80% of the Grade

1. Audit an organization's (e.g. **nonprofit or public sector organization of your choice**) ethics environment. Based upon your audit, identify the changes that you would make to help ensure a healthy ethical organizational climate.

Written Assignment due date - 5PM, Saturday May 13, 2017.

Online Assignment

1. Draft a code of Ethics - 15% of the grade
2. Identify and assess your conflict management style - 5% of the grade

Online Assignment due date - 5pm, May 5, 2017

Assignments can be uploaded to iLearn, mailed or emailed. Address: Attention: Joel Mackey, 217C W. Richmond Avenue, Richmond, CA 94801, email address is [joelmackey \(a\) comcast.net](mailto:joelmackey@comcast.net)

School Registrations and Administrative Matters

CHSS Withdrawal Policy: The last day to drop a class is February 10, 2017 until 11:59pm. Starting February 10, 2017, you must submit a paper withdrawal petition. Withdrawal from a class starting **February 11, 2017** will be considered for *serious and compelling* reasons only and **must have accompanying documentation.** The following reasons are **not** considered *serious and compelling*. Changing your major, poor performance, class not required for graduation/major, not attending class or more time needed for other classes. If you wish to withdraw from class due to unexpected changes in your work schedule, illness or family emergencies, **documentation will be required**, along with a copy of unofficial transcripts. Submit your petition **within a reasonable timeframe (e.g., within 2 weeks of a change in work hours.)** From **April 25 - May 16, 2017**, you may not withdraw from a class or the University, except only in the case of a **serious** documented illness or verified accident.

Withdrawals **cannot** be initiated electronically and must be submitted using a paper application. All electronic submissions of withdrawals will be denied automatically by the associate dean. **You are only allowed to withdrawal from a maximum of 18 units and take a class no more than 2 times at SF State.** Approval from the instructor and/or chair does not constitute automatic approval from the associate dean so continue attending class until a decision is made. Please refer to the following website for further information on withdrawal policies:
<http://chss.sfsu.edu/src>

Late Add Policy: The period to add classes via permission numbers is January 23 - February 10, 2017. Starting February 11, 2017, a Waiver of College Regulations form must be signed by your instructor, Chair and CHSS Associate Dean to add. This will be approved only if there was an administrative error.

Check your registration through *SF State Gateway*: Sign up for CR/NC, drop and add classes by the appropriate deadline online through *SF State Gateway*. ALWAYS check your registration after making any changes and BEFORE deadlines to be sure you are registered properly for your classes. Deadlines for all registration procedures, including withdrawals and requests for credit/no credit, are listed in the class schedule and will be strictly adhered to by the instructor, the Department Chair and the Associate Dean of College of Health & Social Sciences. **It is ALWAYS the student's responsibility to ensure their schedule is correct, even if the instructor indicates they will drop you.**

This can be viewed on the Registration Calendar at the following website:
<http://www.sfsu.edu/~admisrec/reg/regsched2173.html>

Disability Programs and Resource Center: Students with disabilities who need reasonable accommodations are encouraged to work with the instructor and contact Disability Programs and Resource Center (DPRC). They are located in SSB 110, can be reached by telephone at 415-338-2472 (voice/TTY) or by e-mail at dprc@sfsu.edu.

Student Disclosures of Sexual Violence: SF State fosters a campus free of sexual violence including sexual harassment, domestic violence, dating violence, stalking, and/or any form of sex or gender discrimination. If you disclose a personal experience as an SF State student, the course instructor is required to notify the Dean of Students. To disclose any such violence confidentially, contact:

The SAFE Place - (415) 338-2208; http://www.sfsu.edu/~safe_plc/
Counseling and Psychological Services Center - (415) 338-2208; <http://psyservs.sfsu.edu/>

For more information on your rights and available resources: <http://titleix.sfsu.edu>

Course Content

First Class Session, April 22nd, 9:00am to Noon

Course Introduction, Student Expectations, and Ground Rules

POP QUIZ

I.

- A. Please ponder individually the following questions. What is your code of ethics? What ethical standards guide you in the organization where you work, or in organizations you have worked?

- B. Divide into groups and discuss together your reflection to the following question. Do you believe there should be different ethical standards applied to for-profit organizations, nonprofit organizations, and governmental agencies? Why, why not?

Class Break

PERSPECTIVES ON ETHICS AND ETHICAL JUDGEMENTS

I. What is Ethics?

II. Objectivism

- A. The view that some ethical principles are valid for everyone.

III. Cultural Relativism

- A. The view that an action is ethically right if one's culture approves of it.
- B. Implications: that cultures are morally infallible, that social reformers can never be morally right, that moral disagreements between individuals in the same culture amount to arguments over whether someone disagrees with her culture, that other cultures cannot be legitimately criticized, and that moral progress is impossible.

