

**Module:** MNO2007 LEADERSHIP AND ETHICS

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**Module Description:**

This module explores the issues and challenges of leading responsibly today. Our global competitive business environment is fast, changing, technologically and geographically distributed, and extremely diverse. The work that people do is becoming increasingly complex, interdependent, and knowledge intensive. In light of all these changes, to a greater extent than ever before, getting things done requires an ability to work with and through other people, and this is what leadership is all about.

This module addresses the foundations for leadership in modern organizations. The leadership challenge is compounded because the requirements of speed, global reach and change that our organizations face also create conditions under which unsafe and unethical business practices persist. Reports of insider trading, unsafe products, unfair trade practices and environmental waste are commonplace in the media. Thus, our more focused interest is with morally decent or ethical leadership.

Our course explores fundamental questions about the nature of leadership today. For instance, in light of the global reach of organizations, diversity in workforce and accessibility of information on the World Wide Web, what are the obligations of leaders to meet the expectations of stakeholders, and how can this be accomplished. What challenges do leaders face in building ethical cultures in organizations? This questioning mind-set is complemented with exercises and assignments designed to help students develop (hard and soft) leadership skills, to understand the leadership behaviours of themselves and others, and to think and form opinions independently from others.

Key course topics include: leader personality and behaviors; leadership and followership; power and leadership; leading from the middle; ethical and moral requirements of leaders, leadership and culture, ethical decision-making, and diversity.

**Learning Outcomes:**

Through assigned literature, recommended readings, cases, and lecturing, students learn theoretical approaches to leadership and ethics and gain insight into how theoretical models and empirical research can be applied to practice. Exercises, assignments, and simulations help students to gain self-awareness, understand their own and others' behaviors, develop their leadership skills, and take responsibility for their decisions and actions.

**Modes of Teaching and Learning:**

This module uses various modes of teaching and learning. During the lectures, material will be presented by the instructor and there will be student presentations, exercises, simulations, assignments, etcetera. In all of these, student participations is key. Student will also learn independently, while preparing for class. They will study assigned readings and prepare individual assignments. Furthermore, students will learn from preparing and carrying out assignments and exercises with their team members.

The success of this course relies heavily on all of us creating a supportive and safe environment. Therefore, you are encouraged to listen carefully to each other and to articulate your own perspectives in a civil and respectful manner. Your active participation and open sharing is essential. You will learn through interaction with your classmates in and outside the classroom, while working alone and while working on projects in teams with members coming from different backgrounds. This way of learning not only provides you with opportunities to build confidence and sharpen your skills, but also helps you to get to know one another well, and build life-long relationships.

**Syllabus:**

| Week | Topic  |
|------|--|
| 1    | Introduction into leadership                     |
| 2    | Ethical decision making                          |
| 3    | Ethical Leadership: Power, Influence, and Ethics |
| 4    | Leadership traits, skills, and behaviors         |
| 5    | CHINESE NEW YEAR – NO LECTURES                   |
| 6    | Modern leadership styles                         |
| 7    | Empowerment                                      |
| 8    | Cross-cultural leadership and diversity          |
| 9    | SATURDAY MORNING QUIZ AND GUEST SPEAKER          |
| 10   | Team leadership and leader decisions             |
| 11   | TEAM PRESENTATIONS                               |
| 12   | TEAM PRESENTATIONS                               |
| 13   | Leadership development and reflection            |

**Readings:**

- (a) Compulsory/recommended reading: TO BE DECIDED
- (b) Supplementary reading (if applicable): TO BE DECIDED

**Assessment (%):**

Your overall grade will depend on multiple components. This section provides a brief description of the important grading components:

*Individual-based course work*

- In-class participation 30%
- In-class quiz 20%
- Individual assignment: feedback exercise (FBE) 10%

*Team-based course work<sup>1</sup>*

- True Leadership Story (TLS) 20%
- Team project: Moral Mazes of Management 20%

Please note that, as in all grading exercises in the Singapore schools, final grades reflect performance relative to peers. Foreign students, please take note of this and consult your Singaporean counterparts on this issue.

