

**Ethics in Business Environment**  
**Course Number: 33:522:334**  
**Course Title: Business Ethics**

## **COURSE DESCRIPTION**

The purpose of this course is to explore ethical issues in a rational, pragmatic and responsible manner to prepare you to resolve these issues when faced with them in your professional and personal lives.

This course seeks to bridge the gap between personal moral choices and the business challenges presented by organizational activity in the marketplace. Our work in this course will raise your awareness surrounding these ethical, legal, and moral challenges in business to: create a sensitivity to the implications of business decisions so you can make the most effective decision possible; equip you with tools and strategies for managing ethical behavior; and encourage you to evaluate critically the decisions of other business leaders. Along the way, you might even see your own decisions or capacity for decision-making in a new context. The goal of our class discussions will not always be to reach a comfortable consensus but, also, to examine difficult and complex problems and familiarize ourselves with the dynamics of ethical business practices.

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## **COURSE MATERIALS**

There is one **required textbook** for this course:

**Textbook:** *Business Ethics: Decision Making for Personal Integrity & Social Responsibility, 5th Edition*, by Laura Hartman, Joseph DesJardins and Chris MacDonald (2021). ISBN-13: 978-1260260496; ISBN-10: 1260260496

The textbook is available in multiple formats which you may purchase or rent. You must ensure that any method used to procure the textbook is *lawful*.

You are also responsible for any additional documents (articles, assignments, etc.) that are listed in this Syllabus and/or posted to the course's **Canvas** site. Therefore, be sure to check Canvas weekly for updates and announcements.

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## **LEARNING GOALS AND OBJECTIVES**

***Ethical judgment learning goal.*** Rutgers Business School students must demonstrate reasoned and ethical judgment when analyzing problems and making decisions. Through case analyses, course debates, written assignments and a final presentation, students in this class will develop their ability to: (1)

critically evaluate unstructured business decision-making scenarios and develop innovative and ethical solutions, and (2) recognize ethical dilemmas in unstructured business decision-making scenarios.

***Global perspective learning goal.*** Many of the business cases analyzed in this class address the current global economic, legal, political, and social structures. Through analysis of these cases, students develop an understanding of the impact of cultural and demographic diversity on business interactions.

***Effective communication learning goal.*** Through in-class debates, written assignments and a final paper, students in this course develop their ability to construct and deliver clear, concise, and convincing oral and written communication.

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## **CLASSROOM EXPERIENCE & YOUR RESPONSIBILITIES**

We will use a variety of methodologies such as class discussions, readings, lectures, videos, written assignments, and even role-playing. I am here to teach and guide you, as well as help you communicate and learn from each other in class. However, I can't do that without your preparation and participation.

**This is an interactive course, so you must be well-prepared for each class.** This includes completing the required readings/assignments and doing your own critical thinking about the required readings *before* class. I expect you to analyze and address issues from multiple sides, to evaluate the best arguments of each side, and to arrive at a conclusion based upon a systematic analysis of these arguments. The goal of our class discussion will be to examine difficult and complex problems and familiarize ourselves with the dynamics of ethical business practices.

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## **ACADEMIC INTEGRITY**

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>).

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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## **PREPARATION POLICY**

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If I am going to conduct class other than in-person, I will notify you of this in advance.

Expect me to arrive on time for each class session. I expect the same of you. If you are going to be tardy for an excused reason, please notify me ahead of class. Failure to do so may result in my counting you as a late arrival.

Expect me to remain for the entirety of each class session. I expect the same of you. If you are going to leave early for an appropriate reason, then please notify me ahead of class. Failure to do so may result in my counting you as an early departure.

Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. You should expect that for each class session, you will take approximately twice as much time to prepare.

Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

*If you are uncomfortable or incapable of speaking or participating in class for any reason, please discuss this with me as soon as possible.* I commit to working with you to making it the best possible experience and to helping you to overcome any difficulty you might have with this requirement.

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## CLASSROOM CONDUCT

Disruptions or inattention to classroom activities will negatively affect your attendance/participation grade. This includes talking (even remotely) with each other during lectures about matters not related to class, interrupting or talking over others, raising unrelated topics, and surfing the Internet on unrelated topics while in class. You may use any electronic device for class purposes, but not to engage in non-class related activities. Inattention is distracting; please, respect the classroom and do not distract others or disrupt the class in any way.

