

# Ethics and Leadership: The Capstone Course

## MLSX 5351

(Cross listed with MAIS 5360/ CRN 16933)

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and Lecturer in Leadership Studies**

**Office Hours: Mon., Wed., Thurs., Sunday, 8-10 p.m. (MDT/MST)**

**Should you need to visit with me at other times, we can schedule at a time convenient for you. ([withersp@utep.edu](mailto:withersp@utep.edu))**

### COURSE OVERVIEW

The purpose of this course is to consider ethical issues involved in the exercise of leadership as well as the influence of an individual's personal ethics on the processes of leadership. We also will analyze ethical leadership behaviors in a variety of contexts.

**I use Course Announcements and/or E-Mail every week (via Blackboard) for assignment reminders and other information about the course. You also can reach me directly via email at [withersp@utep.edu](mailto:withersp@utep.edu) .**

### COURSE LEARNING OUTCOMES

Students completing all assignments in this course will be able to demonstrate several learning outcomes, including but not limited to, the abilities to:

- Identify key traditional ethical perspectives that have emerged from the study of applied ethics;
- Identify at least three components of ethical decision-making;
- Identify the influence of ethics in at least three leadership theories;
- Describe at least three behaviors that create ethical leadership climates;
- Describe an example of ethical leadership and an example of ethical crisis leadership;
- Describe examples of ethical leadership in group, organizational, and global contexts.

### COURSE TOPICS

**WEEK 1: The Light and Shadow of Leadership**

**WEEK 2: A Leader's Character**

**WEEK 3: Ethical Perspectives: Standards and Strategies**

**WEEK 4: Leadership as Ethical Influence**

**WEEK 5: Theories that Embody Ethical Leadership**

**WEEK 6: Contexts for Ethical Leadership**

**WEEK 7: Ethical Leadership in a Global Society**

## **WEEK 8: Ethical Crisis Leadership**

### READING ASSIGNMENTS, BY WEEK

**Texts:** Meeting the Ethical Challenges of Leadership, 7<sup>th</sup> Edition, by Craig E. Johnson. Sage: Los Angeles, 2021.

Ethical Decision-Making, Cases in Organization and Leadership, Patricia A. Mitchell (Ed.) Gorham, ME: Myers Education Press, 2019.

#### **WEEK BEGINNING:**

**October 23**--Johnson, Chapt. 1 and 2

**Oct. 30**—Johnson, Chapt. 3 and 4

**November 6**—Johnson, Chapt. 5 and 6

**Nov. 13**—Johnson, Chapt. 7

**Nov. 20**--Johnson, Chapt. 8

**Nov. 27**—Johnson, Chapt. 9 and 10

**December 4**--Johnson, Chapt. 11 and 12

### OTHER ASSIGNMENTS:

**Mini-lectures:** as seen and scheduled in the Weekly Modules and Course Calendar

**Videos:** as seen and scheduled in the Weekly Modules and Course Calendar

### WRITTEN ASSIGNMENTS

There will be five assignments in this course, each worth 20% of the final grade.

#### **DISCUSSION POSTS (TOTALING 20% OF THE FINAL GRADE)**

In weeks 2-6, I will post a question for student response. The questions are designed to facilitate interaction, shared interests, and perhaps networking that may be beneficial to you beyond the course. **Posts should be the equivalent of one typed, double-spaced, page, and credit each week also depends on your responding to at least two other student posts (no required length).** The questions are provided in Blackboard in each specified week. The due dates are provided on the course schedule. They are: 11/5; 11/12; 11/19; 11/26; and 12/3.

### **CASE STUDY ANALYSIS (FIRST WRITTEN ASSIGNMENT, 20% OF FINAL GRADE)**

The first written assignment is an analysis of a case study, due November 5.

You may select any of the case studies in the **Patricia Mitchell text** for this assignment.

**First, summarize the main points of the case.**

**Second, provide answers to the questions at the end of the case study, in paragraph form.**

**You are welcome to add comments and analysis beyond responses to the questions.**

**Your paper should be at least 4 pages long, typed double-spaced.**

### **SUMMARY OF JOURNAL ARTICLE (SECOND WRITTEN ASSIGNMENT, 20% OF FINAL GRADE)**

The second assignment, **due on November 19**, will be a **summary of a journal article on ethical leadership**. This assignment gives you the opportunity to read a report of scholarly research, or scholarly analysis of theories, in one of the leading academic journals in the field of leadership studies. All of the articles are from Leadership Quarterly, perhaps the most prestigious journal in our field. It is found in the UTEP Library.

