



Fall 2016

COURSE NUMBER: MBA 716-51 (Thurs 2-4:50PM)

COURSE TITLE: Ethical Leadership and Sustainable Business

CREDITS: 3:3

PREREQUISITES/COREQUISITES: MBA 715

FOR WHOM PLANNED: This primary purpose of 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

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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:

1. Upon successful completion of this course students will be able to apply principles of effective leadership and models of ethics in written analyses of business cases, as well as in oral presentations.
2. Upon successful completion of this course students will be able to differentiate between, as well as integrate, models of effective leadership, ethical decision-making and applications to sustainable business.

3. Upon successful completion of this course, students will be able to evaluate the extent to which an organization has used leadership and ethics to create both strategy and plans to achieve sustainability in their business over the long term.

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, written case analyses, discussion forum posts, and class discussions.

SLO2: Delivered through lectures, final essay, and project development/presentation.

SLO3: Delivered through analysis of company sustainability reports, and individual/group project presentations.

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

Essays & Case Analyses (45 points) – Students will submit three essays for individual credit, each 5-10 pages in length (double spaced). These papers will be worth 15 points each for a total of 45 points.

(1) The first essay will focus on providing a statement of the student’s initial understanding of the concepts of effective, ethical leadership in a sustainable business. The students will work with a writing coach throughout the semester to improve writing skills based on two revisions to this initial paper.

(2) The remaining two papers will be case analyses focused on applications of ethical frameworks.

Group Presentation (20 points) - The student will prepare, as part of a group with three or more members, a 30 minute presentation based on variations on the theme Sustainable business for the 21st century: The what and the why. Groups will prepare and present together but students will be evaluated & graded individually on the extent to which they: (1) present content that is new and related to, but over and above that which was covered in class and in our assigned readings (2) present their content in a professional manner, speaking clearly, organizing content effectively, and using slides and/or video that are well done. The group may choose to present the information by engaging the class in experiential exercises, or case/vignette analysis, in lieu of or in addition to a formal PowerPoint focused presentation.

Sustainability Report Analysis (10 points) - Students will focus their analysis on one of three social responsibility/sustainability reports from Global 100 organizations and will be asked to demonstrate the application of numerous sustainability concepts and frameworks to the strategies and goals set forth in these reports. Students will also be asked to make recommendations, as appropriate, to move the organization toward an even more sustainable model or to improve their reporting format.

Final Exam (15 points) – A take home essay exam will be made available one week prior to its due date. This exam will ask students to write an integrative essay on the role of business in a sustainable world and the role of ethics in the effective leadership of business in a sustainable world. This essay will essentially be a finalization and evolution of the paper written as the first essay in the course but much more will be expected based on class reading and discussion during the course of the semester, as well as improvements, as needed, to a student’s writing skills and style.

Class Participation (10 points) - Students will have ample opportunity to actively demonstrate their interest in and knowledge of course related materials. These opportunities include but are not limited to: comments on the lecture materials, posting of relevant articles/videos, and participation in group discussions in class and online.

REQUIRED TEXTS/READINGS/REFERENCES:

Leadership

- 1) Bolden, R., Hawkins, B., Gosling, J., & Taylor, S. (2011). *Exploring Leadership: Individual, Organizational & Societal Perspectives*. Oxford University Press.

http://www.amazon.com/Exploring-Leadership-Individual-Organizational-Perspectives/dp/0199547661/ref=sr_1_4?ie=UTF8&qid=1458655368&sr=8-4&keywords=exploring+leadership

- Additional leadership readings as posted in Canvas 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 Canvas throughout the course.

Sustainability

Articles and case studies listed below – links to those available online will be posted on Canvas

Course Schedule

Topical Outline/Calendar

Class date	Topic	Activities	Readings/Assignments
August 25 Week 1	What is leadership	<i>Introductions</i> Syllabus highlights <i>Conceptualizing Leadership Questionnaire</i> Discussion: Ways of understanding leadership <i>Visual Explorer</i>	<u>Articles:</u> 1. George, B., Sims, P., McLean, A. & Mayer, D. (2007). Discovering your authentic leadership. <i>Harvard Business Review</i> . (February) 2. Useem, M. (2010). Four lessons in adaptive leadership. <i>Harvard Business Review</i> . (November)
September 1 Week 2	Models of Leadership – Leader Centered Perspectives	Lecture, Group Discussion	<u>Text</u> Bolden, et. al. Chaps. 1-3 <u>Articles</u> 1. <i>Leaders Don't Matter (Most of the Time) – HBR Blog</i>

