

ACADEMIC INTEGRITY AND AVOIDING PLAGIARISM

Why does plagiarism matter to employers, professors, and other students?

Plagiarism is theft of another person's words or ideas. You would not make a copy of the *Mona Lisa*, sign your name to it, and pass it off as your own work. Nor would you copy a new song composed by your favorite band and beat them to the recording studio. You would not steal the architectural plans to the World Trade Memorial and claim them as your own. We would all agree that these are clear-cut examples of taking credit when someone else has done the hard work.

Let's make it a little less obvious. Let's say you are hired by *Business Week*. You are assigned to report on a public hearing but your car breaks down on the way to the hearing and you miss it completely. You read about it on the news wires and then construct an article based on another journalist's report. Your boss finds out and calls you into the office. Should you be fired?

Or perhaps you have been hired by a marketing firm. You are supposed to conduct 20 phone interviews a day, but you are rather slow and only do 16. You fabricate the other four interviews. You get caught. Should you be fired?

Let's say you work for a financial analyst and you are hired to write an analysis of Upron Corp. You do most of your own research, but you are largely influenced by a financial analysis prepared by a competing firm. When Upron files for bankruptcy, your boss asks you for your research. He finds out that you adopted much of the analysis of the competing firm and showed little independent judgment. Should you be fired?

Or, you download your paper for Intro to Management from an online paper mill. You get an A-. Other students spend twenty hours writing the management paper and get the same grade or worse. Should they resent you? Should they turn you in for violating the Academic Integrity Code?

Perhaps you wrote your management paper but got lazy and paraphrased a few pages and neglected to include internal citations and a Works Cited page. Should the professor report you for violating the Academic Integrity Code?

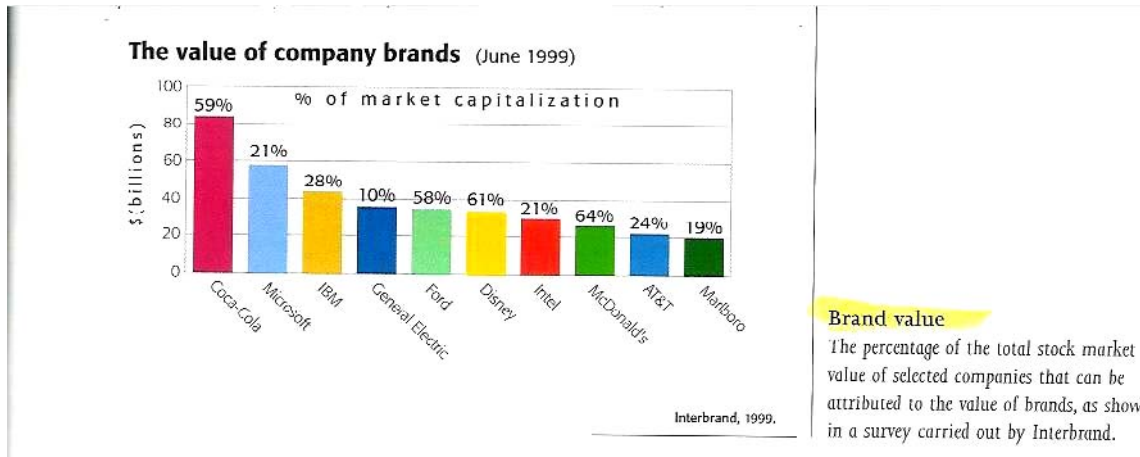
What do all of the scenarios have in common? They all involve dishonesty and the use of shortcuts to get a job done without the extra hard work or effort. They all demonstrate a lack of independent thought and analysis. You aren't doing the job you were asked to do; you are passing someone else's work off as your own. That's dishonest.

Professors, employers, and classmates do not respect someone who takes shortcuts to avoid work and who lies about the work they did or did not do. In short, they don't like dishonest people who lack integrity.

