
BUSINESS ETHICS AND CSR in Spring 2021 (BA3012)

Course Code	BA3012	Professor(s)	Robert Earhart
Prerequisites	None	Office Number	G-3A02
Class Schedule	W: 13:45-16:40 in C-103	Office Hours	Tuesday 11.00-12.00 Thursday 11.30-12.30 or by appointment
Credits	4	Email	rearhart@aup.edu
Semester	Spring 2021	Office Tel. Ext.	Please use email

Course Description

The course explores the ethical issues that arise from the operation of business in a globalized and inter-connected economy. By applying the tools of theory, ethical analysis and personal reflection to a variety of real-life case studies, students will cover several subject areas, including ethics and the individual, theories of ethics, ethics of business and management, employees and human resource issues, cultural relativism, consumer issues, and the ethics of advertising, marketing, and public relations.

Topical areas will be layered into these core areas and explored from multiple perspectives, including human rights, political involvement by businesses, sweatshop labour, hazardous consumer products, deceptive marketing practices, bribery, whistleblowing, social discrimination, corporate governance, cross-cultural differences by global region, sustainability/environmental issues, corporate social responsibility, and consumer society.

The format of the course will be a series of lectures, interactive seminars, discussions, debates and group projects. Student participation is required. By the end of the course, students develop an organised, personally reflective approach to decision-making that prepares them to confront difficult ethical dilemmas in professional and personal life.

Case studies and articles offer an international perspective, with a focus on the United States, France, China, Columbia, Brazil, South Africa, and Korea, among other nations and regions. Cultural perspectives in ethics will receive special attention, especially in those areas where cross-cultural perspectives result in strikingly different ethical norms and expectations, with no simple solution to resolve these differences.

This course meets the Global Liberal Arts Core Curriculum (GLACC) requirements of Integrative Inquiry for the Global Explorer for non-business majors. Non-business majors may register for the course without taking the course pre-requisites.

Due to the Covid-19 pandemic, there are several new models I am using in terms of how the course is going to be structured, delivered, and assessed; however, the learning objectives and

materials covered will remain consistent with the course level. I have worked diligently to ensure that the quality of the overall student learning experience will be as good, or even better, as than the pre-pandemic course model.

Course Learning Outcomes

Understand and apply various philosophical, conceptual, and pragmatic approaches to ethical decision making in a variety of business and organizational contexts.

Evaluate the main psychological, social, and personal components and explanations of unethical behavior.

Integrate the concept and diverse applications of Corporate Social Responsibility and Sustainability into management decision making. and Corporate Philanthropy.

Analyze the general ethical issues faced by businesses, government and NGO's in various industries and fields of professional practice.

Effectively evaluate and navigate ethical dilemmas in a thoughtful and systematic way.

Be able to facilitate meaningful group discussions on business ethics and other related topics.

You will be able to engage in the writing practices and culture of your chosen major, adding to the skills you acquired in the Research, Interpretation, and Writing classes to develop a personal, authentic disciplinary voice.

General Education

[PLEASE REMOVE THIS SECTION IF THE COURSE DOES NOT FULFILL ANY GLACC REQUIREMENT]

GLACC

The Global Liberal Arts Core Curriculum (GLACC) degree requirements include the following categories of courses:

- Integrative Inquiry (coded CCI)
- Experiential learning (coded CCX)
- Research, Interpretation, and Writing (coded CCE)
- Digital Literacy and Communication (coded CCD)
- Disciplinary Research Methods and Writing (coded CCR)
- Quantitative Reasoning (coded CCM)
- Experimental Reasoning Course with Lab (coded CCS)
- Expression Française (coded FR)
- AUP Capstone (coded CCC)

This course can be used to fulfill the CCI requirement and as such has the following learning outcomes:

- Enhance their intercultural understanding of languages, cultures, and histories of local societies and the global issues to which these relate.
- Think critically about cultural and social difference; they will identify and understand power structures that determine hierarchies and inequalities that can relate to race, ethnicity, gender, nationhood, religion, or class.
- Demonstrate awareness of ethical considerations relating to specific societal problems, values, or practices (historical or contemporary; global or local) and learn to articulate possible solutions to prominent challenges facing societies and institutions today so as to become engaged actors at various levels in our interconnected world.

