MLS 5351: Ethics and Leadership - Capstone Syllabus and Assignments

Course Description

The Capstone requires students to integrate and apply core knowledge and research skills to the analysis of leadership issues in multiple formats. Two assignments are relational; meaning they require you to consider leadership concepts in terms of your own experiences in relation to required reading. A fourth assignment asks you to develop a case study and assess the ethical issues as well as determining how you would design and implement corrective actions. Your fifth assignment is analytical; meaning you will analyze the leadership skills associated with the case study you developed in the previous assignment. A sixth assignment will be to do a brief analysis of a case study of leadership success or failure based on a contemporary issue that I will assign out of the news or some other media. The final assignment will be a personal assessment of leadership and how your matriculation from this program has played a role in how you will view things in the future.

It is assumed that all students are in the last semester of the MLS program.

Prerequisite: Department Approval
Credit Hours: 3.0 hours

About your Instructor and Contact Information

Dennis Soden, Ph.D.
Professor of Leadership Studies
University of Texas at El Paso

Email: desoden@utep.edu

For more information about the MLS Programs, please visit the following URL:
http://organizations.utep.edu/Default.aspx?tabid=33614

Required Texts: The required texts for this class are Meeting the Ethical Challenge of Leadership: Casting Light or Shadow* by Craig E. Johnson, Sage Publications, 2012, (paperback) and The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians--and How We Can Survive Them * by Jean Lipman-Blumen, Oxford University Press, 2006, (paperback).
By Craig E. Johnson
ISBN: 978-1-4129-8222-1

The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians--and How We Can Survive Them 2006
[Paperback]
By Jean Lipman-blumen
ISBN: 0-19531200-7

Suggested References:

- *Elements of Style* by the well known authors William Jr. Strunk and E. B. White is a classic writing style manual. This book maintains a unique whit, tone, and charm by keeping a minimalist style. The book is short, an easy read, and cheap. White is the author of Stuart Little and Charlotte's Web.

By William Jr. Strunk and E. B. White

ISBN10: 020530902X

If you are unfamiliar on how to conduct a critical analysis of a book, please consult reviews in major journals, such as:

1. Leadership Quarterly
2. Journal of Management
3. Management Science
4. Research on Organizational Behavior
5. Administrative Science Quarterly
6. Academy of Management Journal
7. Academy of Management Review

Microsoft Word has software that you can access online to help with your writing skills. One that may be particularly useful for this course, The Reading Level of Your Writing, is located at [http://www2.ivcc.edu/rambo/eng1001/reading_level.htm](http://www2.ivcc.edu/rambo/eng1001/reading_level.htm). The website gives you instructions on how to access this Word feature.

For a general English style resource, the website of English 1001, a course at Illinois Valley Community College at [http://www2.ivcc.edu/rambo/eng1001](http://www2.ivcc.edu/rambo/eng1001), has other writing guidelines, such as, the use of commas and how to construct a paragraph, in addition to other useful links on the menu on the left side of home page.

If you are unfamiliar with how to do a traditional outline several web sources explain how. Type in “outline format” and several examples will come up in your search engine.

**Additional Resources**
- [http://libraryweb.utep.edu/](http://libraryweb.utep.edu/)
- [http://www.leadingtoday.org/Onmag/jan01/leadership12001.htm](http://www.leadingtoday.org/Onmag/jan01/leadership12001.htm)
*Books can be purchased online. You can order them at [www.powells.com](http://www.powells.com), [www.amazon.com](http://www.amazon.com), or [www.barnesandnoble.com](http://www.barnesandnoble.com), among others.

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**Assignments:**

- **Assignment 1: Short Biography -- 5 percent of total grade**
- **Assignment 2: Critical Book Review -- 20 percent of total grade**
- **Assignment 3: Assessment Review -- 20 percent of total grade**
- **Assignment 4: Case Study And Outline -- 20 percent of total grade**
- **Assignment 5: Case Study Analysis -- 25 percent of total grade**
- **Assignment 6: Personal Leadership Reflection -- 10 percent of total grade**

ALL ASSIGNMENTS MUST BE SUBMITTED ON BLACKBOARD UNLESS OTHER ARRANGEMENTS ARE MADE. DO NOT SEND THEM BY EMAIL!!!!!

