

ETHICAL LEADERSHIP AND CRITICAL REASONING

MANA 6A25: Section 20553

Spring 2018

Instructor: Dr. Barbara Carlin **E-mail:** bcarlin@uh.edu
Office: 325-J Melcher Hall **Phone:** 832-655-0281
Web Sites: Blackboard; www.bauer.uh.edu/bcarlin

COURSE OBJECTIVES

Critical thinking and judgment are crucial skills for managers and like any skill they can be improved with practice and experience. The goal of this course is to come to a clearer understanding of the critical reasoning process and be able to apply that process in the context of ethical decision-making. Leadership requires both the ability to engage in critical thinking and the courage to act on one's conclusions and best judgment. The class will use current events and exercises as tools to help further develop critical analysis and leadership skills.

REQUIRED READINGS

The following readings are all available free online either directly or through the UH library. The Markkula Center readings and the Gentile article are both available directly, the URL is provided. The rest can be found through a search on the UH library website. If you have trouble finding the article using authors names or the article title, access the article instead via the journal. Finally, the “Critical Thinking Introduction” article has been posted in the Content section of Blackboard. Alternatively, they can be found and purchased from Harvard Business School Publishing.

Finally, in addition to the readings, all students will need to take the LCIA self-assessment; instructions follow the reading list.

1. Crossan, M., Gandz, J., & Seijts, G., 2012. *Developing Leadership Character*, Ivey Business Journal, Jan./Feb.
2. Trevino, L.K. & Brown, M.E., 2004. *Managing to be Ethical: Debunking Five Business Ethics Myths*, Academy of Management Executive, 18(2): 69-83.
3. Seijts, G., 2016. *Enron Explained*, Ivey Business Journal, March/April, 2-10.

4. Markkula Center for Applied Ethics – www.scu.edu/ethics/practicing/decision
 Utilitarian Approach
 Rights Approach
 Fairness Approach
 Virtue Approach
5. Bazerman, M.H., Tenbrunsel, A.E., 2011. *Ethical Breakdowns*, Harvard Business Review, April.
6. Badaracco, J.L. Jr., Webb, A.P., 1995. *Business Ethics: A View From the Trenches*, California Management Review, Winter, 37(2): 8-28.
7. Mintzberg, H., Simons, R., and Basu, K., 2002. *Beyond Selfishness*, MIT Sloan Management Review, 44(1): 67-74.
8. Paul, R. & Elder, L., 2014. *Learning the Art of Critical Thinking*, Rotman Management, Winter.
9. Bishop, P. *Critical Thinking Introduction*, FAQ. (posted on Blackboard)
10. Gentile, M. 2010. *Ways of Thinking about Our Values in the Workplace*. Found at: <http://www.babson.edu/Academics/teaching-research/gvv/Documents/Ways-of-Thinking-About-Our-Values.pdf> (available online)

LCIA

All students are required to take the LCIA assessment and have your results by Sunday April 22, 2018. The assessment is available online and the cost is \$20 payable with a credit card (maybe Paypal too – I didn't ask). To get access to the assessment, follow the link below to register:

<https://www.sigmatesting.com/asp/ststart.aspx?Module=SELF&ST=HLKZMRH>

You will need the following information to register and access the LCIA.

Account Code: **ACDWP-L42K**

Password: **PX7T6-V381**

Use your SIGMATesting account to keep track of the test that you have purchased and to generate and view reports.

COURSE STRUCTURE

Even though this is an online class, it is not a self-paced class. Each week there will be a quiz, required discussion postings and some weeks there will be a group current event posting and discussion. At the end of the availability period the discussion posts are over and the quiz will become unavailable. I will not grade discussions posted after the end date (earning the submitter a 0 for that week's post).

Finally, by Sunday morning at 8 am a 10 question quiz (see description below) will become available and will remain available until midnight the following Saturday.

I will NOT grade posts or responses that extend past the deadline.

