

Public Administration 522
Ethics and Accountability

Fall 2010
Tuesday, 6-9 pm
211 Behavioral Sciences Building (BSB)

Professor George Beam
Room 412, CUPPA Hall
E-mail: gbeam@uic.edu
Phone: 312.413.2288
Website: www.george-beam.com

ETHICS AND COMPLIANCE IN PUBLIC SECTOR ORGANIZATIONS: A QUALITY MANAGEMENT APPROACH

The traditional approach to ethics and compliance relies on what I call, “add-ons”; such as ethics boards and ethics codes. Organizational processes and structures remain essentially unchanged. The quality management approach retains these add-ons. Ethics boards and the like are necessary but insufficient for optimizing ethical and compliance behavior. The quality management approach, in addition to retaining these add-ons, establishes, monitors, and continuously modifies processes (e.g., procurement processes) and structures (e.g., teams and networks) so that personnel are induced and reinforced to behave ethically.

Assigned Readings:

Daniels, Aubrey, C. *Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement*. New York: McGraw-Hill, 2005.

Hirschman, Albert O. *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organizations, and States*. Cambridge, Mass.: Harvard University Press, 1970.

Kidwell, Ronald, Jr., and Martin, Christopher, eds. *Managing Organizational Deviance*. Thousand Oaks, Calif.: Sage, 2005.

Theme of the Course: The theme of the course is a discussion of responses to dissatisfaction in organizations—such as, withholding effort at work (e.g., Kidwell and Martin, eds., Ch. 5)—and

the implications of these responses for management. Our theme is developed in Albert

Hirschman, *Exit, Voice, and Loyalty*. We'll discuss the theme at most class sessions.

Written Assignments:

1. Write 5 essays (each about 4 or 5 pages; or longer) on 3 Excerpts and 2 Cases listed on the Essay Sign Up Sheet: Excerpts, and, Essay Sign Up Sheet: Cases. (The Excerpts and Cases are from *Managing Organizational Deviance*). In each essay summarize the Excerpt or Case selected, and include your assessment of the author's ideas. Also, write a 1 page summary of the author's Main Points. Make a sufficient number of copies of the 1 page Main Points for your classmates. Hand in your essay and one copy of your 1 page Main Points to me on the designated dates. After you hand in your essay and 1 page Main Points, be prepared, when called upon, to distribute your 1 page Main Points to your classmates, to summarize your essay to the class, and to respond to questions and comments (60% of the course grade).

2. Final take-home examination (40% of the course grade). The exam will be distributed in class, Tuesday, Nov. 30. It's due no later than 5:00 PM, Tuesday, Dec. 7. Submit a hard copy to my office (Room 141, CUPPA Hall) or put it in my mailbox; also in CUPPA Hall.

Assignments for Ph.D. Students

1. Same as no. 1 above (50% of the course grade).
2. Write a paper (about 15-20 pages, or more) on a topic relevant to this course and to your program of study and research interests. Consult with me for additional details (50% of the course grade).

Format of Class Meetings/Discussions

In each class session we'll discuss the topics listed, the Theme of the Course and, when designated, the Essays and Cases will be presented and discussed.

**Submit hard copies of your Essays—and other work—rather than files attached to emails.
Thanks.**

Aug. 24

Overview of the Course
System analysis
Behaviorism
Definitions of “Ethics” and “Compliance”
Types of Ethical Theories
Relationship between Ethics and Law

PART 1
TRADITIONAL MANAGEMENT
AND
THE TRADITIONAL APPROACH TO ETHICS AND COMPLIANCE

Aug. 31: Hand in Ch. 1 Excerpts and Cases

Aug. 31, Sept. 7, 14

Traditional Management
Daniels, *Bringing Out the Best in People*, pp. 3-22

Traditional Approach to Ethics and Compliance
Ethics Boards, Codes, and Training
Inspector General
Whistle Blowing

Deviant Behavior in Organizations
Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. ix-xv; 1-37

Discussion of the Excerpts and Cases

Theme of the Course
Introduction to “exit”, “voice”, and “loyalty”
Hirschman, *Exit, Voice, and Loyalty*, pp. 1-20