**IMPORTANT NOTE PLEASE READ:**

When you submit your assignments on Blackboard I ask you do two things:

1. Name the file with some form of your name. For example, it should be a word document so it should be saved as yournameassign1.doc. Like sodenassignment3.doc.

2. All assignments should include a cover page, noting the assignment number.

3. PUT YOUR NAME ON THE COVER PAGE!!!!!

4. Also use a running head on your papers. That will be on the top on either the left or right side of the footer. The running head can be of your own wording but should include your name. something like Soden Toxic Leader, Soden outline, etc. The running head does not include the words "running head".

Please keep an electronic file with all your assignments for at least a year. We sometimes go back and ask for papers as examples and to assess how well we are doing our job. In addition the mainframe computers eat them.

**Assignment 1:** I will send you an announcement the first day of class. In it I will ask for a short bio. Until that bio is tuned in I will not grade any assignments.

**Assignment 2. Critical Book Review**

**Part A.** Submit a critical book review on *Meeting the Ethical Challenge of Leadership: Casting Light or Shadow*. No less than 1,000 words, and no more than 1,500 words (more or less 250 words is a page). A critical book review should address the major themes, concepts, and provide critiques (positive and negative) of the reading as it pertains to its view of leadership. The assignment should adhere to APA style guidelines ([http://apastyle.org](http://apastyle.org)): 12 point font, 1 inch margins, double-spaced, and include cites and references.

**Part B.** Discuss in your own terms examples from people you know or have interacted with professionally, how they demonstrated positive ethical behavior that made them stand out from others and are examples of leadership traits you deem admirable.
NOTE: Part A and PART B combine/total for 2500 to 3000 words (approximately - I actually do not sit down and count them). Part A and Part B should be labeled as such and submitted in one word file.

Assignment 3. Book Application to Experience

Submit an assessment essay on the book, The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians--and How We Can Survive Them. This is not a book review, but an assessment of the book on toxic leadership in terms of the entire MLS curriculum and your experience. These items should be included in your paper:

1. You should elaborate on how your learning from the MLS program can help you avoid the toxic leadership trap.

2. Give examples of no less than three and no more than five examples or situations where you have witnessed or experienced toxic leadership (Former spouses are not good examples).

3. Again, this is not a book review but a reflective and interpretive activity. No less than 1,500 words, and no more than 2,500 words. The assignment should adhere to APA style guidelines (http://apastyle.org): 12 point font, 1 inch margins, double-spaced, and include cites and references.

Assignment 4. In this assignment you will first identify a topic which will be the subject of your “case study”. Think of a case study as an exercise around a theme or set of actions and activities. These actions and activities are analyzed to demonstrate your ability to assess organizations and their membership. In addition a case study allows you to develop alternatives and corrective measures that may have helped avoid the problem you choose or at least establish criteria that will help limit or deter similar problems in the future.

Part A: Propose a case study topic. The case study should address an ethical problem that hindered and/or hurt individuals or organizations. This must not be something you have experienced in your workplace! Numerous cases where ethical issues are a root cause of problems abound. For example, here are just a few off the top of my head... Bernie Maddoff, Rupert Murdoch and News of the World, Bill Clinton, Lance Armstrong, the New Orleans Saints, and Penn State, just to name a few. PLEASE DO NOT ASK TO WRITE ABOUT GENERALS OR BAYLOR FOOTBALL!!!! THAT TOPIC HAS BEEN OVERWORKED. Also try to think or look outside your own environment... it will be more and enlightening!

Once you have a topic, email me at desoden@utep.edu and I will ok it or tell you to think some more about it as quickly as I can.

Part B. Submit a summary (who, what, when, where and how) and an analysis of the case study, namely what are the major causal factors and effects. This should include a list of your references, no fewer than five, hopefully more. Moreover, do not at this point focus on leadership analytics, just describe the problem!

This should be no less than 2,500 words, no more than 5,000 words. The assignment should adhere to APA style guidelines (http://apastyle.org): 12 point font, 1 inch margins, double-spaced, and include cites and references.

