

**LEADERSHIP AND ETHICS**  
**Special Topics in Organizational Leadership**  
**OL673**  
**CRF 4002069**

**Winter, 2003-4**  
**Manchester Center**

Location:	Graduate School of Business	Tel. Number: (603) 668-2211 x2254
Instructor:	Professor Eleanor Dunfey-Freiburger	E-mail: e.dunfey@snhu.edu
Class meeting:	Thursdays 6-9 pm	Course location: Manchester
Office Hours:	MTW 10:00-12:00 and by E-mail	Office location: Robert Frost 309

Required Text:

Ciulla, Joanne B. *The Ethics of Leadership*. Thomson/Wadsworth. ISBN: 0155063170

Required Books:

Badaracco, Joseph. *Leading Quietly*. Harvard Business Publishers. 2002. ISBN: 1578514878

Bennis, Warren. *On Becoming a Leader*. Perseus. ISBN: 0738208175

Optional Books:

Miller, Arthur. *All My Sons*. Penguin Classics. ISBN: 0141185465

Sophocles. *Antigone*. James Woodruff, trans. ISBN: 0872205711

Introduction:

“I believe all our leaders must contribute to building a new American culture in which wealth and celebrity are not the defining marks of success, but instead old-fashioned values such as integrity, faithfulness, and service to those in need.”

Kirk O. Hanson, Executive Director, Markula Center for Applied Ethics

Leadership and Ethics is a course which focuses on the ways current and emerging leaders can assess the values that influence their actions. The course draws on the rich tradition of great thinkers as well as the extensive body of leadership literature.

The course, conducted in seminar format, is a process course, and only through thoughtful reading, reflection, writing and discussion, can students recognize and shape the qualities they see valuable for their own leadership roles, personally and professionally. There is an expectation, therefore, that students prepare, attend, and participate fully in all classes.

**Leadership and Ethics**  
**OL 673**  
**Winter, 2003-4 (continued)**

2.

Purpose:

- 1) To raise “conscience,” that is, to see leaders as human beings who view conscience as competence, consciousness and commitment to act honorably.
- 2) To locate leadership styles and social challenges in an ethical context.
- 3) To develop and practice reasoning processes using ethical norms.
- 4) To research and present ethical journeys of selected world/business leaders who reflect (or do not reflect) the values and processes of ethical leadership.

Course Requirements:

Participation requires preparation for and attendance at each class. This course involves active engagement in each class session.

Assignments:

- |   |    |
|---|----|
| 1. All required readings* with analysis/commentary and notes<br>in preparation for class discussion | 40 |
| 2. Discussion facilitator** for assigned readings   | 20 |
| 3. Leader research, report, and presentation  | 30 |
| 4. Final Examination (Thursday, February 26, 2004)  | 10 |

Reflection Papers:

\*Students read all articles in Ciulla's *Ethics in Leadership* and prepare a 2-page analysis/commentary with specific references to the articles (note page references for discussion purposes)

AND

\*\*You will also be assigned to be a facilitator for 1 of the articles you are reading. You should develop a full page of comments, questions, and information regarding the assigned article including a thumbnail sketch of the author.

The reflection papers, therefore, will be 3 pages in length, typed, double-spaced.

*Southern New Hampshire University is committed to and concerned with meeting the needs of students challenged by physical, emotional and/or learning disabilities. At the beginning of each term, or as soon as you become aware of a disability, we encourage you to request those accommodations which you need to meet your academic goals. To ensure that all of your needs are met, Southern New Hampshire University recommends that you meet with one of the following individuals who will assist you in making contact with appropriate faculty members and support services staff regarding accommodations:*

<p><b><i>Emotional Disabilities &amp; General ADA issues:</i></b> <i>Mrs. Jet Goldberg</i> <i>Wellness Center</i> <i>645-9679</i> <i>goldbeje@nhc.edu</i></p>	<p><b><i>Learning Disabilities &amp; ADD/ADHD:</i></b> <i>Professor Chris Zimmermann</i> <i>School of Liberal Arts, C-15</i> <i>668-2211 x 2009</i> <i>zimmerch@nhc.edu</i></p>	<p><b><i>Physical Disabilities:</i></b>  <b><i>Mrs. Nancy White</i></b> <i>Wellness Center</i> <i>645-9679</i> <i>whitena@nhc.edu</i></p>
---	---	---

**Attendance:**

As indicated earlier in this syllabus, Leadership and Ethics is a seminar requiring full participation. Absences affect grades and more than one absence may result in the withdrawal of the student from the course.

**Academic Honesty Policy:**

Southern New Hampshire University requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not acceptable and will not be tolerated by the university. Students involved in such activities are subject to serious disciplinary action. For further explanation on this topic, please refer to the Southern New Hampshire University catalog.

**Off Campus Library Services**

Off-Campus Library Services (OCLS) has been established to provide holdings, materials, and services for faculty and students at continuing education centers and in distance education programs. A barcode is required to access materials. To obtain your barcode you can access a request form online. For further information or inquiries please contact Off-Campus Services Librarian Ed Daniels at [ocls@minerva.snhu.edu](mailto:ocls@minerva.snhu.edu) or go to <http://de.snhu.edu/library/ocls.htm> Fax: 603-645-9685 attn: OCLS. Phone: 603-645-9605 ext. 2163

**Research Paper Format:**

All papers should be submitted following the MLA or APA style. Directions for these formats are posted on the University web page.

