



UNCG

Bryan School of
Business *and* Economics

Fall 2013

COURSE NUMBER: MBA 710 (Wednesday 6:30-9:15PM)

COURSE TITLE: Ethical Leadership and Sustainable Business

CREDITS: 3:3

PREREQUISITES/COREQUISITES: None

FOR WHOM PLANNED: This primary purpose if this course is as a required course in the Masters of Business Administration program. The course may also be attractive, as an elective to students in a number of other graduate programs including the Master of Science in Accounting and the Master of Science in Information Systems. The course might also serve doctoral students completing a cognate outside of their program of specialty (e.g. Counseling Education).

INSTRUCTOR INFORMATION:

Professor Ellen Van Velsor

Office: 344F Bryan Bldg

Office hours: W 3:30 – 5:00 PM & by appointment

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CATALOG DESCRIPTION: Principles of effective leadership and models of ethics are integrated to better understand the complementary and competing pressures, for and against, the creation and maintenance of a sustainable business model.

STUDENT LEARNING OUTCOMES:

1. Upon successful completion of this course students will be able to describe an informed definition of three terms: effective leadership, ethical development, and sustainable business.
2. Upon successful completion of this course students will be able to apply principles of effective leadership and models of ethics to contemporary organizations.

3. Upon successful completion of this course students will be able to differentiate between models of effective leadership, stage models of ethical development and perspectives on sustainability.

4. Upon successful completion of this course evaluate the sustainability of an organizations' business model.

TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:

The teaching methods include lectures, self-assessments, situational studies, project development presentation and web based vignettes.

SLO1: Delivered through lectures and self-assessments.

SLO2: Delivered through discussions of historical and "live" situational studies.

SLO3: Delivered through lectures and project development/presentation

SLO4: Delivered through analysis of cases, reports, and vignettes.

EVALUATION AND GRADING - The following criteria will apply to the grading of assignments:

A: Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student's work goes beyond the task and contains additional, unexpected or outstanding features.

B: Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.

C: Work that fails to demonstrate a basic or technical understanding of the material under study, and fails to use relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.

F: Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.

Letter grades will be assigned as follows:

A = Far Above Expectations

A- or B+ = Above Expectations

B or B- = Meets Expectations

C+ or C= Below Expectations

D or F = Far Below Expectations

Manifestos (15%) - Commencing on the third week of the course and at each 3 week interval thereafter, through the twelfth week of the course, students will submit definitions of three terms: effective leadership, ethical leadership, and sustainable business. These definitions should not be copied or represent simply revised copy from our text or other materials, but should instead represent the student's own current understanding. Papers will be graded in 2 sets (2nd manifesto compared to 1st, 3rd compared to 2nd). At each interval, students will be evaluated on how their definition of these terms has changed (with justification) over the prior month or why (with justification) the prior two weeks of class materials has failed to further inform their definition. Each document should not exceed two pages in length and may be much shorter.

Situational Studies – Individual (20%). The student will complete two situational study write-ups for individual credit from the set of cases that will be assigned during the course. Cases will be provided to the students no later than one week before the case is due for in-class discussion. As an alternative the student may propose a “live” situational study of an organization. Students will be evaluated on the extent to which they identify effective leadership, ethical development, and sustainable business models (or the lack thereof) in the organization of interest.

Group Presentation (20%) - The student will prepare, as part of a group with three or more members, a presentation based on variations on the theme Sustainable business for the 21st century: The what and the why. Groups will be evaluated on the extent to which they: (1) clearly specify what they mean by the sustainable business; (2) why (if) sustainable business matters in the 21st century; (3) whether the preceding has implications for the behaviors and mindsets that an organizational member to be characterized as effective and/or ethical leader. Each individual will receive the group grade unless peer feedback indicates a need for grade reallocation based on distribution of effort. A form will be provided to capture the peer feedback. The group may choose to present the information by engaging the class in experiential exercises, or case/vignette analysis, as opposed to a formal PowerPoint focused presentation.

Mid-term Exam (15%) - The mid-term exam will be comprised of short essay questions. Students will have an opportunity to choose a subset of questions to which they respond. Please be sure to bring a laptop to class, with reliable power source.

Final Exam (15%) - Students will be directed to a web-based resource to use with a series of short answer questions evaluating the sustainability of an organization's practices. Students will be evaluated on the extent to which they evaluate the impact of effective leadership, models of ethics and definitions of sustainable businesses to this organization. Students will be asked to make recommendations, as appropriate, to move the organization toward a more sustainable model.

Class Participation (15%):

(a) Students will have ample opportunity to actively demonstrate their knowledge of course related materials. These opportunities include but are not limited to: comments on the lecture materials,

posting of relevant articles/videos, participation in group discussions, and participation in situational case discussions.

(b) The student will also complete a series of self-assessments that provide insights into their own implicit theories of leadership, values systems, and attitudes toward sustainability. Students will be evaluated on the extent to which they complete the assignments as a portion of the class participation grade.

(c) Participation and contributions to a course summary Wiki

REQUIRED TEXTS/READINGS/REFERENCES:

Leadership

A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership

Brad Jackson, Ken Parry ISBN: 9781412928465

<http://www.sagepub.com/booksProdDesc.nav?prodId=Book229753>

- Additional leadership readings as posted in Blackboard. To be identified throughout the course.