PART 2
QUALITY MANAGEMENT

AND

ETHICS AND COMPLIANCE

Sept. 21: Hand in Ch. 2 Excerpts and Cases

Sept. 21, 28

Major Characteristics of Quality Management

Daniels, *Bringing Out the Best in People*, pp. 127-149

Positive Reinforcement and Negative Reinforcement

Daniels, *Bringing Out the Best in People*, pp. 25-69

Explanation of Deviant Behavior in Organizations

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 39-68

Discussion of the Excerpts and Cases

Theme of the Course

Exit

Hirschman, *Exit, Voice, and Loyalty*, pp. 21-29

Oct. 5: Hand in Ch. 3 Excerpts and Cases

Oct. 5, 12

Role of Top Management in Behavior Modification

Daniels, *Bringing Out the Best in People*, pp. 81-90; 179-191

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 69-96

Discussion of the Excerpts and Cases

Theme of the Course

Voice

Hirschman, *Exit, Voice, and Loyalty*, pp. 30-43

Oct. 19: Hand in Ch. 4 Excerpts and Cases AND Ch. 5 Excerpts and Cases

Oct. 19

Measuring Behavior and Feedback

Daniels, *Bringing Out the Best in People*, pp. 91-100; 101-107

Badmouthing and Withholding Effort

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp.97-112; 113-129

Discussion of the Excerpts and Cases

Theme of the Course

Combining Exit and Voice

Hirschman, *Exit, Voice, and Loyalty*, pp. 44-54

Oct. 26: Hand in Ch. 6 Excerpts and Cases AND Ch. 7 Excerpts and Cases

Oct. 26

Behavioral Model for Advancing Ethical and Compliance Behavior

Daniels, *Bringing Out the Best in People*, pp. 108-115

Goal Setting to Shape Behavior

Daniels, *Bringing Out the Best in People*, pp. 119-126

Managing Noncompliance in Organizations

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 131-155

Lying in Organizations

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 157-181

Discussion of the Excerpts and Cases

Nov. 2: Hand in Ch. 8 Excerpts and Cases

Nov. 2

Managing Bullying in Organizations

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 183-209

Discussion of the Excerpts and Cases

Theme of the Course

Voice, Monopoly, and Competition

Hirschman, *Exit, Voice, and Loyalty*, pp. 55-61

Voice and Duopoly

Hirschman, *Exit, Voice, and Loyalty*, pp. 62-75

Nov. 9: Hand in Ch. 9 Excerpts and Cases

Recognition, Rewards, Reinforcement and Behavior Modification
Daniels, *Bringing Out the Best in People*, pp. 150-164

Managing Theft in Organizations
Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 211-232

Discussion of the Excerpts and Cases

Theme of the Course
Loyalty
Hirschman, *Exit, Voice, and Loyalty*, pp. 76-105

Nov. 16: Hand in Ch. 10 Excerpts and Cases

Nov. 16

Compensation, Performance Appraisal, and Behavior Modification
Daniels, *Bringing Out the Best in People*, pp. 165-176

Managing Aggression in Organizations
Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 237-259

Discussion of the Excerpts and Cases

Theme of the Course
Loyalty (cont.)
Hirschman, *Exit, Voice, and Loyalty*, pp. 76-105

Nov. 23: Hand in Ch. 11 Excerpts and Cases

Nov. 23

Education, Learning, Creativity, and Behavior Modification
Daniels, *Bringing Out the Best in People*, pp. 192-214

Managing Addictive Behavior in Organizations
Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 265-279

Discussion of the Excerpts and Cases

Theme of the Course

Exit and Voice in American Ideology and Practice

Hirschman, *Exit, Voice, and Loyalty*, pp. 106-119

Nov. 30: Hand in Ch. 13 Excerpts and Cases

Nov. 30

Managing the Digital Generation and Celebrating Work

Daniels, *Bringing Out the Best in People*, pp. 215-233

Organizational Deviance and Culture

Kidwell and Martin, eds., *Managing Organizational Deviance*, pp. 309-334

Discussion of the Excerpts and Cases

Theme of the Course

Mixing Exit and Voice

Hirschman, *Exit, Voice, and Loyalty*, pp. 120-126

Dec. 7, 5:00 PM: Final Exam Due