**Respect for all:** Your comments in class must reflect respect for the diversity of the academic community. There shall be no comments made (orally or in your assignments) that a reasonable person would consider to be offensive based on race, ethnicity, gender, age, religion, disability, sexual orientation, or any other protected status. At the same time, please note that in an ethics class, we will discuss topics that may be sensitive to some. We will do so with respect and good intentions. If you are offended or triggered by any comments, or you have a question about what is appropriate, please talk with me during my office hours.

**Timeliness:** I take attendance based on sign-ins and/or Canvas's electronic records. If you log on after the beginning of the class period, you will be considered "late." If you leave before the scheduled time that class ends without being excused by me, you will be considered to have "left early." Two instances of either will equal one full class absence. If you are not responding to electronic polls or when I call on you, I may assume that you are absent from class.

**Professor Availability/Office Hours:** Office hours are posted at the top of this syllabus. To ensure availability, please request office hours at least one day in advance. Generally, my Rutgers email is the best way to get in touch with me outside of scheduled office hours. I also will make myself available by appointment for phone/videoconference/internet calls. In urgent situations (*e.g.*, during exam or quiz, or in a personal emergency), please send me a text message.

**Canvas:** All relevant material, notices, and announcements will be announced in class and/or posted to the course Canvas site, so you need to check it weekly. I will also post additional resources for you regarding class materials, detailed project information, or current topics.

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## GRADING

**Grading Criteria:** Unless an assignment says otherwise, all graded items, including class participation, will be evaluated on the basis of your demonstrated comprehension of the course materials and your ability to articulate and support an informed and critical analysis of the issues presented. For any oral or written assignment:

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- Take a position in a way that makes sense.
- Answer all questions in your own words (do not repeat items verbatim from the textbook or prompt or, worse, copy something off the Internet).
- Do not needlessly repeat yourself.
- Fully consider the implications of your position, decisions and conclusions.
- Take the opportunity to rise to a challenge - don't be afraid to tackle tough issues.
- Ask questions if you do not understand something, or you need more information. Knowing what you do not know can be as important as knowing what you do know.

**Additional Criteria for Written Assignments:** This is a writing course. Your written work for this class should be of high quality. Thus, written assignment evaluations will also consider:

- Did you use appropriate frameworks from the class that are relevant to the problem?
- Are all sources cited appropriately? (See notes below regarding academic integrity).
- Is the writing clear and concise, with supporting exhibits (tables, graphics, etc.) included as necessary?
- Has the writing been proofread for proper grammar, clarity, spelling, and punctuation? If writing in English is not your best skill, please consult the additional resources available at Rutgers (including online or on-campus resources) for help.

The following is a rubric (guideline) for how I will assess your written work.

Category	<b>EXCEPTIONAL</b> <b>100-90</b>	<b>VERY GOOD/ TYPICAL</b> <b>89-80</b>	<b>FAIR BUT MUCH MISSING</b> <b>79-70</b>	<b>BELOW EXPECTATION S</b> <b>69-0</b>
<b>Comprehensiveness</b>	Follows all directions; hits all issues thoroughly.  Exceeds measures	Follows directions; hits major issues.	Follows some directions; addresses some issues.	Follows some or no directions; addresses few or no issues.
<b>Analysis and Recommendations</b>	All arguments and recommendations are clear, original, and compelling;	Most of the arguments and recommendations are strong; gives	Some of the arguments and recommendations are good; gives	Few or none of the arguments and recommendations are good; simply

	provides great rationale for all.	rationale for most aspects.	rationale for some aspects.	re-states the obvious.
<b>Organization</b>	Paper has a logical structure & good paragraph breaks; has informative subheadings.	Paper has evident structure & paragraph breaks; has subheadings.	Paper has ambiguous structure; subheadings could be better.	Paper structure is not apparent; thoughts are in a disorganized sequence.
<b>Support</b>	All arguments supported by strong facts, sources, and citations.	Most arguments supported by facts, sources, and citations.	Some arguments supported by facts, sources, and citations.	Few or no arguments supported by facts, sources, and citations.
<b>Grammar/Spelling</b>	Zero grammar, typographical, spelling, usage errors, or 'widows'.	Few grammar, typographical, spelling or usage errors.	Some grammar, typographical, spelling or usage errors.	Many grammar, typographical, spelling or usage errors.