<sup>1</sup> Although in general, all team members will receive the same grade for team-based coursework, the instructor reserves the right to change individual grades on team work based on an individual's teamwork contribution.

## **Details of grading components**

### *In-class participation (30%)*

We expect you to participate constructively during class, asking questions, making insightful comments, providing examples, building upon the ideas of others, and demonstrating keen interest in all classroom proceedings. To prepare yourself for optimal class participation, you are required to hand in a one-page preparation sheet (in hard-copy) containing your answers and thoughts regarding each assignment, exercise, or case prior to class.

We also expect you to demonstrate a good learning attitude, observe conventional etiquette for interactions both inside and outside class, be on time, and use your laptop and other electronic gadgets in class for learning purposes only. Showing due respect and consideration for fellow students and instructors at all times is also highly valued.

Our perspective on class participation places high priority on the quality as well as the quantity of involvement. Halfway through the course you will receive individual feedback on your participation.

### *In-class quiz (individual, 20%)*

There will be an in-class closed-book quiz to test your understanding and application of fundamental course concepts and frameworks. The grade for the quiz should reflect the extent to which you gained hard knowledge regarding to ethics and leadership. The quiz is based on the material covered in the assigned readings. The quiz will take place on a Saturday morning, and will be followed by an all-section activity. All students are expected to be present during this session. There will be no sectional lecture during the week of the quiz.

### *Feedback exercise (FBE; individual, 10%)*

In this individual assignment you reflect upon your teamwork experiences in the True Leadership Stories assignment and the Moral Mazes in Management project, using course concepts to make sense of it. You will provide feedback to your peers on their teamwork contributions, both in writing (a one-pager for all of your peers) and face-to-face. Your feedback should provide practical insight into each person's strengths and areas for development. You will need to substantiate the points you make, using descriptions of incidents/events that have occurred during team interaction. Feedback is most effective when it is specific, concrete, and developmental in focus. We will provide guidelines for developing and delivering feedback. Based on the feedback that you provided your team members and the feedback they provided you with, you will write a one-page reflection on giving and receiving feedback.

Grades for this assignment will reflect the extent to which you have learned to give valuable and developmental feedback to your peers and the extent to which you are able to effectively deal with the feedback you received from your peers.

### *True Leadership Stories (TLS; group assignment, 20%)*

For this group assignment, each team member is to interview a manager/leader regarding the challenges or hindrances that he or she faces at his/her job, why these experiences are challenges or hindrances to this manager/leader, how he/she experiences these challenges or hindrances, and the consequences of these challenges or hindrances. Each team member records and transcribes the interview (s)he performed. As a team, you read, contrast, and compare the transcripts of each of the team members and write a two-page reflection essay that addresses key lessons learned from these 'true leadership stories'.

Grades for this assignment will reflect the extent to which you as a team are able to collect information and critically analyze, compare and contrast, and integrate information.

*Moral Mazes in Management (3M) Presentation (team assignment, 20%)*

The Moral Mazes in Management (3M) Project provides teams with an opportunity to study an important ethical issue for managers in greater detail and share their learning with the rest of the class. The topic chosen should be one that leaders today are likely to face, that is important, and that is sufficiently complex or nuanced that ethical guidance would be beneficial—your job is to provide leaders with the resources they will need to navigate the moral maze that is today’s business world.

Your team’s task is to research and deliver a professional presentation that demonstrates both depth of understanding and practical wisdom. Teams will have 15 minutes to present their ideas, and an additional 10 minutes to facilitate class discussion. Team presentations will be evaluated on four criteria that are weighed equally: overall quality and professionalism of the presentation, depth of understanding of the business issues at stake, clarity and completeness of the ethical analyses, and practical wisdom for managers.

**ACADEMIC HONESTY & PLAGIARISM**

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is ‘the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

**Pre-requisite:**

MNO1001 Management and Organisation