MNGT 340 Ethical Leadership

Class Hours: Mondays and Wednesdays 2:00 – 3:15pm
Class location: South Hall 221
Instructor: Pamela Dixon, Ph.D., Adjunct Professor
Office Location: South Hall 320A
Phone: 715-425-3335
Email: Pamela.Dixon@uwrf.edu (best contact method)
OFFICE HOURS: Mondays and Wednesdays 3:30 – 5:30pm
Tuesdays and Thursdays 9:00 – 10:50am

Course Description and Objectives

MNGT 340 explores theories of leadership and the ethical challenges faced by organizational leaders. An integral part of this course involves examining and developing one’s own ethical competency through self-assessment, learning to recognize ethical challenges, and deciding how to resolve them. A multi-disciplinary and experiential approach is used with an emphasis on environmental stewardship and social justice, which provides an opportunity for students to engage in the topic of sustainability. Specifically, the course integrates sustainability models and activities that frame organizational success as a triple bottom line proposition; achieving profitability in an ethical, socially minded and environmentally responsible manner.

The following table shows the connection of this course’s objectives with management learning outcomes.

<table>
<thead>
<tr>
<th>Course Objectives</th>
<th>Management Learning Outcomes</th>
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<tbody>
<tr>
<td>Effectively use ethical frames to identify and address leadership issues.</td>
<td>Meets Ethical Learning Outcome for CBE</td>
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</table>
| Demonstrate knowledge about different ethical theories. | Decision Making/Problem Solving (to be assessed in this course):
  - Define needs and opportunities, demonstrate the ability to get to the root causes, and develop appropriate responses to them.
  - Articulate the difference between problem solving and decision making.
  - Include ethical and creativity in making decisions.
  - Identify necessary data and use it to solve problems
  - Use multiple decision making tools/process to make effective decisions as individuals and as part of a team
  - Effectively implement decisions |
| Apply knowledge about different leadership theories. | Exercise Influence:
  - Articulate the difference between power, influence, and leadership
  - Identify opportunities to be persuasive and apply influence in team and managerial situations
  - Use tools and techniques that enable effective influence
  - To delegate effectively to individuals and within teams |
Required Reading

- Articles posted on D2L course site: http://www.uwrf.edu/DOTS/Learn.cfm.

Learning Outcomes

College of Business and Economics Mission Statement:

The primary mission of the College of Business & Economics is to provide high quality undergraduate programs grounded in the liberal arts, a high quality Master of Business Administration Program, and business outreach services to the Greater St. Croix Valley region. More detailed information is at: http://www.uwrf.edu/CBE/Mission.cfm

College of Business and Economics Learning Outcomes:

A college of Business and Economics graduate will be able to (1) demonstrate and apply knowledge gained in the accounting, computer science, economics, finance, management, marketing, statistics, and strategy disciplines, and (2) demonstrate awareness of the impact of globalization and the effects of technology and technological innovation, including the ability to use software and demonstrate the ability to work in teams, communicate professionally in written form, and engage in professional decision making processes. More detailed information is at: http://www.uwrf.edu/CBE/AssuranceofLearning/Index.cfm

Management Learning Outcomes:

A management graduate will be able to effectively:

- Manage conflict
- Motivate themselves and others
- Exert influence
- Make decisions

More detailed information is at: http://www.uwrf.edu/CBE/Programs/Management.cfm

Sustainability Outcomes:

- Demonstrated literacy in economic, ecological and social sustainability theories, concepts and organizational practices.
- Able to describe components of moral action and ethical decision making
- Able to apply systems thinking as part of ethical decision making.
- Able to describe the role of corporate social responsibility and social entrepreneurship in organizations.
- Able to describe the ethical leader’s role as change agent.
## MNGT 340 Ethical Leadership SYLLABUS Spring 2014

### Course Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Participation/Engagement</td>
<td>2 Points per Class session: 2*28 = 56</td>
<td>A: 94 to 100% A- : 90 to 93 % B+: 87 to 89% B: 84 to 86 % B- : 80 to 83% C+: 77 to 79% C: 74 to 76% C- : 70 to 73% D+: 67 to 69% D: 60 to 66% F: ≤ 60%</td>
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<tr>
<td>Case Analysis: Ethical Decision Making and Influence</td>
<td>25 Points per Case: 25*2 = 50</td>
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<tr>
<td>Mid Term and Final Exam (Consists of all assigned readings)</td>
<td>25 Points per Exam: 25*2 = 50</td>
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<tr>
<td>Reflection Paper: Leadership and Sustainability</td>
<td>22 Points per Paper: 22*2 = 44</td>
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<tr>
<td>Change Agent Research Poster: Environmental stewardship and/or social justice.</td>
<td>50 Points</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
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### Course Guidelines

**Rights and Accommodations:** UWRF strives to maintain our campus as a place of work and study for faculty, staff, and students that is free of all forms of prohibited discrimination and harassment. If you have concerns, contact your instructor, or Student Rights & Responsibilities at 715-425-4555, or Equity, Diversity and Inclusion at 715-425-3833. For a list of prohibited behaviors and protected classes or to report online, please see: [http://www.uwrf.edu/EquityDiversityInclusion/incident.cfm](http://www.uwrf.edu/EquityDiversityInclusion/incident.cfm).