Part C. Submit a proposed outline of how you will do your analysis of this case study, especially noting the relationship between ethics and leadership. Please look up how to do an outline if you do not know how. Also if the outline is not submitted with the paper it will be returned!!!

PART B AND PART C OF THIS ASSIGNMENT ARE TO BE SUBMITTED TOGETHER!!!!!!

Assignment 5. Submit your analysis of the case study. Unlike Assignment 4, this should assess the leadership problems that are the basis of the case study. This activity is not a reworking of Assignment 4; it is a separate analysis of the case study you described in Assignment 4, pulling from what you learned in your courses in the program, and elsewhere, to develop a professional analysis.

The goal here is to show:
1. How well you can describe and analyze leadership issues, especially in the context of the organizations that are involved and the leadership tactics/traits that are employed.

2. How well you can develop a plan of action that could have been employed or could be in the future to avoid the problems that resulted in the ethical issues of your case study. Your prescription or plan of action should be something that demonstrates how you would measure the problem, respond to individuals, and establish ethical guidance for individuals and institutions.

One way to think of this is as a report you might do as a consultant from outside who has been hired to help clean up the mess made as a result of ethical crises.

If I feel you need to do more I will send your paper back to you with suggestions and comments. You will get a grade, but also have the chance to re-submit and improve your grade.

This assignment should be no less than 3,000 words. The assignment should adhere to APA style guidelines (http://apastyle.org): 12 point font, 1 inch margins, double-spaced, and include cites and references. Please see Capstone Instructions link on homepage.

**Assignment 6:** For your last assignment, there are two parts. Part One is to watch the video at this website: (https://www.youtube.com/watch?v=GA8z7f7a2Pk) and tell me who the leader is and why you chose them for that role. (This is not always a workable link so copy and place it in your browser). Part Two is an additional reflective essay on what you think leadership is and how this program has helped you to become a better leader. Also tell me who you would like to be like as a leader. Both parts should be less than 5 pages.

**Capstone Instructions:** Please see Instructions link in Home Page.

**Grading Rubric**

<table>
<thead>
<tr>
<th>Grading Factor</th>
<th>Maximum Points</th>
<th>Levels of Earned Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stated Purpose</td>
<td>5</td>
<td>Purpose for writing is clear and specific</td>
</tr>
<tr>
<td>Thesis</td>
<td>10</td>
<td>Thesis is clearly stated and focused</td>
</tr>
<tr>
<td>Introduction of major points</td>
<td>5</td>
<td>Clear introduction of major points that are relevant to the thesis</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major points supports thesis</td>
<td>5</td>
<td>Major points clearly supports the thesis</td>
</tr>
<tr>
<td>Multiple points of view</td>
<td>5</td>
<td>Clearly and fairly discuss multiple points of view</td>
</tr>
<tr>
<td>Implications of the thesis</td>
<td>5</td>
<td>Address implications of consequences of the purpose assertion (thesis)</td>
</tr>
<tr>
<td>Sequencing of major and minor points</td>
<td>5</td>
<td>Sequencing of major and minor points effectively supports writer's purpose</td>
</tr>
<tr>
<td>Evidence supports thesis</td>
<td>5</td>
<td>Clear reasoning that shows how evidence supports main points/thesis</td>
</tr>
<tr>
<td>Research answers questions</td>
<td>5</td>
<td>Identifies and answers anticipated questions</td>
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</tbody>
</table>
Fallacies 5  
Research is free of fallacies

Transitions 5  
Transitions effectively connects major/minor points

**Conclusion**  
Conclusion is clear and reinforces Thesis and major parts

Conclusion is fully justified 5  
Conclusion is fully justified by the evidence and the reasoning, and is concise

**Style and Grammar**  
Format 5  
Paper is in correct APA Format

References 5  
A minimum of 10 references which are relevant and reliable

Paragraphs 5  
Clear, concise paragraphs that includes topic sentences

Typographical errors 5  
Free of typographical error

Spelling errors 5  
Free of spelling error

Grammatical errors 5  
Free of grammatical error

**Total Points Possible** 100

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**Course Evaluation**

Assessment of performance is based on your submitted assignment. As a general rule it is difficult to determine if a paper is a 92 or a 93 out of 100. Consequently I tend to grade things more or less as 80, 85, 90, 95. I also occasionally ignore a grade if you are improving during the course, so no one assignment is going to have a major impact on your overall grade.