Grades are based on the following:

**(a) Homework assignments: 30% of your course grade**

There likely will be two homework assignments (the details of which will be posted on Canvas). This typically will require you to submit or post an analysis of a scenario or reflection on a topic we have covered in class. You also may need to comment on one or more of your classmates' posts. One assignment may be a group assignment which will earn a group grade. Assignments allow me to ensure you are analyzing the information you read and that we discuss, and also allow you to practice and improve upon your writing ability prior to the final paper. In addition, it will allow you and your classmates the chance to engage with each other on the topics we are discussing.

All homework assignments must be completed and turned in by the due date/time and must be posted on Canvas (do not email them to me). You also need to be prepared to discuss your assignments in class. Late submissions (including your comments on others' posts as applicable) will be penalized by 20% of the grade deducted per day late, starting with the moment it is late.

We may engage in other online discussion activities; these will not be graded separately but will count toward your attendance and participation grade.

**(b) Quizzes: 30% of your course grade**

Three quizzes will be administered in class and will cover content in the book as designated in the Class Schedule, as well as any additional readings, exercises, homework, and online discussions completed prior to that class up until the date of the quiz. There will be no make-up quiz allowed without an

approved, excused absence. Any make-up quiz that *is* allowed will be administered by me, at a time I must agree upon, and may be different in format or content from the original.

If you happen to miss all or part of a quiz due to a technological problem (internet or electricity goes out), I likely will require proof of this. Thus, please take a screen shot of your issue or download an activity log to share if it is requested. Also please notify me via text message and contact OTIS immediately. Similarly, if you experience any personal emergency that causes you to miss all or part of an exam, please notify me via text message or call me ASAP.

**(c) Final paper: 30% of your course grade**

For your final project, you will write a final paper on a topic related to the course content; more details will be provided approximately one month before the end of the semester. Your grade will be based on your knowledge of the subject, the thoughtfulness and rigor of your analysis, and quality of your writing. The paper will have a word limit (likely around 1,000 words, plus appropriate references). The paper will be due on the date noted below in the Class Schedule, below. You must follow Rutgers University academic guidelines for citing other authors and sources. Late papers will be penalized by 20% of the grade deducted per day late, starting with the moment it is late.

**(d) Class attendance and participation: 10% of your course grade**

Your attendance and participation are expected and required. I will begin counting attendance immediately after the add period ends. Only documented illnesses, emergencies, religious holidays or official university engagements will be recognized as “excused” absences. Excused absences should be reported via the Dean of Students’ online absence self-reporting site at <https://sims.rutgers.edu/ssra/>. Please do not send me your private medical information. If possible, please also contact me before class in case of an excused absence. Job interviews and fairs, work responsibilities, and over-sleeping are not considered excused absences. Unexcused absences will result in deductions from your class attendance and participation grade.

Late arrivals and early departures will count against your attendance. Two of either will be considered a full absence.

Your participation in each class and in discussion boards helps to ensure and show that you understand the concepts and material. In class discussions, as in the business world, you will need to both communicate ideas *and* respond constructively to the ideas of others. I expect that students will give each other space to contribute and will not disrupt or “take over” the discussions.

Each student (through the end of the on-campus portion of the semester) will be assigned one or more days in which you are “designated to participate” as a formal matter. In addition, I will “cold call” on you in class, use polling and chat boxes (in online classes), and use discussion groups and other tools available to engage the class. You will be expected to actively participate when we use any such tools. Your repeated absence from participation indicates to me that you are not truly attending and participating in class. This will affect your attendance grade.

**Summary of Graded Elements**

30%	Homework Assignments (2)
30%	Quizzes (3)
30%	Final Paper (1)
10%	Attendance and Participation
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100%	FINAL GRADE

Each component will be graded based on points (e.g., 0-100). Your final grade for the course will be the weighted average of the components with the weights noted above. This weighted average will then be translated into a letter grade using the conversion below. I do not “round up” percentages to reach the next-level grade.

