



UNCG

Bryan School of
Business *and* Economics

Spring 2014

COURSE NUMBER: MBA 716 (Wednesday 6:30-9:15PM)

COURSE TITLE: Leadership and Sustainable Business

CREDITS: 3:3

PREREQUISITES/COREQUISITES: MBA 715 (Integrative Business)

FOR WHOM PLANNED: Graduate students in Bryan School programs, and dual degree students in MS Nursing/MBA and MS Gerontology/MBA programs.

INSTRUCTOR INFORMATION:

Dr. Ellen Van Velsor

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CATALOG DESCRIPTION: Introduction to the values associated with ethics and sustainability relative to leadership, from idea formulation through communication within various constituencies across organizational contexts and communication media.

STUDENT LEARNING OUTCOMES:

Upon successful completion of this course students will be able to:

1. Describe an informed definition of three terms: effective leadership, ethical development, and sustainable business.
2. Apply principles of effective leadership and models of ethics to contemporary organizations.
3. Elaborate on the tenets of effective written and verbal communication.
4. Differentiate between models of effective leadership, stage models of ethical development and perspectives on sustainability.

5. 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.

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.

On specific assignments and exams, 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

Mid-term Exam (25%) - The mid-term exam will be comprised of short essay questions and/or case analyses. Please be sure to bring a laptop to class, with reliable power source.

Personal Manifesto (15%) - Students will submit two versions of a manifesto of no more than five pages describing their understanding of the relationship among effective leadership, ethical leadership, and sustainable business. The first version will be due in week 2, and used (1) to provide students with an initial assessment of and feedback on their writing skills and (2) to benchmark the second version against (due in week 4) as to how much their understanding of the concepts and their interrelationships has improved. This manifesto should integrate the three concepts, address the grounding of

sustainability in ethics, and comment on how one or more models of leadership relate to leading a sustainable business.

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.

Final Exam (25%) - Students will be directed to a web-based resource to use with a series of short answer questions evaluating the sustainability and ethical leadership represented by an organization's practices. Students will be asked to make recommendations, as appropriate, to move the organization toward a more sustainable model.

Class Participation (15%):

Students will have ample opportunity to actively demonstrate their knowledge of course related materials. These opportunities include but are not limited to: comments on and questions about the lecture materials and assigned readings, posting of relevant articles/videos and comments on those posted by others, participation in group activities, and participation in situational case discussions.

Final grades will be computed using the numeric values in parentheses below for each component grade, weighted by the percentages listed above.

A (100) = overall average 97-100

A- (95) = overall average 93-96

B+ (91) = overall average 88-92

B (86) = overall average 83-87

B- (81) = overall average 79-82

C+ (76) = overall average 74-78

C (71) = overall average 70-73

C- (68) = overall average 65-69

F (0) = overall average below 65

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.

Sustainable Business

Articles to be posted on Blackboard throughout the course.

Course Schedule

Topical Outline/Calendar

Class date	Topic	Activities	Readings/Assignments
January 15	Introduction	Welcome to the course; Syllabus highlights	<u>Jackson & Parry</u> <i>Should you buy this book?</i> Introduction: Why Leadership Matters
	What is leadership	Experiential/Discussion: Ways of understanding leadership - <i>Visual Explorer or Earth II</i>	Articles in Blackboard for Week 1
	Written & Verbal Communication (1)	Importance of writing & speaking well, common mistakes & rules to remember in writing, formal vs informal writing	

January 22	Models of Leadership: Leader Centered Perspectives & Follower Centered Perspectives Cross-cultural issues in leadership & communication	<i>Conceptualizing Leadership Questionnaire</i> <i>Cultural Values Survey</i>	<u>Jackson & Parry</u> Chapters 2 & 3 Articles in Blackboard for Week 2 Version 1 Personal Manifesto due
January 29	Applications of Leadership Models: Cultural Perspectives, Critical & Distributed Perspectives Leadership with a Higher Purpose	Receive first feedback on writing – Initial manifestos returned with feedback (Students needing additional coaching in writing skills will be asked to set up individual appointments and will be offered the opportunity to revise their drafts, as this first version will not be graded, as such)	<u>Jackson & Parry</u> Chapters 4, 5, & 6 Articles Posted in Blackboard for Week 3
February 5	What are Ethics?	Ethical Models & practice application	<u>Audi</u> Chapters 1-3 Articles Posted in Blackboard for Week 4
February 12	Application of Ethical Models (1)	Discussion of case scenarios	<u>Audi</u> Chapters 4-7 Articles Posted in Blackboard for Week 5
February 19	Application of ethical models (2)	Discussion of case scenarios	<u>Audi</u> Chapters 10-13 Articles Posted in Blackboard for Week 6
February 26	Midterm Exam (Take home)	Short Answer Questions and Situational Case Analysis Week 1-6 materials	
March 5		Midterms returned with feedback – writing skills coaching provided by	Articles posted on Blackboard for week 8

	Written & Verbal Communication 2	<p>appointment</p> <p>Effective virtual communication; Giving & receiving feedback, impromptu speaking, impact of nonverbals, active listening, Role of emotional intelligence in communication</p> <p><i>Experiential:</i> SBI practice, DC Subway Communication activity, Improvisational activities</p>	
March 12	No class – Spring Break		
March 19	<p>Sustainable Business (1)</p> <p>What is Sustainability?</p>	<p>How is leadership related to sustainability? How is ethics related?</p> <p>Role of culture and the consumer</p> <p><i>The Story of Stuff</i></p> <p>What is the role of business in society? What is the individual’s role? What if consumers don’t care?</p> <p>Ray Anderson video</p>	<ol style="list-style-type: none"> 1. 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”. 2. <i>Pages 10-27 of Our Common Future. This can be accessed at (do not print the whole document as it is 300 pages long):</i> 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>Other articles posted on Blackboard for week 9</p>
March 26	<p>Sustainable Business (2)</p> <p>Models of Sustainability</p>	<p>How the best companies are working on Creating Shared Value</p> <p>Sustainability Reporting – Measurement and Transparency</p> <p>Review & small group discussion of various</p>	Articles posted on Blackboard for week 10

		sustainability reports	
April 2	Sustainable Business (3)	Applications of Sustainability Models Speaking Skills Experiential (Influencing & Extemporaneous Speaking): Debate: Is Walmart good for society?	Articles posted on Blackboard for week 11
April 9	Leading Change	Stage models of responsible business, building organizational capacity for responsible leadership, driving change upward, role of message staging and message framing in driving change Review of best practice presentation techniques; grading/evaluation of group presentations	Final version Personal Manifesto due Articles posted on Blackboard for week 12
April 16	Group Presentations Groups 1, 2, 3	Sustainable Businesses for the 21st century: The what and why Personal Manifestos returned with feedback & consultations, as needed	Readings or other assignments provided by presenting groups will be posted on Blackboard no later than 1 week prior to presentation date.
April 23	Group Presentations Groups 4 & 5	Sustainable Businesses for the 21st century: The what and why Feedback on group presentations	Readings or other assignments provided by presenting groups will be posted on Blackboard no later than 1 week prior to presentation date.
April 30 (tentative)	Final Exam – time/place TBA		

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 65site 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 because (1) class time will be used to practice application of concepts in preparation for exams, and (2) material covered in class will be in addition to that covered in the assigned readings. Of course, the most directly affected, as a result of not attending regularly, would be the class participation grade.