You also will have the opportunity to resubmit any assignment if you wish to receive a higher grade by addressing any comments I provide.

Late assignments are not a problem for me, I know you have a real life, BUT let me know you will be late.

**Grade**

A  90% - 100%

B  80% - 89%

C  70% - 79%

I  Incomplete

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**Plagiarism**
Plagiarism is a serious Scholastic Offence. Plagiarism is "the expropriation of another author's work, and the presentation of it as one's own, constitute plagiarism and is a serious violation of the ethics of scholarship". Therefore, students must write their assignments (i.e., book reports, essays, etc.) in their own words. Whenever students use an idea, or a passage of text from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Students can check their papers for plagiarism with SafeAssign by clicking on the IRO Instructional link on Blackboard's Student Portal page.

*Plagiarism [from the Handbook of Operating procedures] means the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the unacknowledged submission or incorporation of it into one's own academic work offered for credit, or using in a paper or assignment for which the student had received credit in another course without direct permission of all involved instructors. Plagiarism is a serious violation of university policy and will not be tolerated. All cases of plagiarism will be reported to the Dean of Students for further review.*

**Student Dishonesty**

It is the official policy of the University of Texas at El Paso that all suspected cases or acts of alleged scholastic dishonesty must be referred to the Dean of Students for investigation and appropriate disposition. Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student, or the attempt to commit such acts. [*From the Handbook of Operating Procedures: Student Affairs*].

**Disabled Student Statement**

In Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915.747.5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability. You also can visit the DSSO website at [www.utep.edu/dsso](http://www.utep.edu/dsso) or the DSSO office in Room 108 East Union Building.

Individuals with disabilities have the right to equal access and opportunity. It is the student's responsibility to contact the instructor and The Disabled Student Services Office at The University of Texas at El Paso.

**Effective Electronic Communication**

It is important to share a word of caution, so we can become wiser about interpersonal distance learning communications. When communicating electronically, many of the feelings or impressions that are transmitted via body language in face-to-face communications are lost.
Consequently, interpreting emotions and innuendos is much more difficult. Only what is written, or drawn, carries the message. Often, excitement can be misinterpreted as anger or insult. It is important that we all keep this in mind as we communicate. Words in print may seem harmless, but they could emotionally injure us when working at a distance. Hence, it is vitally important that we are conscious of how we communicate while working at a distance.

- For example, avoid the use of caps in your electronic messages, as wording in caps comes across as shouting.

The standard practice ("Netiquette") for participation in networked discussion requires that all participation be focused on the topic at hand, not become personalized, and be substantive in nature. (Translation: you may certainly disagree with others, but you must do so respectfully; you may express strong beliefs or emotions, but you may not get so carried away that you lose all perspective on the course itself.)

- More information on Netiquette, the etiquette of Internet communication, can be found at [www.albion.com/netiquette](http://www.albion.com/netiquette).

Technical Support

The University of Texas at El Paso offers complete technical information and help desk support at: [http://at.utep.edu/techsupport/](http://at.utep.edu/techsupport/).

**LATE POLICY:** My goal is to get you through this class. *If you are going to be late a few days or just need extra time send me an email at desoden@utep.edu. IF YOU ARE GOING TO BE MORE THAN A WEEK LATE SEND ME A COMPELLING REASON OTHER THAN YOUR COMPUTER GOT EATEN BY THE DOG. GOOD EXCUSES ARE ENTERTAINING... MY FAVORITE WAS A FEMALE STUDENT WHO GOT A DATE WITH A GUY SHE HAD WANTED TO GO OUT WITH FOR A FEW YEARS. HE ASKED HER OUT SHE ПLEADED TO TURN HER ASSIGNMENT IN LATE. I THOUGHT IT WAS REASONABLE TO LET LOVE WIN OUT AND I ENJOYED IT EVEN MORE WHEN I WENT TO THEIR WEDDING.*