Course Outline

Session	Date	Themes
1	20-Jan-21	Course Introduction Intro to Business Ethics: Foundations of Ethics Part I Lecture: Foundations of Ethics Part I II Case: 2500 (handout in class) Case: A Costly Train Journey (handout in class) Part A
2	27-Jan-21	Lecture: Theories of Ethics (Part II) Set Groups for Semester Case: A Costly Train Journey (handout in class) Part B Lecture: Theories of Ethics (Part II) Case: Cheating Culture: A Global Societal Phenomenon
3	3-Feb-21	Case: Cheating Organizations - Professional Sports Case: Cheating Organizations - Banking Debrief of Case 4 & 5 on Cheating Organizations
<>	10-Feb-21	Organizational Ethics (Part I) MINI BREAK I - No Class
4	17-Feb-21	Organizational Ethics (Part II) Introduction to Ethics: Ethics in Practice (Part I)

		Introduction to Ethics: Ethics in Practice (Part II)
<>	24-Feb-21	SPRING BREAK - No Class
5	03-Mar-21	Family Businesses (Part I)
		Core Concept & Framework Review
		Management & Film: Work, Class and Values (Part I)
		Management & Film: Work, Class and Values (Part II)
<>	9-Mar-21	Essay 1 Assigned
		MIDTERM EXAM (80 minutes)
6	10-Mar-21	CASE: TBD
		Case: Fiji Water and CSR
		Management & Film: Meaning and Values (Part II)
<>	15-Mar-21	Facilitated Case Bidding
		Essay 1 Due by 23.00 (for midterm grade reporting)
7	17-Mar-21	Employee and Human Resource Issues
		Case: Triangle Shirtwaist Fire
		Corruption: Cross-Border Trading
		Enron Case
<>	22-Mar-21	Midterm Exam Results and Debrief
		Essay 1 Due by 23.00 (FINAL DEADLINE)
8	24-Mar-21	Corruption: Politics and Capitalism
		Enron: Innovation Corrupted
		Management & Film: Organizational Culture (Part I)
		Management & Film: Industry Culture
9	31-Mar-21	Enron: Innovation Corrupted
		Disruptive Cultures
		Consumer Issues
		Consumer Safety
10	07-Apr-21	Multinational Corporate Behavior
		Lecture: Consumer Society (Part I)
<>	12-Apr-21	Bauman)
11	14-Apr-21	Essay 2 Due by 23.00
		Environmental Ethics
		Lecture: Ethics and Decision-Making in Complex Contexts
		Final Cases Bidding and Assignments

12	15-Apr-20	Does Ethics Have a Chance in a World of Consumers? Final Assingment Posted Greenwashing Labor vs. Safety Lecture: Consumer Society (Part Baudrillard)
13	21-Apr-21	Consumerism and Societal Challenges Cross-cultural managerial ethics the chaebol system Workshop for Final Essays and Cases Ethics of Advertising, Marketing and PR
<>	28-Apr-21	Course Conclusion
<>	3-May-20	Schedule Slack
27	5-May-21	FINAL ESSAY DUE BY 23.00 FINAL EXAM CASE DEBATE (a 12.00)

Textbooks

Title	Author	Publisher	ISBN	Required
Does Ethics Have a Chance in a World of Consumers?	Bauman, Zygmunt	Not Available at Bookstore - Harvard University Press	0-674-02780-9	Yes
Moral Mazes: The World of Corporate Managers	Jackall Robert	Oxford University Press - Not Available at the Bookstore	9780199729883	No
SAGE Brief Guide to Business Ethics	Shaw, L (ed.)	Sage Publications, Ltd., London	9781412997218	Yes

Attendance Policy

Students are expected to attend all course sessions. Courses will start and end on time and students are expected to be prepared when class commences. Only in the case of emergency

situations or a study trip (and only on the dates the study trip is offered), I may authorize a student to miss a course session. To receive approval for an excused emergency absence, the student should take the following steps:

- Contact me immediately via email to notify me of your absence.
- Inform your group if you are responsible for a presentation that day in class and be sure that another group member can cover your role. Ask your group to write a brief statement regarding your contributions to the presentation so that you can be eligible to receive credit during your absence.
- Ask a member of your group to collect any handouts during the missed session and to brief you on the activities and discussion that took place during your absence, as well as the assignments required for the following session.
- Bring a doctor's note or some other form of documentation to justify an excused absence.
- Multiple absences may be referred to the Student Affairs office for approval. Significant absences, even if excused, may make it impossible to pass the course.
- Missing an exam will require you to furnish proof to the Academic Affairs Office that your absence is caused by legitimate medical reasons before a retake will be offered.

