



TEXAS A&M UNIVERSITY
SAN ANTONIO

Course Syllabus
Fall 2026

Course Name:	Ethical Decisions		
Course #:	BUAD 4301-900		
Modality:	Hybrid		
CRN:	12093		
Professor:	Matthew D. Mangum, J.D., LL.M.		
Email:	matthew.mangum@tamusa.edu ¹		
Office:	BLH 341H		
Phone:	210.784.2310 (Voicemail only)		
Office Hours ² :	Mondays: 10:00-10:50; 1:55-3:55 Wednesdays: 10:00-10:50; 2:00-3:20; 4:55-5:55 And by Appointment		
Class Location:	BLH 156		
Class Days:	W	Times	3:30-4:45

Important Notices:

- **In-person Attendance & Online Assignments are Required!**
- This is a Writing Intentional course.
- I want you to pass this course. Better yet, I want you to do well.

Required Textbook:

- *How to Do the Right Thing* 1st Edition by Waggoner & Mangum, Cognella Academic Publishing. [Included with course fees. You will receive an email from Kortext Digital Materials at your University email with access instructions.]

Catalog Course Description:

- This course in applied business ethics emphasizes ethical decision making. Using a case-based approach, students learn to identify ethical issues, apply ethical theories, and reach well-reasoned ethical decisions.

Prerequisites:

- 90 or more academic semester credit hours completed.

¹ Email preferred. Generally, I answer emails same business day, but not during the weekend or on University holidays. **If you use Blackboard Messages expect a delayed response.** If you choose to use Blackboard Messages, selecting the "Send an email copy to recipients" will improve response time.

² Office Hours means that I will be in my office with the door open waiting for you to stop by with questions.

Student Learning Outcomes:

- Upon completion of this course, you should be able to:
 - Identify ethical issues in case problems.
 - Analyze a case problem using an ethical theory.
 - Reach well-reasoned ethical decisions.
 - Present well-argued response to an ethical case.

Grading Policy:

11 Weekly Assignments:

- Most weeks, students will be assigned questions and/or case problems. These Weekly Assignments will be due at 5:00pm on the Fridays noted on the schedule below. Your lowest Weekly Assignment will be dropped. Late submissions will be accepted for one additional week, but only at half credit. The average of your Weekly Assignments will be 15% of your course grade. **You can & should begin working on these before our weekly class meeting.**

In-Class Assignments:

- There will be a series of small in-class assignments, at least one per month. These will be graded based on completion. The in-class assignments will be 10% of your course grade. No late submission will be accepted.

2 Ethics Case Assignments:

- Students will complete two case study papers. For each assignment, students must: 1) Identify ethical issues found in the case, 2) Identify an ethical framework for addressing those issues, 3) Provide a detailed analysis of the case using a moral framework, and 4) Provide a resolution to the ethical issue. Details will be provided separately. Due dates are noted on the schedule below. Late submissions will lose 20 points for every day late. (In this context, a day is counted as a 24-hour period starting at 5:00pm on the due date.) Each Ethics Assignment will be 15% of your course grade.

Professional Ethics Assignment:

- Students will research the professional ethical code associated with their chosen profession. Students will write a report on the nature and substance of that code and the enforcement procedures of that profession. Details will be provided separately. Due date is noted on the schedule below. Late submissions will lose 20 points for every day late. (In this context, a day is counted as a 24-hour period starting at 5:00pm on the due date.) The Professional Ethics Assignment is 15% of your final grade.

Final Exam

- There will be an in-class, case based final exam during the last scheduled class period. The final exam will be similar to the Ethics Case Assignments and 20% of your course grade

Attendance:

- Attendance is required. Attendance will be 10% of your course grade. To be counted as present, you must attend the vast entirety of the class session. Arriving late, leaving early,

or disappearing during class may impact your grade. Your attendance grade will be the percentage of classes you attended. This means that each class you miss lowers your attendance grade by about 7.14 points. However, there is no penalty for your first two absences. If you must miss additional classes for medical reasons or if you require an accommodation, please provide documentation through the Dean of Students office or Disability Support Services. This is no penalty for absences excused by the University.

Extra Credit:

- There is NO extra credit available in this course.