IV. Subjective Relativism

- A. The view that an action is morally right if one approves of it.
- B. Implications: individuals are morally infallible and that genuine moral disagreement between individuals is nearly impossible.

V. Emotivism

- A. The view that moral utterances are neither true nor false but are expressions of emotions or attitudes
- B. Implications: that people cannot disagree over the moral facts because there are no moral facts, that presenting reasons in support of a moral utterance is a matter of offering non-moral facts that can influence someone's attitude, and that nothing is actually good or bad.

Case Studies - e.g. Cardboard Boxes

Course Readings:

Critical Thought: "Female Circumcision" and Cultural Relativism, *excerpt from Doing Ethics, Lewis Vaughn*

Fighting Female Genital Mutilation, *The New York Times, 11/16/2014*

The Maze of Moral Relativism, *The New York Times, 07/24/2011*

Does Philosophy Matter, *The New York Times, 08/01/2011*

End of First Class Session

On-Line Class Session

ETHICAL THEORIES: A Philosophical Inquiry

Which Theory Guides Your Behavior

I. Kant's Non-Consequentialist Theory (Rules to Guide Action)

A. Kant's Categorical Imperative: Do What's Right No Matter the Consequences

II. Bentham and Mill's Consequentialist Theory (Maximization of Happiness, Goals to Guide Action)

A. Do the Greatest Good for the Greatest Number

III. Virtue Ethics (Attitude or Character Matters Most)

IV. Other Theories

A. Rawls' Justice as Fairness: Balancing Freedom and Equality

B. Communitarianism: Promoting Shared Moral Values

C. Altruism: Concern for Others

V. The Ethics Triangle

Course Readings:

Refer to Online Course Session Materials on iLearn

Major Theories, excerpted from *Doing Ethics*, p. 67-68, *Lewis Vaughn*

Ethical Theories, see chapter from Craig Johnson

If Kant Were a New York Cyclist, *The New York Times, 08/04/2012*

Rawls on Wall Street, *The New York Times, 10/21/2011*

Assignment - Identify and Assess Your Conflict Management Style

See Assignment Information on iLearn

Assignment - Create an Ethics Code

What should be the essential elements of a code of ethics for nonprofit organizations and government agencies? Individually, draft the outline for an ethics code.

In groups, create an organizational (create an ethics code for a governmental agency or a nonprofit organization) ethics code. What issues did you address in your ethics code and why? Now review a sampling of ethics codes, compare and contrast.

Refer to the Sample Ethics Codes on ilearn and/or in your handouts

Second Class Session, May 6th, 9am to 5pm

Identifying and Making Ethical Judgments (Components)

- I. Moral Sensitivity (Recognition)
- II. Moral Judgment (Making a Decision Between Competing Choices)
- III. Moral Motivation (Courage to Act in the Face of Internal and External Obstacles)
- IV. Moral Character (Perseverance in the Face of Obstacles)

Course Readings:

In Life and Business, Learning to Be Ethical, *The New York Times*, 01/10/2014
Santa Clara Description on Ethical Decision Making

Exercises and/or Case Studies in Identifying and Making Ethical Judgments

ETHICAL THINKING AND BEHAVIOR: Transforming Individual, Interpersonal and Group Ethics

Review Handout: Ethically Transformed and Ethically Decoupled Organizations

Course Readings

See Craig Johnson chapters on Ethics located on iLearn

TRANSFORMING INDIVIDUAL ETHICS IN THE ORGANIZATION

Personal Ethical Development; Components of Personal Ethical Development

- I. Facing the Shadow Side of Personality
- II. Discovering Vocation
- III. Identifying Personal Values
- IV. Developing Character
- V. Drawing Upon Spiritual Resources

Class Break

TRANSFORMING INTERPERSONAL ETHICS IN THE ORGANIZATION

Ethical Interpersonal Communication; Ethical Communication Competencies

- I. Mindfulness
- II. Effective Listening
- III. Confirmation

- IV. Emotional Intelligence
- V. Trust Building
- VI. Conflict Management Skills

Exercising Ethical Influence

- I. Questions of Power
 - A. Are Some Forms of Power More Ethical Than Others?
 - B. Is it Possible to Have Too Much Power?
 - C. How Do I Use Power Wisely?
 - D. What Factors Contribute to Empowerment?
 - E. How Do I Overcome Barriers to Empowerment?
- II. Ethical Issues in Influence
 - A. Proactive Tactics
 - B. Impression Management
 - C. Deception
 - D. Emotional Labor
 - E. Communication of Expectations