Please keep in mind that this is a double-period course by design. In each course meeting we go into great depth on the concepts and themes we are exploring. Missing even one course can result in falling very far behind. If you must miss a course due to a study trip, illness, or personal emergency, the onus is on you to check-in with me and your group members as well as to review the materials and course notes for the course you missed.

Attendance will be taken in the first ten minutes of the course. Attendance may be taken verbally or through a sign-in sheet. If a sign-in sheet is used, it is the student's responsibility to sign in. In general, students are expected to avoid disturbing the class by arriving late and leaving early. Please avoid unnecessary departures while the course is in session.

This course was designed to offer a transformational learning experience, but the distractions of Paris and life in general may beckon students to consider skipping class. While enjoying the beauty of Paris or pursuing other diversions may be considered great and noble pursuits, I am solid in the conviction that ethics is a much greater and more noble pursuit. In that light, please keep in mind that students missing two or more courses unexcused, or four or more course sessions for any reason, will not be able to pass the course.

Missing a deadline, exam or group presentation due to an unexcused absence will result in a failing grade for those items. Attendance is extremely important in the calculation of final grades in multiple ways: mastery of the material, participation, group assignments and cases, and the attendance grade itself.

If a student is signed in on the attendance form and is not present in the course, it is a violation of the university's academic integrity policy and will result in a failing grade for the course, as well as a referral to the university board of academic integrity.

Students studying at The American University of Paris are expected to attend ALL scheduled

classes, and in case of absence, should contact their professors to explain the situation. It is the student's responsibility to be aware of any specific attendance policy that a faculty member might have set in the course syllabus. The French Department, for example, has its own attendance policy, and students are responsible for compliance. Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Attendance at all exams is mandatory.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR, AND FOR ARRANGING TO MAKE UP MISSED WORK, RESTS SOLELY WITH THE STUDENT.

Whether an absence is excused or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive absences, it is up to the professor or the department to decide if the student will receive an "F" for the course. An instructor may recommend that a student withdraw, if absences have made it impossible to continue in the course at a satisfactory level.

Students must be mindful of this policy when making their travel arrangements, and especially during the Drop/Add and Exam Periods.

Grading Policy

Student Performance will be evaluated based on the following factors:

Class Participation

Based on attendance and participation with group presentations, discussions and in-class projects, as well as group peer evaluations.

- **Attendance:** this is not simply a matter of being present, but also involves arriving on time and being prepared for each course session. Please bring the necessary readings to each class as well as any other materials that you may need, including printouts of the cases to be discussed.
- **Course Discussions:** Various activities, full-class and small group discussions are an essential part of the learning experience in this course. Students are expected to actively participate by providing input and feedback to other students and by listening when other students are sharing their views.
- **Peer Evaluations:** Student group members will be expected to evaluate one another for the depth and effectiveness of their contribution to in-class activities and presentations. Evaluations

will be cross-referenced for consistency and fairness. Peer evaluations must be handed in at the required intervals.

Individual Assignments

Individual assignments will be assigned at two points during the course. These must be submitted on the specified due date at the specified time via the SafeAssign system on Blackboard. Assignments sent by email or given in hard copy will not be accepted. Please bring an additional copy with you to class for reference or discussion. Please let me know before the deadline if you encounter technical problems.

Midterm Exam

The midterm exam will cover readings, lectures and class discussions up to and including the first five weeks of class in a short answer and short essay format. The exam will also include a case study, which will be issued two days before the exam. The purpose of the exam is to help you to solidify and measure your mastery of the core concepts we will use for the remainder of the course. The exam will be closed book, but you are allowed two A4 (or letter sized) sheets of notes. You will be unable to finish this exam without adequate preparation and organization, so please be sure to review the course materials in the weeks leading up to the exam and organize your notes.

Group Presentations

After the first week of the course, students will be assigned to groups of three to five students, which will be your work group for the remainder of the semester. The group presentations are based on case studies available through purchase from Harvard Business Publishing. Group presentation grades are allocated equally to each member; however, group peer evaluations or an individual incidence of an ostensive lack of preparation may result in different final scores for individual group members. If a student is absent without an authorization, that student will not receive a score of zero for their group's presentation. Groups will also be asked to facilitate the discussions based on their presentations. We will review facilitation skills during the first weeks of the course.

Final Essay

Students will be asked to complete a detailed ethical analysis and reflection that broadly addresses what we have covered during the course. The paper topic will be discussed during the final month of the course and there will time in class dedicated to discussing the criteria. I encourage you to talk with me about your envisioned approaches and ideas during my office hours, by appointment, or before or after our course meetings.