			<p>2. Google's Quest to Build a Better Boss - http://www.nytimes.com/2011/03/13/busines/13hire.html?pagewanted=all&r=0</p>
September 8 Week 3	Models of Leadership – Follower Centered Perspectives	Lecture, Group Discussion Group formation	<p><u>Text</u> Bolden, et. al. Chapters 4-5</p> <p><u>Articles</u></p> <ol style="list-style-type: none"> 1. McCallum, J. (2013). Followership: The other side of leadership. Ivey Business Journal. 2. Kellerman – <i>What Every Leader Needs to Know about Followers</i>. December 2007 HBR 3. Hamel, G. (2011). First, let's fire all the managers. <i>Harvard Business Review</i>.
September 15 Week 4	Models of Leadership – Organizational, Societal & Cultural Perspectives	Lecture & Group Discussion	<p><u>Text</u> Bolden, et. al. Chapters 6-7</p> <p><u>Articles</u></p> <ol style="list-style-type: none"> 1. Javidan, Dorfman, et. Al. In the Eye of the Beholder 2. Ancona, et. al. <i>In Praise of the Incomplete Leader</i> <p>First draft of Leadership Essay Due Sept 18th: How is Leadership Most Effectively Produced? What Constitutes Effective Leadership and How Can We Make it Happen?</p>
September 22 Week 5	What are Ethics? - Some Basic Ethical Frameworks	Lecture & Group Discussion of a Case	<p><u>Audi</u> Chapter 1-2</p> <p><u>Articles</u></p> <ol style="list-style-type: none"> 1. Gardner - The Ethical Mind. HBR March 2007 <p>First situational case analysis due Sept. 25th – Assess SLO2 & SLO3</p>
September 29 Week 6	Applications of Ethical Frameworks	Lecture & Group Discussion of a Case	<p>Audi – Chaps 3-4</p> <p><u>Articles</u></p> <ol style="list-style-type: none"> 1) Terry Price – Kant's Advice for Leaders. Leadership Quarterly 2008 2) Gentry, et. Al. <i>The Irony of Integrity</i> http://www.ccl.org/leadership/pdf/research/IronyOfIntegrity.pdf <p>Second situational case analysis due October 2 – Assess SLO1 & SLO2</p>

October 6 Week 7	Ethical Business: Marketing & Finance		<p><u>Text</u> <i>Audi – Chaps 5-7</i></p> <p><u>Articles</u> Braverman & Tenbrunsel – Ethical Breakdowns HBR</p>
October 13 Week 8	Ethical Business: Hiring & Compensation Codes of Ethics Privacy & Safety		<p><u>Text</u> <i>Audi – Chaps 8-11</i></p> <p>Second draft of Leadership Essay due October 16th.</p>
October 20 Week 9	Ethical Problems of Global Business & Link to Sustainability		<p><u>Text</u> <i>Audi – Chaps 12-13</i></p> <p><u>Articles</u></p> <ol style="list-style-type: none"> 1. Handy – What’s a Business For? HBR 2. <i>Kanter – How Great Companies Think Differently. HBR May 2009</i> 3. 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”. <hr/>
October 27 Week 10	Models of Sustainability	Lecture and Group Discussion	<ol style="list-style-type: none"> 1) <i>Porter & Kramer - Strategy & Society. HBR 2006</i> 2) <i>Zadek - The Path to Corporate Responsibility. http://hbr.org/2004/12/the-path-to-corporate-responsibility/</i> 3) Porter & Kramer - Creating Shared Value. 2011 HBR 4) Willard - Three Sustainability Models. http://sustainabilityadvantage.com/2010/07/20/3-sustainability-models/
November 3 Week 11	Sustainable Business for the 21 st Century		<ol style="list-style-type: none"> 1. Sustainability Nears a Tipping Point – Sloan Management Review Winter 2012 2. Kiron, et. al. The Innovation Bottom Line – 2013 MIT Sloan survey report 3. <i>Nidumolu - Why sustainability is now the key driver of innovation. http://www.marmanie.com/cms/upload/file/Why%20Sustainability%20is%20now%20the%20Key%20Driver%20of%20Innovation.pdf</i> 4. Mackey - The Kind of Capitalist You Want to Be. HBR

November 10 Week 12	Sustainable Business for the 21 st Century		<ol style="list-style-type: none"> 1) <i>Holiday: Sustainable Growth, the DuPont Way.</i> HBR 2) Azevedo: The Greening of Petrobras. HBR 3) Growth through Global Sustainability: An Interview with Monsanto's CEO 4) Kruschwitz - Why Kraft Cares About Fair Trade Chocolate. http://sloanreview.mit.edu/article/why-kraft-foods-cares-about-fair-trade-chocolate/ <p>Sustainability Report Analyses Due November 13 – Assess SLO3</p>
November 17 Week 13	Leadership Ethics and the Role of Business in a Sustainable World	Class Discussion & Project Work	<ol style="list-style-type: none"> 1) 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
November 24 Week 14 Thanksgiving Holiday	No Class		
December 1 Week 15	Group Presentations	Group Presentations in Class – Assess SLO1, SLO2, & SLO3	<hr/>
December 8	Final Exam Due @ 11:59 PM	Assess SLO2	

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.