**LEADERSHIP AND ETHICS**  
**Winter, 2003-4 (continued)**

4.

**Class One** -  
December 4

**Presentation:** *Leadership and Ethics: An Overview of the Course*  
Context of Leadership and Ethics: See Bennis, Chapter 1 "Context"  
This course:  
Context, Community, Commitment, Charism, Complexity and Compromise  
Choosing a leader for Research  
Introduction to Part I: Context – Know Thyself: "Allegory of Cave"

**Leadership and Ethics: The CONTEXT**

**Class Two** -  
December 11

**Due:** Ciulla, Ch. 1: "Moral Challenges of Power and Self-Interest"  
(Yukl, Plato, Hobbes, Machiavelli);  
Bennis, Ch. 1: "Mastering the Context"  
Ch. 2: "Understanding the Basics"  
Ch. 3: "Knowing Yourself"  
**Take notes for discussion – draw on earlier courses in your paper**  
**(3 pages, typed, with specific excerpts noted and 1 page given to your**  
**preparation of the article as a facilitator – see page 2 of this syllabus)**

**Presentation:** Socrates' message: "The unexamined life is not worth living."  
"*The Defense of Socrates*" – so know thyself!  
**Discussion:** facilitators lead group on assigned article: focus on power and  
self-interest in light of leadership and ethics:

**Class Three** -  
December 18

**Due:** Badaracco, Ch. 1, "Don't Kid Yourself" and  
Ch. 2, "Trust Mixed Motives"  
**Note relevance of the admonition: "Know thyself!" incorporated into**  
**analysis/commentary paper.**  
**Research Report: one-page proposal prepared for acceptance**

**Presentation:** Justice, Compassion, Power  
*Antigone*  
**Discussion:** Types of power and their effects

**Leadership and Ethics: The COMMUNITY**

**Class Four** -  
January 8

**Due:** Ciulla, Ch. 2: "Virtue and Public and Private Morality of  
Leaders" (from Aristotle's Virtue Ethics to the Conscience of Huck  
Finn by way of "The Bathsheba Syndrome" and the Buddha's First  
Sermon")  
Badaracco, Ch. 6: "Bend the Rules"  
**Incorporate all of the above in analysis/commentary paper**

**Presentation:** Ethical Theories in Reality: The Importance of Being  
Earnest!  
**Discussion:** When theories fall short: – making tough decisions:  
The dilemma: Rushworth Kidder's list:  
Right vs Right; Truth vs Loyalty;

- Class Five** - **Due: Bennis, Ch. 4: “Knowing the World”;**  
January 15 **Arthur Miller’s “All My Sons.” Reflection paper addressing the meaning of the readings in light of ethical leadership.**  
**Leadership Research Report: a 2-page summary of the literature**  
  
**Presentation and Discussion: “All My Sons”**

**Leadership and Ethics: The COMMITMENT**

- Class Six** - **Due: Ciulla, Ch. 3: “Duties of Leaders and Followers” and**  
January 22 **Ch. 4: “Leadership for the Greatest Good”**  
**Badaracco, Ch. 6: “Nudge, Test, and Escalate Carefully”**  
  
**Presentation:** Understanding ethical theories and their role in dilemmas  
  
**Discussion:** Arthur Andersen: Intro to business ethics video; Stew Leonard

- Class Seven** - **Due: First draft of Leadership Research Project submitted with questions**  
January 29 **Current articles reflecting the lack of ethical qualities (3 with comments)**  
  
**Presentation:** TBA  
  
**Discussion:** TBA

**Leadership and Ethics: The CHARISM**

- Class Eight** - **Due: Ciulla, Ch. 5: “The Moral and Emotional Relationship of Leaders**  
February 5 **and Followers”**  
**Bennis, Ch. 8: “Getting People on Your Side”**  
**Analysis/Commntary**  
  
**Presentation:** Servant Leadership: leading as one of the followers –  
Archbishop Desmond Tutu  
**Discussion:** When does charism work; when is it not enough?

<b><u>Leadership and Ethics: COMPLEXITY AND PRINCIPLED COMPROMISE</u></b>
---

**Class Nine**  
February 12

- **Due: Badaracco, Ch. 8: "Craft a Compromise"**  
**Bennis, Ch. 5: "Operating on Instinct"**

**Presentation:** Principled Compromise: the Way of True Leaders

**Discussion:** Crafting Compromises: The Stuff of Good Leadership

**Class Ten**  
February 19

- **Due: Badaracco, Ch. 5: "Drill Down"**  
**Bennis, Ch. 7: "Moving Through Chaos"**  
**Ciulla, Ch. 6: "Moral Leadership and Culture"**

**Presentation:** Complexity as The Given in Life

**Discussion:** "The Parable of the Sadhu"

**Class Eleven**  
February 26

**Final Examination**

**Class Twelve**  
March 4

**Presentation of Reports**