In our cut-and-paste world, it has become all too easy to commit plagiarism unwittingly. Let's look at some examples of plagiarism and learn how to avoid it.

EXAMPLE I

Original Document: Grayson D., Hodges A., (2002). *Everybody's Business: Managing Risks and Opportunities in Today's Global Society* (DK/FT Press) p. 33, "The Value of Company Brands"



Plagiarism by Direct Copying

In 1999, Interbrand determined **the value of company brands**. They found that 59% of **the total stock market value of Coca-Cola can be attributed to brand value while 58% of the total stock market value of Ford can be attributed to its brand value. Sixty-one percent of the total stock market value of Disney is attributable to brand value** In contrast, only 19% of Marlboro's stock value is attributable to **brand value**.

Plagiarism by Paraphrasing, Rearranging Words, and Substituting Words

In 1999, Interbrand conducted a survey to determine what is the **value of certain company brands**. They found that corporations such as Coca-Cola, Ford, McDonald's and Disney **attribute** more than 50% of their **total stock market value to brand value**. In contrast, only 19% of Marlboro's stock value is attributable to **brand value**.

Plagiarism by Theft of an Idea

Business branding consultants have determined that more than half of a corporation's stock value is attributable to brand value. More than 50% of the total stock market value of corporations such as McDonald's (64%), Disney (61%), Coca-Cola (59%), and Ford (58%) can be attributed to brand value.

Revision 1: Correct Paraphrasing

In 1999, Interbrand, a branding consultant, calculated how much of a corporation’s stock value is directly related to the value of the corporation’s brand. They found that more than half of corporate stock value can be attributed to intangibles such as brand. For example, 59% of Coke’s stock value relates to brand, while 58% of Ford’s stock value is directly tied to brand. In contrast, only 19% of Marlboro’s stock value is attributable to the value of its brand. (Grayson & Hodges, p. 33, “The Value of Company Brands” chart).

Revision 2: No Plagiarism and Some Evidence of Independent Thought

A corporate brand is a valuable corporate asset. In 1999, Interbrand, a branding consultant, calculated how much of a corporation’s stock value is directly related to the value of the corporation’s brand. They found that more than 50% of the total stock market value of corporations with readily identifiable brands such as McDonald’s (64%), Disney (61%), Coca-Cola (59%), and Ford (58%) can be attributed to brand value. (Grayson & Hodges, p. 33, “The Value of Company Brands” chart). For example, Coca-Cola’s brand—its red and white logo—is worth about \$82 billion dollars. (Grayson & Hodges, p. 33).

EXAMPLE II

Original Document: Grayson D., Hodges A., (2002). *Everybody’s Business: Managing Risks and Opportunities in Today’s Global Society* (DK/FT Press) p. 132, “Demonstrating Added Value in Emerging Economies” table.

Demonstrating Added Value in Emerging Economies

Area of Added Value	Methods of Demonstrating Value
Building Human Capital	<ul style="list-style-type: none"> • Investing in education, training, health and safety of employees • Exposing local nationals to international contacts and practices • Paying taxes for the government to spend on social services • Investing in education, training, health, and nutrition projects

Plagiarism by Direct Copying

When a corporation operates in **emerging economies** it must demonstrate how it can add value to the local economy by **building human capital**. It can do this in four ways. First, the

corporation helps the local economy by **investing in education, training, health and safety of employees**. Second, the corporation **exposes local nationals to international contacts and practices**. Third, the corporation is a benefit to the local economy because **it pays taxes for the government to spend on social services**. Finally, the corporation can invest in **local education, training, health, and nutrition projects**.

Plagiarism by Paraphrasing, Rearranging Words, and Substituting Words

A U.S. corporation that hires employees in emerging economies can demonstrate its value to the local economy in four ways. First, the corporation helps the local economy by hiring employees, training them, and making sure they work in a safe environment. Secondly, by operating in the local area, the corporation acts as a role model to introduce the local residents to American cultural values and practices. Third, the corporation is a benefit to the local economy because the taxes it pays to the local government will help subsidize social services. Finally, the corporation can go beyond its duty as an employer and invest in local projects that help train local residents or helps educate them on issues such as nutrition and health.

