

**ANDREWS UNIVERSITY
LEADERSHIP PROGRAM
COURSE SYLLABUS**

Course: LEAD 775

Course Title: Advanced Studies in Ethics in Leadership

Total of credits: 02

Term: Fall 2014

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Instructor: Sylvia Gonzalez, PhD

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I. COURSE PURPOSE and GOALS

The purpose of this course is to engage myself as a leader in reading about, considering, and discussing the responsible conduct of ethical challenges of leadership. What makes a leader? In the realms of politics, business, and society especially we look to our leaders and demand that they not only be expert as leaders, but we also demand that they possess integrity and honesty. We hold our leaders to a higher standard than we do so-called “private citizens.” Is there one set of moral constraints on leaders and one on followers? What does this have to do with our sense of virtue, of democracy, and of justice? Particularly for me that work in the business world, it is vital to understand what is expected of a moral leader and how the moral qualities of a leader play into my effectiveness or ability to lead.

Given the hierarchical nature of business, professional life and corporate society, I am often simultaneously in the position either of a leader or a follower. What tensions does this create, and how do I try to think these roles in a moral sense? There are leaders and followers in all realms of human activity. However, some ethical principles may not carry over from one to another.

The primary goal of this advanced study is to help me gain knowledge about ethical leadership so I can lead and follow more effectively and ethically. It will help me continue the journey of self-discovery, a journey that lasts a lifetime. I also will acquire greater sensitivity to the ethical challenges of leadership. Learning to recognize the importance of questions of purpose, and to understand ethical leadership as a form of service to others is an important insight and a balance to my personal ambition.

Upon successful completion of this course, I will be able to:

1. Elucidate and apply several normative theories of leadership;
2. Apply ethical principles to leadership situations;
3. Understand the role of ethics in leadership in various context;
4. Enhance my ethical awareness and appreciation of the complexity of ethical decision making in business organizations;
5. Develop my analytical skills for understanding and resolving ethical issues; and
6. Facilitate the self-understanding of myself as ethical agent

Target date for completion:

December, 2014.

II. ASSESSMENT OF PRIOR LEARNING

Quick Overview of my profile:

I am originally from Brazil. For 10 years I lived, worked and studied in the United States. Two years ago, the motivation coming from new professional opportunities and better quality of life, brought my family and I to live, study and work in Toronto, Canada. With degrees in BBA, MBA and pursuing a Ph.D. in Leadership, I am a visionary, top-performing executive offering 20 + years of multinational broad-based experience in leadership combining sales, marketing, financial, management and demanding roles leading start-up and growth organizations. Possess broad-based management skills, with strong planning, organizational, team building and decision-making and a proven history of contributing significantly to growing revenue, improving efficiency, reducing expenses, and maximizing employee productivity.

Multilingual: **English** and **Portuguese** with intermediate Spanish.

Areas of Expertise

Leadership & Motivation
 Business Analysis/Management
 Budget Management
 Sales and Marketing strategies
 Goal Setting & Strategic Planning
 Creative passion leading to extraordinary results
 Forecasting, Reporting & Analysis

Personal Assets

A - Accountability
 C - Community
 H - Hard Work
 I - Integrity
 E - Empathy
 V - Vision
 E - Excellence

III. Learning Objectives

A core objective of this course is to help me acquire, improve and develop ethical practices into different contexts that can guide me to unexpected or new circumstances in an organization. This is a course that combines knowledge and application. As I examine theories and the results of

research about ethical leadership, I will ask, “How can I use this?” Furthermore, it aims to develop a basic understanding of ethical theory and the ability to think critically about the moral issues of business and professional life.

It is built on my prior knowledge and insights from past experience, observation, education, readings, and course work which may influence my actions on ethical decision making and behavior. This objective will require me to enter this course with an open mind and a willingness to experiment with new thinking and learning.

In addition, at end of this course I should be able to:

1. Analyze and critique ethics theory frameworks, values, virtues, moral conflict;
2. Apply ethics to leadership theory and practices of “right and wrong” ;
3. Differentiate organizational policies/regulations creating an good ethical organizational climate;
4. Reflect and reexamine my sense of motivation and locus of control. Values, yes! But, whose values? What is right, what is just, what is fair?;
5. Re-conceptualize leadership roles and organizational structures using ethical theories;
6. Construct and communicate rational, responsible, and realistic responses to ethical issues;
7. Demonstrate a critical awareness of my own values and morality;
8. Understand my current strengths and weaknesses as a leader as well as a follower, and improve my own personal approach to the practice of ethical leadership;
9. Enhance my ability to think critically, to identify and analyze complex and diverse ethical issues, concepts, conflicts and responsibilities in business contexts, applying my reasoning, judgment and imagination to create new possibilities in leadership situations.
10. Be able to communicate my own ideas clearly and persuasively orally and in writing; and
11. Have a positive disposition toward continued learning about ethical leadership.

Leadership Competencies:

The course broadly addresses knowledge bases in a variety of areas involving many sections of the competencies. Here is a sampling of direct connections I see:

- *1B Ethics, values and spirituality*
- *1C Learning and human development*
- *2A Effective communication*
- *2C Social responsibility*
- *3B Legal and policy issues*
- *3C Organizational behavior, development and culture*
- *5 Individually chosen option*

IV. METHODOLOGY

The instructor and I share responsibilities for optimizing this learning experience.

It is my responsibility to:

- Read assigned sections of the required text book and recommended ones; and
- Obtain articles about a particular aspect of leadership that deals with ethics so they can improve my knowledge basis on ethical challenges of leadership;

V. Textbook and Articles

Required:

Johnson, C. E. (2012). *Meeting the ethical challenges of leadership: Casting light or shadow* (4th ed.). Thousand Oaks, CA: Sage Publications.

Highly Recommended:

Culham, T. E. (2013). *Ethics education of business leaders: Emotional intelligence, virtues, and contemplative learning*. IAP-Information Age Publishing, Inc.

Recommended:

Johnson, C. E. (2012). *Organizational ethics: A practical approach* (2nd ed.). Thousand Oaks, CA: Sage.

Haidt, J. (2012). *The righteous mind: Why good people are divided by politics and religion*. New York, NY: Pant

Allender, D. B. (2006). *Leading with a limp: Turning your struggles into strengths* (1st ed.). Colorado Springs, CO: Waterbrook Press.

Cafferky, M. E. (2012). *Management: A faith based perspective*. Boston, MA: Person Education.

VI. LEARNING STRATEGIES

The course is organized through a combination of: (1) book readings, (2) readings accessible on the Web, and (3) reflection paper. The reflection paper will give the opportunity to synthesize my learning in the course into my own ethical leadership theory of action. All written work must be in APA style/AU format.

Student Involvement Hours:

Approximately 120 semester hours of graduate work

Aug.27- Sep.2	1
Sep. 3-9	2
Sep. 10-16	3
Sep. 17-23	4
Sep. 24-30	5
Oct. 1-7	6
Oct. 8-14	7
Oct. 15-21	8
Oct. 22-27	9
Oct.29 Nov. 4	10
Nov. 5-11	11
Nov. 12-18	12
Nov. 19-25	13
Nov.26 Dec.2	14
Dec. 3-10	15