Final Cases

You will also be asked to work with your group on an analysis on a specific case, as well as to prepare an individual commentary on another group's case. The case topics and expectations

will be discussed during the final month of the course. Please be reminded that the final case session on 6 May is also our final exam period and your attendance is required. Due to the academic policies at AUP, I will be unable to make any exceptions to this. Please be sure to account for our final exam period when making your travel arrangements for the winter holiday. I will not be able to excuse students for the sake pre-arranged travel plans.

Grade Allocation

Final grades will be weighted based on performance within the various factors as follows. These calculations may be adjusted slightly as we progress through the semester:

Class Participation 10%
Group Presentations (and peer evaluations) 15%
Individual Assignments 20%
Midterm Exam 20%
Final Essay 25%
Group Final Case (and peer evaluation) 10%

Grading Scale

Excellent	Good	Satisfactory	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	79-77 C+ (2.4)	69-67 D+ (1.3)
90-94 A- (3.7)	86-84 B (3.0)	76-74 C (2.0)	66-64 D (1.0)
	83-80 B- (2.7)	73-70 C- (1.7)	60-63 D- (0.7)
			Under 60 F (0)

To give you a better understanding of what the grading scale means, let's take a quick look at the typical student profile for each category:

Excellent: Reserved for students that display superior quality and outstanding performance throughout the course, including the extensive use resources beyond the textbook and assigned readings to complete assignments and presentations. An 'A' student is one who regularly reads all of the required reading before the course where it is covered. They also regularly take a look at and read the supplementary material, as well as material discovered in their own research, and incorporate it into their work. The student participates fully in course discussions and group activities, maintains excellent attendance, and performs extremely well on course assignments and exams. This student shows intellectual curiosity about the course topics and is highly motivated to learn the material. The student shows a strong level of critical thinking, global learning, and exceptional informational literacy on all of the assignments, projects and exams. The student also takes a leadership role in the group projects and consistently responds to the presentations of other student groups. My goal is to see every student perform this well.

Good: The student provides work that is above average in quality. Maintains good performance on exams and in class discussions, including the effective use of assigned readings and good course participation. Occasionally refers to supplementary readings and other external sources. Assignments are turned in on time and to a good level of quality. There is some evidence of

additional research and critical thinking on core topics. Attendance, while not perfect, is still very good. The student shows evidence of critical thinking, global learning and information literacy through their engagement in the course.

Satisfactory: Adequate and acceptable work in meeting course requirements and average performance in assignments, exams and projects. There is little use of external resources beyond the required texts. The student shows some engagement with the course but participates at a minimal level. Meets the minimum attendance requirements. Displays some critical thinking, global learning and/or information literacy in assignments and group projects.

Unsatisfactory: Failed to meet basic course requirements, and demonstrates below average performance and attendance. The student often shows up late to class, is often unprepared for class, and/or is absent at or beyond the allowable minimum. The student is rarely prepared for group presentations or discussions, or does not participate with their group in any meaningful way. Assignments are missing, late, copied or paraphrased directly from internet sources. The student is often on their electronic devices during class and appears not to be engaged. Such students are encouraged to withdraw and try again when they have improved their academic skills, or they are able to put more effort into their studies.

A significant amount of studying outside of the course meetings is expected from all students who expect a 'B' grade or higher in the course. This means AT LEAST two hours of reading, group work and research outside of class for every hour you spend in class - more if the expected grade is an 'A'. I expect students to use resources other than the required materials to complete assignments. Outstanding and good performance will be awarded to those students who go beyond the required and suggested readings in their final projects, assignments and presentations.

Students with unsatisfactory performance will be notified at the midterm point so that we may mutually assess the likelihood of successful course completion. If you receive a C or below at the midterm point, please contact me for an appointment as soon as possible. Often times, we can work out an academic study plan to get you back on track. Likewise, if you are experiencing health and/or personal problems during the semester, I encourage you to come and talk with me before your course performance becomes a serious problem. Please do not wait until after missing several courses, assignments or presentations. I will gladly work with you to access the resources that you need to successfully complete the course if I know about it early enough. Once your course performance has dropped below a recoverable level, I may be sympathetic, but I will not be able to resuscitate your marks.

Other

ASSIGNMENTS:

Various essay assignments and presentations are assigned throughout the course. Case presentations are to be completed in student groups and essays on an individual basis.