COURSE EVALUATION

<u>Assignment</u>	<u>Total Points</u>
Weekly Discussions – 5 pts./week @ 8 weeks	40
Quizzes – 10 pts./week @ 6 weeks	60
Current Event Paper	40
Current Event Summary Posting	5
Peer Evaluation	10
Current Event Discussions – 5 pts./week @ 4 weeks	20
Interview Paper	25
Total Possible Points	200

Grading

Grade	Total Points	Grade	Total Points
A	186 and above	C	146 – 153
A-	180 - 185	C-	140 - 145
B+	174 - 179	D+	134 – 139
B	166 - 173	D	126 – 133
B-	160 – 165	D-	120 – 125
C+	154 - 159	F	Below 120

Discussions

Prior to Sunday morning at 8 am, I will post a brief case, or a brief current event or a TED talk or will give you an exercise or thought experiment, along with questions. Each student has until the following Saturday at 11:55 pm to comment on my post/answer my questions AND to respond to the posts of one other student. I will also be jumping in from time to time to comment on someone's post or response. Each student will be expected to post their own answers to the questions and make any other comment that they think is pertinent to the discussion. Response post comments such as "Great post Suzy!" will not earn points. While I see no reason to attack each other, I expect too see some critical thinking in these posts; merely praising someone else's post is not a discussion, it is a compliment. Because of the way Blackboard works on the instructor side, even though you are posting a response to someone specifically, please use that person's name in your response – it makes it much easier for me to follow on my end. The two discussion posts together are worth five (5) points. BUT students will ONLY earn five (5) points if the posts and responses are thought provoking and thoughtful. Furthermore, the only way to have a "discussion" is if people post early enough in the week so that people can respond to each other. If everyone waits until Saturday night at 11 pm, then there is no time for anyone to say anything. Therefore, the only way you can earn the full five (5) points is if you make your initial post early in the week. I will deduct points for initial comments posted right up against the deadline. I will also deduct points if discussions posted later in the week merely repeat comments that earlier posters have already made. In other words, I expect each post to build on the comments already posted rather than repeating them.

In all cases but one, I will provide a link if there is a video or reading (other than the assigned readings). The one exception is the movie “12 Angry Men.” There are poor quality versions of the entire movie on YouTube, you can also download the entire screenplay for free and, finally, it is available for purchase on Amazon. I will be showing the movie in my daytime MBA classes on Thursday March 29 (at 1pm) if any of you are available then. I will also host a movie viewing night sometime during the week of April 2 – 6, depending on schedules. You will need to have seen the movie or read the screenplay to answer the questions and participate in the discussion for the week.

Current Event Paper and Discussion Questions

We will be discussing five current events in this class. I will be assigning students to groups (5 groups of approximately 4 students each). Each group will choose a current event that illustrates a business ethics problem and will summarize the issue, perform an ethical analysis and make a recommendation for an ethically correct course of action for the chosen decision. The group can choose to use critical thinking methodology, one (or more) of the ethical decision making theories or whether or not the subject of the current event demonstrates ethical leadership. In short, the current event should be analyzed making use of the tools or methods read about and discussed in the class. This correctly referenced paper will be submitted as an Assignment through Turnitin. This assignment is worth 40 points.

Further, on the following Sunday (papers are due by Saturday night at midnight) by 8 am the group will create a discussion thread for the assigned week that summarizes the situation and identifies the ethical issue they analyzed. This summary will conclude with a set of 2 to four questions for the class. You may want to include a link to the primary article that you used to conduct your analysis, or you may want to include a brief list of the articles you used, so the class can do some additional reading if they desire. This part of the assignment is worth 5 points. The class has until Saturday of that week at midnight to post their comments (answers to the questions). The same rules apply to the discussions on the group current event as to my post earlier in the week. **The group posting the current event should not be posting in the discussion for the week.** This means that in addition to the weekly discussion postings, each student will also have to post in response to 4 of the group current events. Each of these postings is worth five (5) points for a total of 20 points.

To make the timeline clear – the group that is assigned to go first (Week 3 (4/01 – 4/06)) – will have to submit their paper via Blackboard’s Assignment section by

midnight Saturday, March 31. You can, at the same time, create your thread – or you can do that on Sunday morning (4/1), as long as it is ready to go by 8 am.

Peer Evaluation

In addition to submitting a paper, each member of the group is required to submit a peer evaluation of the contribution of the other members of the team. The degree to which each team member participated in the team project is worth 10 points and is a consequence of the peer evaluation. The peer evaluation is available in the Course Information section. Students who fail to submit a peer evaluation earn a 0 for their own peer evaluation grade. Please submit the peer evaluations through the Assignments section.

Quizzes

Also each Sunday morning at 8 am, a 10 question multiple choice or true/false quiz covering the reading material for the week will become available. It will become unavailable on Saturday at midnight. Since you have an entire week to take the quiz, missed quizzes cannot be made up. You will have 10 minutes to take the quiz and the clock starts when you start the quiz. You may not stop the clock and pick up the quiz at a later time. So, do not start the quiz until you have a clear 10 minutes to take it. Please contact me if you experience problems (bcarlin@uh.ed). The most common problem is pop-up blockers. Make sure you have disabled pop-up blockers before taking the quiz. If you attempt to start the quiz and nothing happens, a pop-up blocker is the most likely culprit.