Plagiarism by Theft of an Idea

A U.S. corporation that hires employees in emerging economies can demonstrate its added value to the local economy in four ways: by hiring and training local residents; by introducing these employees to different cultural values and practices; by contributing to the local tax base; and by investing in community projects.

Revision with No Plagiarism and with Independent Thought

U.S. corporations that hire employees in emerging economies can show added value to the local economy in four ways: by hiring and training local residents; by introducing these employees to different cultural values and practices; by contributing to the local tax base; and by investing in community projects. (Grayson & Hodges, p. 132, “Demonstrating Added Value in Emerging Economies” table). For example, when a corporation such as Sean “P. Diddy” Combs’ corporation, Sean John Apparel, sets up business in Honduras, it hires and trains unemployed local women to sew shirts. These women work alongside U.S. managers and are introduced to American culture. Sean John Apparel pays taxes to the Honduran government, allowing for social services such as health care and education. Finally, according to the National Labor Committee, Sean John Apparel, after being publicly humiliated, is “doing the right thing” and has a recognized union at the Honduran plant. (National Labor Committee, p. 1).

Rules to Follow to Avoid Plagiarism.

1. **Cite.** The revision gives a short internal cite to the original source. The full cite will be located in the Works Cited page.
2. **Use quotation marks for direct quotes.** Direct quotes in the second to the last line are placed in quotation marks, with the source at the end of the sentence.

3. **Do not copy long excerpts from the original source.** No more than two or three words in a row are copied from the original source.
4. **Do not just paraphrase the original.** Add something new in terms of thoughts and ideas. The revision is not simply a paraphrase of the original; it is an integration of other thoughts and ideas, some original thoughts and some ideas from other sources.

For more information on how to properly cite and avoid plagiarism, see Charles Lipson, *Doing Honest Work in College*.

How Professors Spot Plagiarism

You may wonder how your professors will know that you have taken someone else's work, whether you are copying and pasting it directly from another source without attribution, or paraphrasing the author's words and passing them off as your own. The answer is that it's not as difficult as you might think to spot plagiarism and professors are experts at it.

Professors are experts in their field and that means that they are part of an ongoing "conversation" with other experts. This means that they will generally know what the important ideas are right now in their discipline. They will be aware what research is currently being conducted and what theories are being put forward by their colleagues on the issues of the day. In fact, your professor may well have used her knowledge of the interesting debates in her discipline to frame the research paper you are doing. That way the professor hopes to get you to read the views of experts in the field about an important topic and start to formulate your own ideas, develop critical thinking and reasoning skills and learn to defend your own conclusions. If you paraphrase an idea and pass it off as your own, your professor is very likely to recognize the idea, be familiar with its real source, and know that you are not its original author.

Professors also get to know their students and their writing style. If the tone of your paper or the level of complexity of your ideas and argument suddenly changes, (whether midway through a paper, or midway through a semester) your professor may suspect it's not your own work. From here it's an easy matter for the professor to check her suspicions. There are also numerous ways for professors to check any hunches they have about the originality of your work, particularly in a digital age. The first thing that the professor is likely to do is to use Google, or a similar search engine, to search the web using phrases from your paper. If you have copied directly from another source then very often this simple action will bring the professor directly to the paper from which you took your idea. Professors also have access to paid databases and some more sophisticated web-based resources (like Turnitin) for checking for plagiarism.

It's really not that difficult to spot that some detailed facts or a complex theory in a student paper does not originate with a student who, after all, is not an expert in the subject area. Professors want to know that you have read, understood, and analyzed the views of experts in the field. They will not be impressed if you try to pass off the work of these experts as your own.