This is not an “easy A” class; do not expect to pass or excel if you only give minimal effort. I do not give extra credit assignments. For written assignments, I nearly always provide written comments along with a grade. You may always inquire about your grade, share feedback, and formally challenge your grade via the proper channels as prescribed by Rutgers. Of course, if I have made an error in calculating your grade, please alert me and I will correct it. However, to the extent that your (or your family’s and friends’) evaluation of your performance in this class differs from mine, this will not affect how I grade your work.

The breakdown of grades is as follows:

**Point-based letter grades:**

- A = 90.0-100 (insightful, creative, balanced, practical, in-depth, independent thought)
- B+ = 87.5-89.9
- B = 80.0-87.4 (contains good thought and analysis)
- C+ = 77.5-79.9
- C = 70.0-77.4 (adequate but not fully developed)
- D = 60.0-69.9 (minimal effort, perfunctory)
- F <= 59.9

**COURSE SCHEDULE**

**The assignments and schedule are subject to change.** Generally, for each week you will need to read the relevant chapter, and some of the readings at the end of the chapter. You also may need to read selected articles, watch selected videos, or engage in certain online exercises. The selected readings and assignments (and changes thereto) will be announced on Canvas and in class. I may adjust assignments to discuss current events, or allow for lengthier discussions of specific topics. I plan to have one or more professional guest speakers join us during the semester for part of a class period, which also may impact the schedule.

**\*Readings for the relevant week must be completed before the beginning of the first class of that week, unless noted otherwise or changed in class. Assignments are due by 6 pm on the date due, unless noted otherwise or changed in class.**

Week	Topic	Assignments/Readings
1	Introduction and Course Overview	Review syllabus and expectations In-class exercises and discussion
2	Introduction to Ethics	Read Chapter 1

Week	Topic	Assignments/Readings
	Ethics in Business	Read: Milton Friedman, “The Social Responsibility of Business is to Increase Its Profits” (New York Times, September 13, 1970). Available at: <a href="https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html">https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html</a>
3	Introduction to Ethical Decision-Making  Cognitive Moral Development	Read Chapter 2  Read article/View videos: Space Shuttle Challenger: Available at <a href="https://hub.wsu.edu/sdex/2017/04/17/me-415-engineering-ethics-3-the-space-shuttle-challenger/">https://hub.wsu.edu/sdex/2017/04/17/me-415-engineering-ethics-3-the-space-shuttle-challenger/</a>  <b>Homework Assignment due (15%)</b> – Topic: Your personal values and concept of business ethics
4	Philosophical Ethics	Read Chapter 3  will be a recorded lecture with exercises (approved by the Dean’s Office)  Read: Keegan, Paul. “Here’s What Really Happened at the Company that Set a \$70K Minimum Wage.” Inc.com, November 2015. Available at: <a href="https://www.inc.com/magazine/201511/paul-keegan/does-morepay-mean-more-growth.html">https://www.inc.com/magazine/201511/paul-keegan/does-morepay-mean-more-growth.html</a>  Read: Hahn, Jason. “CEO Dan Price Says Company Revenue Has Tripled Since He Gave Employees \$70k minimum Salary.” People.com, April 14, 2021. Available at: <a href="https://people.com/humaninterest/ceo-dan-price-says-companys-revenue-has-tripled-sincehe-gave-employees-70000-minimum-salary/">https://people.com/humaninterest/ceo-dan-price-says-companys-revenue-has-tripled-sincehe-gave-employees-70000-minimum-salary/</a>
5	Philosophical Ethics	Additional readings on philosophical ethics:  Read: Zhang, Hannah. “Dick’s Sporting Goods Will Stop Selling Guns at 440 More Stores in 2020.” CNN, March 10, 2020. Available at: <a href="https://www.cnn.com/2020/03/10/business/dicks-sporting-goodsremove-guns-from-440-stores/index.html">https://www.cnn.com/2020/03/10/business/dicks-sporting-goodsremove-guns-from-440-stores/index.html</a>  Peter Singer, Rich and Poor. Australian Development Studies Network, Briefing Paper No. 33 (April 1993). Available at: <a href="https://core.ac.uk/download/pdf/156621832.pdf">https://core.ac.uk/download/pdf/156621832.pdf</a>  <b>Quiz</b> Chapters 1-3 (10%)
6	Corporate Culture  Conflicts of Interest	Read Chapter 4  Readings on codes of conduct, culture, and Federal Sentencing Guidelines for Organizations (TBA)