Academic Dishonesty:

- Any assignment found to contain plagiarized material or be the result of any academic dishonesty will receive the grade of zero. In addition, two instances of academic dishonesty will result in the grade of F being assigned for the course.

Grade Breakdown:

Weekly Assignment Average	15%
Ethics Case Assignment 1	15%
Ethics Case Assignment 2	15%
Professional Ethics Assignment	15%
Attendance	10%
In-Class Assignments	10%
Final Exam	20%

Meaning of Letter Grades:

A	Excellent, 90-100
B	Good, 80-89
C	Average, 70-79
D	Passing, 60-69
F	Failure, below 60

Course Policies:

Make up and Late Assignment/exam policy:

- Weekly Assignments: Late submissions will be accepted for one additional week, but only at half credit.
- In-Class Assignment: No late submissions accepted.
- Ethics Case Assignments: Late submissions will lose 20 points for every day late. (In this context, a day is counted as a 24-hour period starting at 5:00pm on the due date.)
- Professional Ethics Assignment: Late submissions will lose 20 points for every day late. (In this context, a day is counted as a 24-hour period starting at 5:00pm on the due date.)

- Final Exam: You must provide prior notice if you must miss the final exam in a non-emergency situation. Taking the Final Exam late may result in an incomplete for the course.

Generative AI Policy:

- No Use of Generative AI Permitted. Because of an emphasis on critical thinking and writing skills, BUAD 4301 requires that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Grading Timeframe:

- Assignments will usually be graded within two weeks of due date.

Tech Support:

- For any issues with University services (e.g. Blackboard, Wi-Fi, email, or JagWire), please call the Help Desk at (210) 784-4357, visit them in CAB 233, or visit <https://www.tamusa.edu/Information-Technology-Services/customer-support/student-resources/index.html>
- For any issue with the textbook, please contact Follett. <https://support.follett.com/hc/en-us/sections/35875155496084-Kortext-Digital-Course-Materials>

AACSB Assessment:

- The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Technology Use:

- You are welcome to use technology (e.g. laptops, phones, etc.) during class in a manner that supports your learning. You should avoid using technology in any manner that distracts from the learning environment. No headphones allowed during class.

Writing-Intentional Course Statement:

- This is a Writing-Intentional (WI) course designed to help you use writing as a tool for learning course content and to continue developing your writing skills within your major. Throughout the semester, you will engage in various forms of writing and actively practice the writing process. During this course, you will:
 1. Compose for multiple audiences to achieve a variety of purposes. This will require you to employ a variety of genres unique to their disciplines and fields of study, employing both print and digital media.

2. Employ context-specific expectations of grammar, sentence structure, punctuation, and spelling as key facets of effective prose.
3. Evaluate and ethically integrate sources into their writing that reflect multiple perspectives. Students will integrate sources using both summary and analysis.
4. 4Develop and employ writing processes that are appropriate for the types of writing they will be asked to complete within their discipline and field of study.
5. 5Successfully engage in discipline-specific collaborative writing practices.
6. 6Write reflectively as a means of building a more robust understanding of yourself as a writer.

Definition Of a Credit Hour:

“A credit hour is an amount of work that reasonably approximates: not less than one hour of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately 15 weeks for one semester, or the equivalent amount of work over a different amount of time; at least an equivalent amount of work as outlined in the item above for other academic activities as established by the institution including laboratory work, internships, practicum, studio work, and other academic work leading to the award of credit hours. (This information is in accord with federal regulations regarding the definition and assignment of credit hours under section 600.0 and 600.24(f) of the Higher Education Opportunity Act.)

“A credit hour represents a unit of measure of instruction consisting of 60 minutes, of which 50 minutes must be direct instruction over a 15-week period in a semester system. Academic administrative units are responsible for ensuring that credit hours are awarded only for work that meets this requirement. (This is in accord with The Texas Higher Education Coordinating Board definition.) Transfer credits will be evaluating for equivalency to this requirement. Students should expect to invest a minimum of two hours of additional work for each hour of classroom or faculty instruction per week.” 2026-2027 Catalog, <https://catalog.tamusa.edu/undergraduate/academic-policies-procedures/registration/definition-credit-hour/>

Therefore, this course requires 3 hours of class time plus a minimum of 6 hours of homework per week. As we only meet half of our class hours in person, you must complete a minimum of 7.5 hours of work outside of class every week.