**First, select one of the articles listed below.**

**If your article discusses a research study, provide a brief description of the study and key findings. If it is an article discussing theories or concepts about leadership, discuss those and the author's major points.**

**Your paper should be at least 5 pages long, typed double-spaced. The name of the journal article, the author's name, and publishing information, such as date and journal title, should be provided at the beginning of the paper.**

**Select one of the following articles for this assignment. You may also select another journal article within The Leadership Quarterly, as long as it focuses on ethical leadership.**

Eisenbeiss, S. A. (2012). Re-thinking ethical leadership: An interdisciplinary integrative approach. *The Leadership Quarterly*, 23(5), 791–808. <https://doi.org/10.1016/j.leafqua.2012.03.001>

Banks, G. C., Fischer, T., Gooty, J., & Stock, G. (2021). Ethical leadership: Mapping the terrain for concept cleanup and a future research agenda. *The Leadership Quarterly*, 32(2), 101471–. <https://doi.org/10.1016/j.leafqua.2020.101471>

Cels, S. (2017). Saying sorry: Ethical leadership and the act of public apology. *The Leadership Quarterly*, 28(6), 759–779. <https://doi.org/10.1016/j.leafqua.2017.04.001>

Wright, T. A., & Quick, J. C. (2011). The role of character in ethical leadership research. *The Leadership Quarterly*, 22(5), 975–978. <https://doi.org/10.1016/j.leafqua.2011.07.015>

**DESCRIPTION OF AN ETHICAL LEADER (THIRD WRITTEN ASSIGNMENT, 20% OF FINAL GRADE)**

The third paper or written assignment, **due on December 3**, will be a description of a person you regard as an excellent example of an ethical leader. **This description should be at least 5 pages in length, typed double-spaced.**

**First, write a biographical sketch of the leader.**

**Second, discuss why you chose him/her, using information from the readings and mini-lectures to support your observations.**

**Finally, discuss the means of ethical influence used by the leader, as discussed in Chapter 7 of the Johnson text.**

**DESCRIPTION OF EFFECTIVE ETHICAL LEADERSHIP IN A CRISIS SITUATION (FOURTH WRITTEN ASSIGNMENT, 20% OF FINAL GRADE)**

The fourth and final assignment is a description of effective ethical leadership in a crisis situation, **due on December 17**.

**First, describe the 3 stages of the crisis situation, as discussed in the Johnson text, Chapter 12.**

**Second, evaluate the crisis leadership, using the scorecard on pp. 410-412 in the Johnson text.**

**Additionally, use information from the readings and mini-lectures to support your observations that the leadership in this crisis was effective.**

**Your paper should be at least 5 pages in length, typed double-spaced.**

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**OUR LEARNING SYSTEM: BLACKBOARD**

**YOU'LL NEED A COMPUTER WITH BASIC AUDIO/VIDEO OUTPUT EQUIPMENT, A STRONG INTERNET CONNECTION, AND MICROSOFT OFFICE OR SIMILAR SOFTWARE.**

**FOR HELP WITH BLACKBOARD, GO TO:**

**<http://help.blackboard.com/student/index.htm>**

**YOU MAY ALSO CALL THE UTEP HELP DESK WITH PROBLEMS OR QUESTIONS: 915/747-5257. I**

**WILL CHECK INTO BLACKBOARD AT LEAST ONCE A DAY, AND WILL CHECK MY EMAIL,**

**[WITHERSP@UTEP.EDU](mailto:WITHERSP@UTEP.EDU) SEVERAL TIMES A DAY, TO ANSWER QUESTIONS. I'LL USE**

**BLACKBOARD TO GIVE YOU FEEDBACK ON ASSIGNMENTS AND YOUR POSTS ON OUR DISCUSSION**

**BOARDS. ALWAYS FEEL FREE TO CONTACT ME WITH CONCERNS, QUESTIONS, IDEAS, AND OPINIONS.**

## **ACADEMIC DISHONESTY**

Academic dishonesty is prohibited and is considered a violation of rules articulated in UTEP's Handbook of Operating Procedures. It is also contrary to the process of organizational leadership itself, and includes, but is not limited to, cheating, plagiarism, and collusion.

Any act of academic dishonesty attempted by a UTEP student will be referred to the Office of Student Conduct and Conflict Resolution for possible disciplinary action. More information can be found in the UTEP *Handbook of Operating Procedures*, under the heading "[Alleged Student Scholastic Dishonesty](#)" and the UT System [Regents' Rules and Regulations](#).

## **AMERICANS WITH DISABILITIES ACT AS APPLICABLE TO THIS CLASS**

This law requires that all materials needed for a course be made available to all students in that course, whether it is a face-to-face class or an online course. Please contact me at the beginning of the semester if you need accommodations; I am happy to work with the office on campus that provides accommodations to students with disabilities. That office is the Center for Accommodations and Support Services (CASS) at 747-5148, or you can contact staff via email at [CASS@utep.edu](mailto:CASS@utep.edu). The office is located in UTEP Union East, Room 106.

For additional information, please visit the CASS website at [www.sa.utep.edu/cass](http://www.sa.utep.edu/cass).

## **LIBRARY INFORMATION**

Access the UTEP Library by visiting <http://libraryweb.utep.edu/>

Grading Scale: A = 90-100

B = 80-89

C = 70-79

D = 60-69

F = 0-59