Week	Topic	Assignments/Readings
		Conflicts of interest scenario (for in-class discussion)
7	EDM: Employer Responsibilities/ Employee Rights	Read Chapter 6 Readings on workplace health and safety and employment discrimination (TBA)
8	Ethical Decision-Making: Technology & Privacy	Read Chapter 7 Readings: Bill of Rights of the U.S. Constitution  <b>Homework: Discussion Board Group Assignment due (10%):</b> EDM, conflicts of interest, employment ethics
9	Ethical Decision-Making: Technology & Privacy	Chapter 7, continued Read: Stengart v. Loving Care Agency (NJ Supreme Court) Read: Technology and privacy topic (TBA)
10	Corporate Governance, Accounting and Finance	<b>Quiz : Chapters 4, 6, and 7 (10%)</b> Read Chapter 10, and: <ul style="list-style-type: none"> <li>• “Ex-New York Congressman Chris Collins Sentenced to 26 months for Insider-Trading Tip to Son” (CNBC.com 17 January 2020). Available at: <a href="https://www.cnbc.com/2020/01/17/chris-collins-sentenced-to-26-months-for-insider-trading-tip.html">https://www.cnbc.com/2020/01/17/chris-collins-sentenced-to-26-months-for-insider-trading-tip.html</a>.</li> <li>• Trump Pardons Ex-Congressman Christopher Collins for Insider Trading” (December 23, 2020). Available at: <a href="https://www.law.com/newyorklawjournal/2020/12/23/trump-pardons-ex-congressman-christopher-collins-for-insider-trading/?slreturn=20210228194456">https://www.law.com/newyorklawjournal/2020/12/23/trump-pardons-ex-congressman-christopher-collins-for-insider-trading/?slreturn=20210228194456</a>.</li> <li>• “SEC Charges Goldman Sachs with FCPA Violations,” Available at: <a href="https://www.sec.gov/news/press-release/2020-265">https://www.sec.gov/news/press-release/2020-265</a></li> <li>• “SEC Charges Former Goldman Sachs Executive with FCPA Violations,” available at: <a href="https://www.sec.gov/news/press-release/2019-260">https://www.sec.gov/news/press-release/2019-260</a></li> </ul>
11	Corporate Governance, Accounting and Finance	Finish Chapter 10 and discuss readings/video and discussion on corporate fraud: <ul style="list-style-type: none"> <li>• All the Queen’s Horses” documentary – Available at: <a href="https://www.youtube.com/watch?v=dpr2A3S3CNk">https://www.youtube.com/watch?v=dpr2A3S3CNk</a></li> <li>• “What Went Wrong at Enron?” – Available at: <a href="https://youtu.be/HSyk1kiI4Fc">https://youtu.be/HSyk1kiI4Fc</a></li> </ul> <b>*Final Paper to be Assigned</b>
13	Corporate Social Responsibility	Read Chapter 5  Read UN Global Compact and Sustainable Development Goals

Week	Topic	Assignments/Readings
		Read: NYT Dealbook, “Greed is Good, Except When It’s Bad” (New York Times, September 13, 2020). Available at <a href="https://www.nytimes.com/2020/09/13/business/dealbook/milton-friedman-essay-anniversary.html">https://www.nytimes.com/2020/09/13/business/dealbook/milton-friedman-essay-anniversary.html</a>
14	Ethics & Marketing	Read Chapter 8 View videos and advertisements (TBA)  <b>- no class</b>
15	Environmental Sustainability	Read Chapter 9 and Reading 9-3; readings and exercises on environmental sustainability (TBA)  <b>Quiz: Chapters 10, 5, 8, and 9 (10%)</b>
16	Conclusion: Future of Business Ethics	Final paper discussion Toby Groves? Readings and exercises on behavioral economics/behavioral ethics (TBA)  Future of business ethics, ethics programs in organizations (TBA)  Building a career and life of integrity
**	<b>Final Paper Due</b>	<b>Final papers are due at 6 pm EST (30%).</b>

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](https://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek **religious accommodations**, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of **gender or sex-based discrimination or harassment**, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]