Ethics

Audi, R. (2008). *Business Ethics and Ethical Business*. Oxford Press ISBN: 9780195369106

<http://www.oup.com/us/catalog/general/subject/Philosophy/EthicsMoralPhilosophy/BusinessEthics/?view=usa&ci=97801953691064>

- Additional ethics readings as posted in Blackboard. To be identified throughout the course.

Sustainability – Articles listed below – Links to those available online will be posted to Blackboard

Course Schedule

Topical Outline/Calendar

Class date	Topic	Activities	Readings/Assignments
August 21	What is leadership	Welcome to the course <i>Introductions</i> Syllabus highlights <i>Conceptualizing Leadership</i> <i>Questionnaire</i> Discussion:	<u>Jackson & Parry</u> <i>Should you buy this book?</i> Introduction: Why Leadership Matters <u>Articles</u> Managing Yourself: Stop Holding Yourself Back <i>Why Should Anyone Be Led by You?</i>

		Ways of understanding leadership <i>Visual Explorer</i>	
August 28	Models of Leadership: Leader Centered Perspectives & Follower Centered Perspectives	Group formation, Lecture, Discussion, Mini-case Lecture, Group Discussion	<u>Jackson & Parry</u> Chapters 2 & 3 <u>Articles</u> <i>Leaders Don't Matter (Most of the Time) – HBR Blog</i> <i>Google's Quest to Build a Better Boss</i> Kellerman article on followership from HBR
September 4	Applications of Leadership Models: Cultural Perspectives, Critical & Distributed Perspectives Leadership with a Higher Purpose		<u>Jackson & Parry</u> Chapters 4, 5, & 6 <u>Articles</u> In the Eye of the Beholder Javidan, et. al. In Praise of the Incomplete Leader – Ancona et al First, Let's Fire All the Managers
September 11	What are Ethics?		1st Manifesto Due – Effective Leadership <u>Audi</u> Chapters 1-3 <u>Articles</u> The Ethical Mind – Howard Gardner The Irony of Integrity Gentry et al.
September 18	Models of Ethics	1 st Situational Case Study Distributed	<u>Audi</u> Chapters 4-7 <u>Articles</u> Terry Price – Kant's Advice for Leaders
September 25	Application of Ethical Models		1st Situational Case Study Due <u>Audi</u> Chapters 10-13 <u>Articles – To be assigned & posted on Blackboard</u>

October 2	Mid-term Exam	Short Answer Questions and Situational Case – Assess SLO1 and SLO2 Week 1-6 materials	2nd Manifesto Due – Effective Leadership & Ethical Leadership
October 9	What is Sustainability?		<p>Do an internet search on “What is Sustainability?” Find 2 answers or definitions you feel are the best and bring them to class. Be prepared to discuss why you see them as “best”.</p> <p>Pages 10-27 of Our Common Future. This can be accessed at (do not print the whole document as it is 300 pages long): http://sustainability.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=sustainability&cdn=b2b&tm=3&f=00&tt=2&bt=8&bts=8&zu=http%3A//www.un-documents.net/wced-ocf.htm</p> <p>Handy – What’s a Business For? HBR</p> <hr/> <p>Kanter – How Great Companies Think Differently</p> <p>Pfeffer: When are Polar Bears and Milk Jugs more important than people?</p> <p>Sustainability Nears a Tipping Point –</p> <hr/> <p>Sloan Management Review Winter 2012</p>
October 16	Models of Sustainability		<p>Strategy & Society – Porter & Kramer</p> <p>Three Sustainability Models - Bob Willard</p> <p>The Path to Corporate Responsibility - Zadek</p> <p>Creating Shared Value – Porter & Kramer (discuss measuring shared value article)</p> <p>Nidumolu - Why sustainability is now the key driver of innovation</p> <p>The Innovation Bottom Line – 2013 MIT Sloan survey report</p>
October 23	Applications of Sustainability Models	2 nd Situational Case Study Distributed	<p>Holiday: Sustainable Growth, the DuPont Way</p> <p>Azevedo: The Greening of Petrobras</p> <p>Captain Planet – Interview with Paul Polman</p> <p>Kunsch: Modelling complex ethical decision problems with operations research</p>

			<p>Pfeffer: When are Polar Bears and Milk Jugs more important than people?</p> <p>The Kind of Capitalist You Want to Be</p> <p>Growth through Global Sustainability</p> <p>Why Kraft Cares About Fair Trade</p>
October 30	Group Work	On Your Own	<p>3rd Manifesto Due – Effective Leadership, Ethical Leadership, Sustainable Business</p> <p>2nd Situational Case Study Due</p>
November 6	Group Presentations	Sustainable Businesses for the 21 st century: The what and why	
November 13	Group Presentations	Sustainable Businesses for the 21 st century: The what and why	
November 20	Sustainable Leadership for the 21 st Century	Class Wiki Exercise	
November 27	NO CLASS – Thanksgiving Break		
December 4	Final Exam 7 – 10 PM	Short Answer Questions and Situational Case – Assess SLO3 and SLO4	Weeks 1-13, greater emphasis on weeks 8-13.

ACADEMIC INTEGRITY POLICY: Students are responsible for becoming familiar with the Academic Integrity Policy in all its aspects and for indicating their knowledge and acceptance of the Policy by signing the Academic Integrity pledge on all major work submitted for the course. Specific information on the Academic Integrity Policy may be found on the UNCG web site at <http://academicintegrity.uncg.edu> .

ATTENDANCE POLICY: There are no explicit course attendance policies or penalties. Students missing more than two classes are very likely to experience a decline in components of evaluation. The most direct measure of this decline would most likely be the class participation grade.