UWRF welcomes students with disabilities into its educational programs, activities, residential halls, and other programming and services on campus. Those who will need academic accommodations for a disability should contact Ability Services at 715-425-4555. Decisions to allow accommodations are made by Ability Services on the basis of clinical documentation students provide to sufficiently indicate the nature of their situation. Additional information is at: [http://www.uwrf.edu/AbilityServices/Index.cfm](http://www.uwrf.edu/AbilityServices/Index.cfm).

**Visitors:** Only students registered the class may be in the classroom. Academic visitors, including peer observers and prospective students visiting campus, may be admitted with advance permission from the instructor. Non-academic visitors are not permitted.

**Electronics:** Phones should be turned off during class or placed on vibrating mode if needed due to family responsibilities. Laptops are allowed as long as the content displayed is directly related to the class lecture or discussion. Talking on phones, texting, IMing, surfing the web, etc. are not acceptable activities while class is in session.

**Academic Integrity Policy:** The University policy regarding academic honesty and discipline will be strictly enforced. Students who violate academic integrity in any manner, including plagiarism, cheating, and other forms of dishonesty, will fail the assignment/examination in question and may go through further disciplinary procedures. Plagiarism refers to the use of materials from books, notes and other sources, in the student's written work, without due credit to the sources used; it is the presentation of materials as if these are the student's own. Cheating refers to securing or giving help in a test, unauthorized copying of tests, etc. Other forms of dishonesty would be taking a test in place of another student, etc.
Academic dishonesty in any portion of the academic work for this course shall be grounds for awarding a grade of F for the entire course. Academic dishonesty includes (see more information at http://www.plagiarism.org):

- turning in someone else’s work as your own
- handing in the same paper for another class
- copying words or ideas from someone else without giving credit
- failing to put a quotation in quotation marks
- giving incorrect information about the source of a quotation
- changing words but copying the sentence structure of a source without giving credit
- copying so many words or ideas from a source that it makes up the majority of your work, whether you give credit or not

Written paper formatting: For all written papers, use APA style guide for formatting in-text citations and the reference list. See information here: http://www.uwsp.edu/psych/mp/APA/apa4b.htm#IF

Tentative Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading / Viewing Due*</th>
<th>Assignment Due**</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sept. 3 (Wednesday)</td>
<td>Course Overview &amp; Concept Map</td>
<td></td>
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<tr>
<td>2</td>
<td>Sept. 8 / 10</td>
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• Organizations as Living Systems  
• Leadership, Ethics and Sustainability  
• Systems Thinking                      | Wheatley Article - on D2L  
Senge Article - on D2L                    |                                      |
| 3    | Sept. 15 / 17   | Ethics: Theories, concepts, and organizational practices               | Johnson Chapter 5                      |                                      |
| 4    | Sept. 22 / 24   | Leadership: Theories, concepts, and organizational practices          | Johnson Chapter 7  
Lussier Chapter 1, 9                       | Case Analysis 1: Ethical Leadership & Influence                         |
| 5    | Sept. 29 / Oct. 1| Personal Leadership: Character and the Shadow side  
|                | Johnson Chapters 1 - 4                                                      |                                      |
| 6    | Oct. 6 / 8      |  
• Sustainability & Triple Bottom Line: Economic, Ecological and Social Perspectives  
• Corporate Social Responsibility       | Sustainability Video – Link on D2L                                      | Reflection Paper 1: Personal Leadership and Sustainability |
| 7    | Oct. 13 / 15    |  
• Sustainability: Leaders in the role of Change Agent  
• Social Entrepreneurship  
• In-Class Activity: Sustainability Leadership Panel             | Ashoka Articles - on D2L                                             |                                      |
<p>| 8    | Oct. 20 / 22    | Ethics and Decision Making                                             | Johnson Chapter 6                      | Mid-term Exam – In                   |</p>
<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
<th>Class</th>
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<tbody>
<tr>
<td>9</td>
<td>Oct. 27 / 29</td>
<td>Systems Thinking and Decision Making</td>
<td>Senge Article on D2L</td>
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<tr>
<td>10</td>
<td>Nov. 3 / 5</td>
<td>Organizational Leadership: Ethical Organization Climate</td>
<td>Johnson Chapter 9</td>
<td>Case Analysis 2: Ethical Decision Making</td>
</tr>
<tr>
<td>11</td>
<td>Nov. 10 / 12</td>
<td>Organizational Leadership: Ethical teams and small groups</td>
<td>Johnson Chapter 8 Lussier Chapter 6 and 7</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Nov. 17 / 19</td>
<td>Organizational Leadership: Strategy and Change Management</td>
<td>Lussier Chapter 11</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Nov. 24 (No Class on 26th – HOLIDAY)</td>
<td>Continued...Organizational Leadership: Strategy and Change Management</td>
<td></td>
<td>Change Agent Research Poster</td>
</tr>
<tr>
<td>14</td>
<td>Dec. 1 / 3</td>
<td>Ethics: Global Perspective</td>
<td>Johnson Chapter 10 Lussier Chapter 10</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Dec. 8 / 10</td>
<td>Ethics: Crisis Leadership</td>
<td>Johnson Chapter 11 Lussier Chapter 12</td>
<td>Reflection Paper 2: Organizational Leadership and Ethics</td>
</tr>
<tr>
<td>16</td>
<td>Dec. 15 3:30 – 5:30</td>
<td>Final Exam</td>
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* It is expected that students will come to MONDAY class having read assigned text or other reading for the week.

** Assignments are always due on WEDNESDAY prior to class.