Essays

To ensure that you have a strong understanding of key business ethics and corporate social responsibility concepts, two essays will be assigned based on material from the course reader, handouts, cases or films that we watch during the course. Assignments will be posted on Blackboard and handed out as a hardcopy in class. Please be sure to follow the instructions and criteria posted for the assignment. These assignments must be completed on an individual basis and the answers must represent your own work. Please adhere to the minimum required response length and use an 11 or 12 point font. These assignments must be submitted through the SafeAssign system on Blackboard. Please do not forget to include your name on your assignments themselves.

A number of students in the past who had done fairly well in other course areas were shocked to discover the impact that missing assignments can have on the final grade. To avoid this unpleasant surprise, please make sure you complete and turn in the assignments before they are due and by the deadline at the latest. Claiming that you had a problem with Blackboard several days after the deadline has passed is an extremely disingenuous excuse, and it is one that I have seen many times in the past. The onus of ensuring that I have received your assignment on time is on you. It is also your responsibility to ensure that your assignment is submitted even if there are problems. I expect you to troubleshoot your browser configuration, internet access, or other technical difficulties before the assignment is due. Moreover, last-minute illnesses tend to be common and highly spurious excuses for missing a deadline. You will always have at least three weeks (usually more) to work on your assignments. Having completed nothing in the final hours before an assignment is due will not win you a reprieve.

A common problem that I have encountered in the past is that some essays share an extreme amount of resemblance to others in the course, often from an assignment that was submitted in a prior semester. I change the criteria of the assignments from one semester to the next. Even if the assignment topic is similar to topics from a prior semester, it is very easy to notice (without even looking at the SafeAssign score) that the submitted work is not original to the student. Although I do find it very humorous when a significant amount of effort is put into responding to the criteria from a prior semester, this is a strong indicator that the work is not original. While students may think it is helpful to look at the work from a friend who is in the course with them or who took the course in the past, the temptation to lift wording, ideas and structures in these cases can be irresistible. Please do remember that this is a course on ethics. While I may have a laugh at creative attempts to “recreate the classics” in your work, I can assure you that you will not find the outcomes nearly as hilarious as I do. If another student asks to see your work (even if it is after you have completed the course) and they represent your work as theirs, it may come back to haunt you, so please do be mindful about this.

Group Presentations

A number of group case presentations are required throughout the course. Your group will have to decide upon the best strategy to address the problems presented in these cases:

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- Presentations will be assigned to groups on a regular basis throughout the course. You will choose your own groups.
 - We will have a bidding process for some of the cases and other case assignments will be chosen by me for each group.
 - The post-midterm and final cases will require each group be responsible for leading discussions with the class.
 - All students in the group must be involved in the presentation and in facilitating the discussion.
 - All groups must submit their presentations and discussion materials (in summary format or their power point slides) by MS Teams at least 30 minutes before the course where it is due. (See Assignment Submission Guidelines). Cases must be accompanied by either a full summary of your case analysis or your PowerPoint slides and/or presentation materials.
 - You may choose whether to use PowerPoint for your presentations. You are strongly encouraged to use some sort of visual or written materials to support your efforts and to help organize the discussion.
 - If your group is called to present a case and fails to do so, the group will not receive any credit for the presentation. If a student in the group is missing from the presentation, they will not receive any credit for the case. The only exception if the absence is due to a legitimate emergency and the group offers written evidence of the missing student's contributions to the development of the case analysis and presentation.

Since you will be expected to work with groups of people with different skill sets and capabilities throughout your professional lives, it is good practice to discuss how to organize yourselves, who will contribute what elements to the different cases, and who will create the presentations. A well organized and functional group will drastically reduce the overall workload for each individual student and provide a truly enhanced learning opportunity. Indeed, part of your learning about management and organization will come from your experiences working with your groups. Group members are expected to contribute an equal amount to the overall effort throughout the course, although specific contributions may be different. Also, please keep in mind that both the high-achieving and under-contributing group members will be revealed during the peer evaluation process.

Assignment Submission Guidelines:

1. Format

- Include your name (on the top of the first page) as well as page numbers. (For group assignments, all group member names and the group number should be included on the title slide or at the top of the presentation outline.)
- For essays, format the document using an 11-point font (or larger), double spacing is preferred but not required.

2. SafeAssign (for individual assignments)

- Your files should be saved as an MS Word, RTF or PDF document.
- Unless otherwise noted in class, assignments will be due as specified in the assignment guidelines. Late assignments will be marked down one full grade for each day it is late. In some cases, late assignments will not be accepted, which will be announced in advance.
- Assignment submission is accessed the 'Assignments' section of the course site on

Blackboard. Please be sure to check the box next to the statement that “I agree to submit my paper(s) to the Global Reference Database” or you will not be able to upload your assignment.