Course Schedule:

Date:	Topic:	Read Before Class
26 August	Introduction to Business Ethics	p. xi, 1-17
	Weekly Assignment 1 Due Friday 28 August at 5:00pm	
2 September	Normative Theories	p. 50-57
	Weekly Assignment 2 Due Friday 4 September at 5:00pm	
9 September	Normative Theories	p. 57-61
	Weekly Assignment 3 Due Friday 11 September at 5:00pm	
16 September	Ethical Decision Making	p. 61-64, 94-100, 102-114
	Ethics Case Assignment 1 Due Friday 18 September at 5:00pm	
23 September	Corporate Social Responsibility	p. 31-33, 136-145 & Bluebell Case
	Weekly Assignment 4 Due Friday 25 September at 5:00pm	
30 September	Sustainability	p. 145-150 & Case
	Weekly Assignment 5 Due Friday 2 October at 5:00pm	
7 October	Business Disciplines Working Together	p. 117-132
	Ethics Case Assignment 2 Due Friday 9 October at 5:00pm	
14 October	Shareholders	Case
	Weekly Assignment 6 Due Friday 16 October at 5:00pm	
21 October	Employees	Sephora Case
	Weekly Assignment 7 Due Friday 23 October at 5:00pm	
28 October	Consumers	Case
	Weekly Assignment 8 Due Friday 30 October at 5:00pm	
4 November	Suppliers	Case
	** Weekly Assignment 9 Due Friday 6 November at 5:00pm**	
11 November	Professional Ethics	Ch. 8
	Weekly Assignment 10 Due Friday 13 November at 5:00pm	
18 November	Competitors	Case
	** Professional Ethics Assignment Due Friday 20 November at 5:00pm**	
	Study Day & Thanksgiving Break 25-27 November	
2 December	Wrap-up & Final Reflection	p. 161-162 & Dropout Case
	Weekly Assignment 11 Due Friday 4 December at 5:00pm	
	Final Exam—Wednesday 9 December 2:00-3:50	

IMPORTANT POLICIES AND RESOURCES

University Email Policy and Course Communications: All correspondence between professors and students must occur via university email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](#) or email us at dss@tamusa.edu. All students are encouraged to discuss their academic accommodation with Disability Support Services and their instructors as soon as possible.

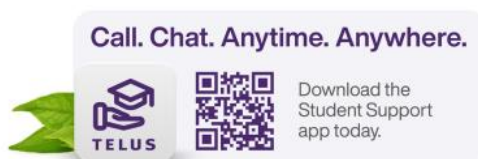
Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance. While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

Appointments available MATH Walk in Tutoring – No appointment needed		
	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information on emergency response may be found at: Emergency Operations Plan and the Emergency Action Plan. Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Jaguar Writing, Language, and Digital Composing Center (WLDCC): The WLDCC provides support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The WLDCC offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the WLDCC in JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. Students wanting to work in realtime with a tutor can schedule an "Online Appointment." Students wishing to receive asynchronous, written feedback from a tutor can schedule an "eTutoring" appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The WLDCC can also be reached by emailing wldcc@tamusa.edu.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the wide variety of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality

and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. Hours of operation is Monday-Thursday 3:30pm-9:00pm. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion,

sex, disability, age, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.

3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#)

Important Fall 2026 Dates:

Dates	Event
August 20	Tuition & Fee Payments deadline
August 24	First day of class
September 7	Labor Day Holiday – No Classes / University Closed
September 9	Census Date – Students not paid in full or enrolled in a payment plan by 4:59 pm may be dropped for non-payment
October 5 – October 16	Midterm grading period
November 13	Last day to drop with an automatic “W”
November 25	Study Day – No classes
November 26-November 28	Thanksgiving Holiday – No Classes / University Closed
November 30	Last day to drop a course or withdraw from the University
December 4	Last day of classes
December 5 – December 11	Final exams
December 15	Commencement

The complete [academic calendar](#) is available online