Individual Interview Paper

Each student will interview another person, a colleague, friend, spouse, or mentor about a work-related ethical issue that the respondent faced. (Alternatively, students may report on a work related ethical issue they faced). The interview should include the specifics of the issue, what decision the interview subject made and why. The student will **re-analyze** and write a report about the issue faced by their interview subject. **The analysis can use any of the topics covered in the readings. In all cases, the student should clearly identify the ethical issue and the stakeholders involved in the decision as well as the analytic framework being used.** Merely reporting the situation is not sufficient. Do **NOT** try to guess what your interview subject was thinking. This paper will be graded according to the quality of the student **re-analysis** of the situation. The description of the decision situation should only take a paragraph. The bulk of the paper should focus on the analysis of the case. The association between the situation and the class readings used to consider the situation should be very clear to the reader (me). Respondents and

respondent's employers should remain anonymous unless the respondent gives permission to use their name. This paper is typically between 2 and 4 pages in length, double-spaced. The assignment is worth 25 points. Papers will be submitted through the Assignments section on Blackboard by midnight on May 7, 2018. Late papers will be assessed a 5 point penalty for each day it is late and late papers will not be accepted after midnight on May 10, 2018.

NOTES ON CLASSROOM POLICIES

- I expect all postings to be civil and professional. There may be some differences of opinion, which is encouraged, but use of vulgar, coarse or inflammatory language will not be tolerated.
- The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook. Students are expected to be familiar with this policy. This is particularly important for the group current event. I expect to see both a list of references at the end of the paper AND a those references cited in the text of your paper whenever you **paraphrase or quote** from the reference. If you are not sure what I mean or what to do, please contact me for more information (bcarlin@uh.edu or text at 832-655-0281).
- The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone: 713 743-5400), and present approved accommodation documentation to their instructors in a timely manner.
- Writing is important and is taken seriously in this class. Errors of grammar, syntax, and spelling indicate either haste or a lack of clarity in thinking. Consider having spouses/roommates/friends read your reports before submission. Having someone else edit your paper is NOT cheating (unless, of course, they write the entire thing). I realize it is easy to treat discussion posts like blog posts, but I WILL BE DEDUCTING POINTS if the discussion post is difficult to read because of grammar/syntax issues.
- The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and to the CBA through the evaluation process.

COURSE SCHEDULE

Spring 2018

Online

MANA 6A25

Date	Topic	Description
<p style="text-align: center;">Week 1 3/18 – 3/24</p>	<p>Introduction and Overview Week</p>	<ul style="list-style-type: none"> • Review Syllabus • Sign-up for group current event General Discussion of Ethics/Critical Thinking/Leadership
<p style="text-align: center;">Week 2 3/25 - 3/31</p>	<p>Ethical Theories</p>	<ul style="list-style-type: none"> • Markkula Center for Applied Ethics www.scu.edu/ethics/practicing/decision • Read: The Utilitarian Approach, Rights Approach
<p style="text-align: center;">Week 3 4/01 - 4/07</p>	<p>Ethical Theories</p>	<ul style="list-style-type: none"> • Markkula Center for Applied Ethics www.scu.edu/ethics/practicing/decision • Read: Fairness Approach, and Virtue Approach. (to be found on website above) • Read “Managing to be Ethical: Debunking Five Business Ethics Myths” • Group Current Event Due
<p style="text-align: center;">Week 4 4/08 - 4/14</p>	<p>Critical Thinking</p>	<ul style="list-style-type: none"> • Read Critical Thinking materials, including: “Learning the Art of Critical Thinking” (in packet) and Critical Thinking Introduction, FAQ (posted on Blackboard) • Video Case: “12 Angry Men” • Group Current Event Due
<p style="text-align: center;">Week 5 4/15 - 4/21</p>	<p>Organizational Ethics</p>	<ul style="list-style-type: none"> • Read “Ethical Breakdowns,” “Business Ethics: A View From the Trenches,” and “Beyond Selfishness” (in packet) • Group Current Event Due

Date	Topic	Description
Week 6 4/22 - 4/28	Leadership	<ul style="list-style-type: none"> • Read: “Developing Leadership Character,” and “Enron Explained” • Group Current Event Due
Week 7 4/29 - 5/05	Giving Voice to Values	<ul style="list-style-type: none"> • Read: “Ways of Thinking about Our Values in the Workplace • Group Current Event Due
Week 8 5/06 - 5/10	Conclusion	<ul style="list-style-type: none"> • Wrap Up