

In 1 word: why is ethics important in an online MBA program?

success
integrity value
responsibility
reputation

all. Everywhere

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Integrity: The Critical Frontier

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THE UNIVERSITY OF TEXAS AT DALLAS
Naveen Jindal School of Management

2018 MBA Conferences



Agenda



- Ethical challenges of online environments
- The Ethical Attitude
 - Affect
 - Behavior
 - Cognition
- Next Steps



Some Ethical Challenges of Online Environments

- Scale
 - Anonymity
 - Forming Personal Relationships
 - Diffusion of Responsibility
- Asynchrony
 - (Dis)Engagement
 - (Mis)Trust
- Environmental Factors

The Ethical Attitude: Reviewing the ABCs



A is for Affect

- Feelings are important!
 - Discomfort of values conflict
 - Ethical Fading
- Feelings impact behaviors
 - Personal investment
 - Relationships
- Cultural Commitments
 - Clear Expectations
 - Accountability



Affect & Scale

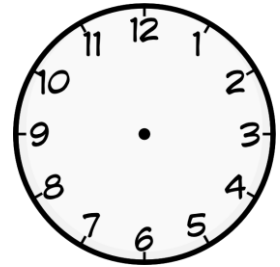
- Diffusion of responsibility
- Lack of investment
- 'Free Riders' in groups



- Call out individuals
- Personal identity
- Team Work
 - P2P Engagement
 - Cooperative relationships
 - Collective normalization
 - Accountability

Affect & Asynchrony

- Common Conflations:
Asynchronous / Synchronous and Passive / Active
- Trust is critical
 - Casual observations provide evidence of trustworthiness
 - Help someone feel a connection with you



Relationship Building in Canvas

2181 - 201718SP


- Account
- Dashboard
- Courses
- Groups
- Calendar
- Inbox
- Commons
- Notifies
- Help

≡ MBA Class of 2020 Onboarding > Assignments > Show Your Pride! Upload PSU T-Shirt Photo

Published
Edit
⋮

Show Your Pride! Upload PSU T-Shirt Photo

It's time to show some Penn State Pride and kick off the PSU camera roll for the coming year! In the past, students have shared photos of their travels sporting Penn State gear, and for anyone that attended We Are Weekend, we got you started with a Penn State Smeal t-shirt. For anyone who didn't attend Preview Day, you should have our Incoming Student Survey in your inbox, and one of the questions on the survey is for your t-shirt size. As soon as you submit that, we'll get your gear in the mail!

Points 0

Submitting a file upload

B is for Behavior



- Environmental Controls
 - Is that a naked man in the background?
- Leadership
 - Unintended Consequences

Behavior & Environmental Controls



- Compliance Checks
- Accountability
- “Formal” controls
 - screen locks, anti-plagiarism checks, etc.
- “Informal” controls
 - Communicate expectations (Process and Product)
 - Give iterative feedback if possible (Rubrics and Collaborative Tools)
 - Level of Critical Thinking required

Behavior and Leadership

- What constitutes success?
 - Directive leadership
 - Important when tasks are ambiguous and followers' self-perceptions of abilities is low
- Expectancy Theory
 - I believe I can do the work
 - My efforts will lead to goal attainment
 - I will earn a reward I actually value
- Path Goal Theory
 - Set and clarify meaningful and elevating goals
 - Remove obstacles to achieving those goals



Example of Path Clarification

Section Merge: Accounting 806 FA 18 All Sect. > Assignments > Individual Return 1

2185-20171802

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Individual Return 1

Published Edit

Our first tax return project starts at the intersection of Confused, Lost and Unclear Streets. In this exercise you will learn how to navigate in CCH ProSystem Fix, review disparate client information and somehow get that information into CCH PFX and maybe even get an accurate return.

But how do you go about doing a tax return engagement. In project planning, we call the steps in a project, the work breakdown structure or WBS. Here is a template that helps with the WBS as well as providing a means by which you can estimate the cost of a project to provide a quote to your client: [Project Budget.xlsx](#)

You will also need to understand what goes into the engagement letter you must ask Mr. Obama to sign. Here is a pro-forma (sample) engagement letter to get you started: [2017-Individual-Income-engagement-letter.docx](#)

You will need some steps for how to get in to PFX: [Acctz 806 Steps to enter PFX.docx](#)

But getting the return done isn't the end. First you have to clear the diagnostics. Now you need to organize your workpapers. How might you do that in an electronic environment? What considerations do you have in setting up a filing system for this information? Check out how we used to prepare paper income tax return folders, with the following table of contents in each folder: [1040INDX.exoanded.docx](#)

Some firms use the on board return check process and some firms use an offline template like this: [Control sheet 2017 and 18 forecast.xlsx](#)

You are now ready for return review. Look to your side. Meet your supervisor at the firm. That person is going to perform the mechanical review (aka "tick and flick") and the technical review (aka return review checklist): [2017-form-1040-individual-tax-return-short-checklist.docx](#) tasks for you. Your reviewer is going to document their review comments in this Word document for you to clear/resolve: [CPA Review Comments Template.docx](#)

You will need this file for our client's data:

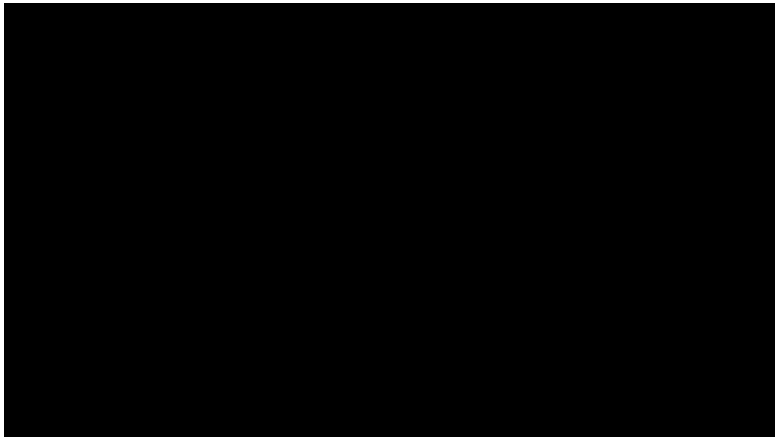
Organizer: [Obama Organizer No Attach 2017.pdf](#)

C is for Cognition



- Separation Thesis
- Curriculum Development

Cognition & The Separation Thesis



Rationally Convince Students of Importance and Leverage Online Environment to Connect with Alumni

Cognition & Curriculum

- Curriculum Structure
 - Ethical Decision Making
 - Leadership skills
 - Teams
 - OB (e.g. Conflict Management)

- Active Learning: e.g. Virtual Teams

A continuing mission, to boldly go...

- Industry Wide Commitment
- Sharing Best Practices
- Engaging all Stakeholders – not just students

- Current Project:
- Infusing Integrity throughout MBA Processes

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Questions or Comments to Further Discussion