They will be far more delighted (and inclined to grade accordingly) if they believe that you have read and understood what the different experts are saying, can describe the different theories on the topic by the various experts, perhaps show some evidence of independent thought and can now really join the “conversation.”

Plagiarism Self-Quiz

Let’s see if you understand and can apply these concepts. Here’s a plagiarism self-test with an answer key to see if you are on the right track. In each of the following questions, read the original and determine if the student examples were plagiarized.

1. John reads the following passage in Marianne M. Jennings’ *Business: Its Legal, Ethical, Global Environment*, at 789-790 (6th ed. 2003).

In *City of Los Angeles Department of Water v. Manhart*, the Supreme Court held that employers could not require female employees to contribute more to their pension plans than males. The additional contributions for the female employees were required by the employer because the pension planner had statistical evidence that longevity of female employees exceeded that of male employees. If the Supreme Court had sanctioned the disparity in pension plan payments, the higher cost of having female employees could have been cited by employers as the reason for their hiring practices. Insurers and employers are required to treat employees as a group and not break them down by their age, sex, or other characteristics.

He **does not** read the case being discussed—*City of Los Angeles Department of Water v. Manhart*. He solely relied on the Jennings excerpt. In his paper, he writes the following sentences. Which of the following **does not** involve plagiarism?

- a. In *City of Los Angeles Department of Water v. Manhart*, the Supreme Court held that an employer unlawfully required female employees to contribute more to their pension plans than males.
- b. The Supreme Court has held that an employer could not structure pension contributions so as to allow male employees to contribute less to their pension plans than females.
- c. The Supreme Court has held that insurers and employers are required to treat employees as a group and not break them down by their age, sex, or other characteristics.
- d. Textbook author, Marianne Jennings, notes that “[i]nsurers and employers are required to treat employees as a group and not break them down by their age, sex, or other characteristics.” Marianne M. Jennings *Business: Its Legal, Ethical, Global Environment*, at 790 (6th ed. 2003).

2. Original: Anon, A Beautiful Day for a Fair, *Pennsbury News*, June 14, 2005, at p. 2. “At today’s Pennsbury fair, the weather was perfect and the students were excited. Kites were flying, children were running about, and parents were hugging the happy graduates. In an address to those present, Principal Katz said, ‘Never say anything that does not need to be said.’”

You attend the fair and write the following. You did not read the article printed above. Which of the following is plagiarism?

- a. The day was gorgeous, the graduates were smiling, and the children were running after kites.
 - b. The day was gorgeous, the graduates were smiling, and the children were running after kites. Speaking to the audience, Principal Katz said, “Never say anything that does not need to be said.”
 - c. Neither is plagiarism
3. The original was written by sportswriter Peter King on the *Sports Illustrated* website: “McNabb had a bad throwing thumb at the time of the 2003 meeting with the Pats, which was part of the reason he was stinking up the joint. All he’s done since is have his best regular season ever, and take this star-crossed team to its first Super Bowl since the Dick Vermeil days.”

Ken Powers, a reporter for the *Worcester Telegram and Gazette* which is owned by the *The New York Times*, wrote the following column:

“What those vocal Philly fans didn't know then was that McNabb had a bad throwing thumb, a large part of the reason he was stinking up the joint. All he’s done since is have his best regular season ever, and take this star-crossed team to its first Super Bowl since the Dick Vermeil days.”

Should Ken Powers be fired for plagiarism?

- a. Yes
 - b. No
4. Original: Eric Schlosser, *Fast Food Nation*, p. 96 (2003): “The new franchising strategy proved enormously profitable for the McDonald’s Corporation. We are not basically in the food business,” Sonneborn once told a group of Wall Street investors, expressing an unsentimental view of McDonald’s that Kroc never endorsed. “We are in the real estate business. The only reason we sell fifteen cent hamburgers is because they are the greatest producer of revenue from which our tenants can pay us rent.”

