



UNCG

Bryan School of
Business *and* Economics

COURSE NUMBER: MBA 710

COURSE TITLE: Ethical Leadership and Sustainable Business

CREDITS: 3:3

PREREQUISITES/COREQUISITES: None

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:

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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 web based simulations 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

Manifesto’s (15%). Commencing on the second week of the course and at each 2 week interval thereafter (e.g. week 4, week 6) through the twelfth week of the courses will submit and integrate their definition of three terms: effective leadership, ethical leadership, and sustainable business. 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. The document should not exceed two pages in length and may be much shorter.

Situational Study – 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. One of these cases should be from cases assigned prior to October 1st and one from those cases assigned after October 1st. 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 presentation¹ 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 received 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.

¹ I use the term presentation loosely. I prefer the term class leadership because 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%): Students will be directed to a web-based resource to evaluate the sustainability of an organization's practices. Students will be evaluated on the extent to which they apply principles of effective leadership, models of ethics and definitions of sustainable businesses to this organization.

Final Exam (15%): Students will be directed to a web-based resource to evaluate 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, sharing of self assessment results, participating in group discussions, and participation in situational case discussions. Students will be evaluated predominately on three criteria (in order of weighting):

1) quality of participation; 2) number of weeks participating; 3) quantity of participation

(b) The student will also complete a series of self assessment 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=9780195369106>

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

Sustainability

Gabrielli de Azevedo, J. S. (2009). The Greening of Petrobras. *Harvard Business Review*, 87(3): 43-47

Holliday, C. (2001). Sustainable Growth, the DuPont Way. *Harvard Business Review*, 79(8): 129-132.

Hopkins, M. (2009). Sustainability, but for Managers, *Sloan Management Review*; 50(3): 11-15.

Kunsch, P.L., Kavathatzopoulos, I., & F. Rauschmayer (2009). Modelling complex ethical decision problems with operations research. *Omega*; 37(6): 1100-1108.

Nidumolu, R., Prahalad, C. K., M. R. Rangaswami (2009). Why sustainability is now the key driver of innovation. *Harvard Business Review*, 87(9): 56-64.

Prudham, S. (2009). Pimping climate change: Richard Branson, global warming, and the performance of green capitalism. *Environment & Planning* 41(7): 1594-1613.

Seghezze, L. (2009). The five dimensions of sustainability. *Environmental Politics*; 18(4): 539-556.

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

TOPICAL OUTLINE/CALENDAR:

Class week (date)	Topic	Tools	Readings/Assignments
1 (August 25)	What is leadership?	Introduction, Group Formation, Lecture, Discussion, Mini-case	<u>Jackson-Parry</u> : Should you buy this book?; Introduction; Why Leadership matters <u>Goffee-Jones</u> : Why should anyone be led by you? <u>Kotter</u> : Leading Change: Why transformation efforts fail
2 (September 1)	Models of leadership	Lecture, Group Discussion, Case	<u>Jackson-Parry</u> : Leader centered perspectives on leadership; Follower centered perspectives on leadership; <u>Friedman</u> : Be a better leader, have a richer life <u>Conger</u> : The language of leadership <u>Wreeden</u> : Language – Churchill's Keys to Leadership
3 (September 8)	Applications of Leadership Models	Lecture, Group Discussion, Situational Case Studies	<u>Jackson-Parry</u> : Cultural perspectives on leadership; Critical perspectives on leadership; Leadership with a higher purpose <u>Strebel</u> : Why do employees resist change? <u>Kegan-Leahy</u> : The real reason people won't change
4 (September 15)	What is ethics	Lecture, Group Discussion, Video Vignettes	Audi: 1-3
5 (September 22)	Models of ethics	Lecture, Group Discussion, Learning Activities	Audi 4-7
6 (September 29)	Application of Ethical Models	Situational Case Studies	Audi 10-13 Selected Situational Cases
7 (October 6)	Mid-term Exam	Short Answer Questions and Situational Case – Assess SLO1 and SLO2	Week 1-6 materials
8 (October 13)	What is Sustainability?	Lecture, Group Discussion, Video Vignettes	<u>Azevedo</u> : The Greening of Petrobras <u>Hopkins</u> : Sustainability, but for Managers <u>Prudham</u> : Pimping climate change: Richard Branson, global warming, and the performance of green capitalism <u>Seghezze</u> : The five dimensions of sustainability
9 (October 20)	Models of Sustainability	Lecture, Group Discussion, Learning Activities	<u>Holiday</u> : Sustainable Growth, the DuPont Way <u>Nidumolu</u> : Why sustainability is now the key driver of innovation

10 (October 27)	Applications of Sustainability Models	Situational Case Studies	Kunsch: Modelling complex ethical decision problems with operations research Pfeffer: When are Polar Bears and Milk Jugs more important than people? Selected Situational Cases
11 (November 3)	Group Presentations	Sustainable Businesses for the 21 st century: The what and why	Review weeks 1-10 materials
12 (November 10)	Group Presentations	Sustainable Businesses for the 21 st century: The what and why	Review weeks 1-10 materials
13 (November 17)	Sustainable Leadership for the 21 st century	Class Wiki Exercise	Integrate weeks 1-12
14 (November 24)	Thanksgiving Holiday	Thanksgiving Holiday	Thanksgiving Holiday
15 (December 1)	Final Exam	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.

FINAL EXAMINATION: There will be a final examination for this course.