TRANSFORMING GROUP AND LEADERSHIP ETHICS

Improving Group Ethical Performance

- I. Acting as a Morally Responsible Team Member
 - A. Adopting a Cooperative Orientation
 - B. Doing Your Fair Share
 - C. Displaying Openness and Supportiveness
 - D. Being Willing to Stand Alone
- II. Responding to Group Ethical Danger Signs
 - A. Groupthink
 - B. Mismanaged Agreement
 - C. Escalating Commitment
 - D. Escalating Control
 - E. Moral Exclusion

Leadership and Followership Ethics

- I. The Ethical Challenges of Leadership and Followership
 - A. The Ethical Challenges of Leadership
 - B. The Ethical Challenges of Followership

- II. Meeting the Moral Demands of Leadership
 - A. Normative Leadership Theories
 - a. Transformational Leadership
 - b. Servant Leadership
 - c. Relational Leadership
 - B. Meeting the Moral Demands of Followership
 - a. Exemplary Followership
 - b. Courageous Followership
 - c. Whistle-Blowing

Lunch (Thirty Minutes)

TRANSFORMING THE ETHICS OF ORGANIZATIONAL SYSTEMS

Combating Destructive Behavior

- I. Confronting Problematic Behaviors
 - A. Deception
 - B. Invasion of Privacy
- II. Reducing Antisocial Behavior
 - A. Incivility
 - B. Aggression
 - C. Sexual Harassment
 - D. Discrimination

Case Studies

Class Break

ROLE PLAYING ETHICAL CASE STUDIES

For Your Consideration

- **You will not have all of the information in the case studies; ask questions, formulate answers and hypothetical scenarios**
- **Unless otherwise noted, you are the board of directors of the organization and collectively responsible for the governance of the organization**
- **As the board, take a few moments to meet before the role-play begins to discuss the case studies and make sure that everyone understands the issues, etc.**

Case Study: CEO Compensation Package

Case Study: Ethical Challenges in Board Governance and Conflicts of Interest

Case Study and Role Play: Ethical Challenges in Fund Development

Case Study and Role Play: Ethical Challenges in Human Resource Management

COURSE FEEDBACK -15 minutes

- I. Content
- II. Structure

Bibliography

Doing Ethics: Moral and Contemporary Issues. Lewis Vaughn, Norton, 2008

Ethics. William Frankena, Prentice Hall, 1973, 2nd Ed.

Ethics in the Workplace. Craig E. Johnson, Sage, 2007

Meeting the Ethical Challenges of Leadership. Craig E. Johnson, Sage, 2015, 5th Edition

Organizational Ethics:_____ A Practical Approach. Craig Johnson, Sage, 3rd Edition, 2016

Good Ideas for Creating a More Ethical and Effective Workplace. Steven R. Nish, Unlimited, 2005

The Ethics Primer: for Public Administrators in Government and Nonprofit _____ Organizations. James Svara, Jones and Bartlett, 2007

The Responsible Administrator: An Approach to Ethics for the Administrative Role. _____ Teriy L. Cooper, Josey-Bass, 2012

The Ethics Challenge in Public Service: A Problem Solving Guide. Carol Lewis and Stuart Gilman, Josey-Bass, 2012

The Complete Idiot's Guide to Understanding Ethics. 2nd Ed., David Ingram and Jennifer Parks

Ethics in City Hall. William N. Thompson and James E. Leidlein, Jones and Bartlett, 2009

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ABOUT THE INSTRUCTOR

Joel Mackey has been connected to the nonprofit sector as an Executive Director, senior staff member, and board member. Joel Mackey is an attorney currently serving as the Executive Director of the West Contra Costa Ed Fund. Previously, he was the legal and policy analyst with Making Waves in Richmond, CA. Prior to joining Making Waves, Joel served as the Executive Director of Harbor House Ministries and as the Executive Director of Habitat for Humanity, East Bay. He has served on the board of many nonprofit organizations including, East Bay Asian Local Development Corporation, the Family Independence Initiative, the Berkeley Emergency Food and Housing Project, the People's Credit Union, Consumer Credit Counseling Service, and the Homeless Action Center.

Joel is also a consultant and attorney providing consulting and legal services to nonprofits, small businesses and religious organizations. Particular areas of focus are mediation, strategic planning, organizational development, nonprofit start-ups, nonprofit governance, and real estate development.

Joel is also a current adjunct faculty member with the University of San Francisco in their Master's of Nonprofit Management Program, California State University East Bay's *Nonprofit Management Certificate Program* and *San Francisco State's Nonprofit Management Program*. At USF, he teaches *Leadership Ethics*. At CSUEB, he teaches *Overview of Nonprofits, Advocacy and Lobbying, and Organizational Ethics*. At SF State, he teaches *Nonprofit Organizations and the Law*.

Joel holds a Juris Doctor Degree from Boalt Hall School of Law at the University of California, Berkeley, and a Masters of Divinity Degree from Garrett-Evangelical Theological Seminary at Northwestern University. He completed his undergraduate studies at Trinity College.