Which of the following is **not** plagiarism?

- a. Although Ray Kroc would attribute McDonald's success to brand loyalty to his hamburgers, his business partner Sonneborn would attribute its success to its real estate holdings.
- b. Although Ray Kroc would attribute McDonald's success to brand loyalty to his hamburgers, his business partner Sonneborn would attribute its success to its real estate holdings. (Schlosser, at 96).
- c. Franchising was the heart of McDonald's success; in fact, one of the original founders of McDonald's said that they are not in the food business, they are in the real estate business. (Schlosser, at 96).

Answer Key:

1. The correct answer is d.
 - a. In *City of Los Angeles Department of Water v. Manhart*, the Supreme Court held that an employer unlawfully required female employees to contribute more to their pension plans than males. **This is incorrect because (1) it does not cite to the original work (Jennings), (2) it is plagiarizing by direct copying, and (3) John should read the original source (*City of Los Angeles Department of Water v. Manhart*) if he wishes to directly cite it; otherwise, he is misleading the reader into thinking that he read the original source. The proper way to cite this is as follows:**

In *City of Los Angeles Department of Water v. Manhart*, the Supreme Court held that an employer unlawfully required "female employees to contribute more to their pension plans than males." (Jennings, at 789-90 (citing *City of Los Angeles Department of Water v. Manhart*)).
 - b. The Supreme Court has held that an employer could not structure pension contributions so as to allow male employees to contribute less to their pension plans than females. **This is plagiarizing by paraphrasing.**
 - c. The Supreme Court has held that insurers and employers are required to treat employees as a group and not break them down by their age, sex, or other characteristics. **This is plagiarizing by direct copying.**
 - d. Textbook author, Marianne Jennings, notes that "[i]nsurers and employers are required to treat employees as a group and not break them down by their age, sex, or other characteristics." Marianne M. Jennings *Business: Its Legal, Ethical, Global Environment*, at 790 (6th ed. 2003). **This is correct.**
2. The correct answer is c. You did not plagiarize since you did not read the original source. You directly quoted from Principal Katz, and that is permissible.

3. Ken Powers was fired for plagiarism. According to an article by Katherine Seelye, “Sportswriter at Massachusetts Paper is Fired for Plagiarism,” published by *The New York Times* on February 4, 2005, p. C-5, the *Worcester Telegram and Gazette* published a correction, stating that “‘substantial portions’ of Mr. King’s column were printed ‘under the byline of Ken Powers.’” The newspaper apologized to its readers and to *Sports Illustrated* and said it was conducting an investigation. *The Worcester Telegram’s* editor, Harry Whitin, issued the following statement: “Ken Powers’s column on Jan. 30 did not constitute his own work. He does not dispute that. Further investigation has revealed that this was not an isolated incident and that he has previously used the work of others without proper attribution. We have terminated his employment and our investigation into his past work continues.” Sportswriter at Massachusetts Paper is Fired for Plagiarism. The editor noted that Ken Powers had plagiarized “at least a half dozen” articles.

4. The correct answer is b.
 - a. Although Ray Kroc would attribute McDonald’s success to brand loyalty to his hamburgers, his business partner Sonneborn would attribute its success to its real estate holdings. **Plagiarism by Theft of Idea.**
 - b. Although Ray Kroc would attribute McDonald’s success to brand loyalty to his hamburgers, his business partner Sonneborn would attribute its success to its real estate holdings. (Schlosser, at 96). **Proper citation.**
 - c. Franchising was the heart of McDonald’s success; in fact, one of the original founders of McDonald’s said that they are not in the food business, they are in the real estate business. (Schlosser, at 96). **Plagiarism by paraphrasing. The proper way to cite this would be:**

Franchising was the heart of McDonald’s success; in fact, one of the original founders of McDonald’s said “We are not ... in the food business.... We are in the real estate business.” (Schlosser, at 96 (citing Sonneborn)).