- You will have two attempts to submit your assignment (you can check your SafeAssign score with the first submission). The most recent submission will be the one that is graded.
- If you encounter a problem, or inadvertently uploaded the wrong file on your second attempt, please contact me and I will clear out the assignments submitted. You must do this before the deadline.
- Please be sure to verify that your assignment has been received during the course immediately following the deadline. I will follow-up with students that have not yet submitted.
- Please do not email me your assignment, as these are graded electronically in Blackboard. However, if you run into a serious problem with the Blackboard system just before the deadline, you may email the assignment so it will be marked as on-time, keeping mind that you will need to upload the exact same file to Blackboard as soon as possible after that so it can be graded.

3. Teams (for group presentation assignments)

- Your presentation materials will be part of our shared and collective course knowledge, hence they will be posted and shared on Blackboard with your classmates. I must be able to access your materials as a discreet file to be able to post and share these materials.
- Please upload your group assignments to MS Teams to the 'Case Presentations' folder for that day's session.
- Your files should be saved as .doc, .pdf, .ppt, .xls, or .rtf files. Please avoid using other file types or extensions that require specialty software, as I will not be able to open them, nor will other students in the course.
- If you use file sharing sites (such as Google Docs, Microsoft OneDrive or Prezi, etc.) please make sure you can download it so you can then upload it to MS Teams. Please also keep in mind that Prezi and other 'free' presentation development websites and apps require a paid membership to be able to export and download files.

COURSE POLICIES:

1. **Social Distancing:** All of us are expected to follow the university policies around sanitation, hygiene and social distancing during this semester. This includes wearing masks while present on campus and in the classroom, keeping your hands clean before touching anything in a public area, coughing and sneezing into your arm, and immediately reporting any symptoms or signs of illness. This is not only our course policy, but a critical and highly tangible expression of the Ethics of Care.
2. **Laptops & Mobile Phones:** Laptops and mobile phones should only be used during class for in-class projects, relevant e-books, or communication with offsite students. Please refrain from computer or mobile phone use that is not related to the course proceedings. Students who are routinely observed to be using laptops and mobile phones for purposes unrelated to the course tend to perform quite poorly, so please exercise good judgement with your use of technology during class.
3. **Communication:** We will use Blackboard and MS Teams for this course. Students are expected to check these sites, as well as their AUP email during the course for updates. All assignments will be posted on these course sites as well as course reader materials and other

resources. If you must reach me, please contact me via email for an appointment or visit during my office hours.

4. Remote Learning Etiquette: As we will have a blended course this semester of remote and in-person learning, please be sure to observe the following:

- a. Please RSVP to all course meeting invitations on MS Teams
- b. Join meetings with mute on, keep it on if there is any background noise
- c. Think about using headphones (maybe noise cancelling if you are easily distracted) - headphones with microphones may be a good investment moving forward.
- d. Please leave your cameras on whenever possible so your classmates can see you. At the very least, you should use your camera when you are asking a question or speaking. I expect you to be active in the course even if you are participating remotely. If you are purely passive and do not participate during remote course sessions, you will have a greatly diminished course experience.
- e. To the extent possible, have a dedicated “serious” space for your meetings. Please treat our course like being at work at a job in your desired career. Please avoid creating distractions and keep the food and drink to a minimum unless we are on a course break. (Please do not use remote class time to prepare a meal or clean the house.)
- f. Keep in mind your background and how you are dressed. Teams has a variety of background options, as well, if you want to keep your living space private.
- g. Raise your hand to be recognized unless we’re working in small groups. For those in the classroom, please try not to talk all at once, this creates serious microphone problems for those attending online.
- h. Try to keep the chat on topic with the course proceedings.
- i. I’ll ask for a different volunteer every class to remind me to record and to keep track of the chat and any questions there

5. Assignments: Students are expected to turn in all course assignments on time. Late submissions will not be accepted unless prior arrangements are made or the process for emergencies is strictly followed. Assignments will be marked down 10% for being late for each day where the assignment still has not been submitted, making the highest possible grade a ‘A-’ after missing the first day, a ‘B-’ for the second day, etc. It is the student’s responsibility to make sure assignments that are sent electronically have been received and that the attachments can be opened. Unsuccessful assignment submission due to an error must be rectified immediately when brought to the student’s attention.

6. Food and Drinks: Students may drink beverages in the classroom if they are in containers that can be completely sealed. Please do not consume any other food or beverages in the classroom.