



CLASSROOM: D2L Web-Based Course
MEETING TIME: See Course Schedule for Assignment due Dates and Live Session Times
NOTE ABOUT TIMES: All Times and Deadlines for this Course are Listed as Central Time Zone (Commerce, TX) times.

Instructor: Dr. Brandon Randolph-Seng
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****THE BEST WAY TO REACH ME OR TO MAKE APPOINTMENTS IS BY MY TAMUC EMAIL**
****STUDENTS ARE RESPONSIBLE FOR ALL ANNOUNCEMENTS MADE BY EMAIL OR IN CLASS**

REQUIRED TEXTBOOKS

- 1) ***Leadership and Virtues: Understanding and Practicing Good Leadership***
Edited By Toby P. Newstead, Ronald E. Riggio, 1st ed. (2023).
- 2) ***Leadership and Self-Deception, 2nd ed., Arbinger Institute (2010).***

COURSE OVERVIEW AND EXPECTED LEARNING OUTCOMES:

This course provides an in-depth seminar emphasizing the development of leadership as a discipline. It focuses primarily on the evolution of leadership thought and the application of the various models and theories associated with the various perspectives on leader behavior and subsequent follower outcomes. Upon completion of this course, student should be able to:

- Demonstrate a grasp of the historical evolution of leadership thought
- Demonstrate knowledge of the theory, limitations, and application of the major perspectives of leader behavior with respect to leader/follower outcomes
- Create a contribution to the study of leadership by developing a leadership research paper

Evaluation of these learning outcomes will be assessed through a variety of individual assignments (see below).

COURSE STRUCTURE

This course is entirely Web-based and will consist of a mixture of recorded lectures and individual assignments. I've designed the course and thought carefully about the types of assignments and format that would be best suited to the course goals. **Nevertheless, the quality of the course will depend very much on the preparation and effort expended by all members of the course.** You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the D2L course management website. Be sure to log onto D2L and check your university e-mail regularly to see what work you are required to do. I will facilitate a live session during the course in order to answer any questions or concerns about the course and discuss some of the material and there is a number of recorded sessions you will listen to. PowerPoint slides for the live and recorded sessions will be available under the "Doc Sharing" tab. You should submit all of your work in a format that is compatible with **Microsoft Word** and post it in the appropriate "Dropboxes" when due.

COURSE SCHEDULE

A specific course schedule is included at the end of the syllabus.

GRADING Your grade will be determined by your performance on the following, totaling 1000 possible points:

Component	Type	Value
Research Paper	Individual	200 points (20%)
Case/Reading Papers (8 @ 100/each)	Individual	800 points (25%)
Course Total		1000 points

GRADING SCALE:

Points	Grade
895 - 1000	A
795 - 894	B
695 - 794	C

Incomplete - Must be previously agreed upon by student and instructor and initiated by the student administratively.

Withdrawal - Must be initiated by the student administratively.

QUALITY OF WORK: All written work should be thoroughly proofread for grammar, spelling, style, relevant content, and supportable logic. I expect graduate students to be proficient in writing and speaking in the English language. **Written work will be downgraded (i.e., automatic loss of 25% of the total points) when not produced in Standard English.**

PERFORMANCE COMPONENTS

PLEASE NOTE:

There will be no exams in the course. Instead students will actively apply what they learn in the course to their individual research paper and case assignments. This method will encourage students to go beyond learning the material just for the test to actively applying the information into their current and future business careers.

INDIVIDUAL PERFORMANCE COMPONENTS

RESEARCH PAPER ASSIGNMENT: One of the major activities of this course will be your personal exploration into a relevant ethical challenge of organizations.

Assignment Description – You as an individual are responsible for preparing a paper approximately 20 double-spaced pages in length (1" margins, Times New Roman 12 pt. font; not including title page **plus references: 20 total**) that reports the results of your research into one of the ethics topics found at the end of the syllabus. The paper should include a comprehensive review of what we know about the topic based on academic and practitioner research. Use Business Source Complete online database through the TAMUC library. The following sources are acceptable: *Academy of Management Journal*, *Academy of Management Review*, *Journal of Management*, *Journal of Management Studies*, *Academy of Management Perspectives*, *British Journal of Management*, *Group and Organization Management*, *Journal of Organizational Behavior*, *Management International Review*, *Management Science*, *Organization Behavior and Human Decision Processes*, *Organization Science*, *Business Ethics Quarterly*, *California Management Review*, *Harvard Business Review*, *Journal of Business Ethics*, *Sloan Management Review*, and *Leadership Quarterly*. This report should augment (not repeat) material presented in the course and should draw useful conclusions about the questions provided. You will choose from one of the topics presented at the end of the syllabus.

Grading Criteria -

1. *Comprehensiveness and accuracy of course concept applications* (e.g., Does the paper focus on all of the relevant ethical issues that organizational leaders face for the assigned topic?) **(35%)**
2. *Breadth and depth of the exploration and analysis* (e.g., Does the paper combine the knowledge of both academic scholars and practicing managers in order to come to appropriate conclusions for the assigned topic?) **(40%)**
3. *Writing quality* (e.g., Is the paper a professional product that reflects college level work? Are research sources properly documented and referenced? Does the paper conform to APA style guidelines? Is information logically organized?) **(25%)**

CASE/READING ASSIGNMENTS: Through the term you will read (or view) cases/readings that provide a real life example of the course content. This is where the classroom meets reality. As such, thorough preparation will be required to gain the most from the cases. You will then be directed to type answers to a series of case questions and turn them in through D2L. More information will be given in the live session.

COURSE POLICIES

CLASS ATTENDANCE & PARTICIPATION:

Attendance and participation is critical to gaining the most you possibly can from this course. I suggest that you log onto the D2L site for this course **SEVERAL TIMES** a week. This is one way of "attending" the class. As mentioned earlier, I will also facilitate a live session in the course. The live session is a great opportunity to communicate with me and your fellow students and to ask questions and gain clarification on any issues you may have.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the syllabus as written AND the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

The College of Business at Texas A&M University-Commerce faculty, staff and students will follow the highest level of ethical and professional behavior. We will strive to be recognized as a community with legal, ethical and moral principles and to teach and practice professionalism in all that we do. In an academic environment we will endeavor to not only teach these values but also to live them in our daily lives and work. Faculty and staff will be held to the same standards and expectations as our students. The Academic Dishonesty Policy of the Management Department is governed by the following university procedures: 13.99.99.R0.03 Undergraduate Academic Dishonesty and 13.99.99.R0.10 Graduate Student Academic Dishonesty. You may read the procedure in its entirety from the University's website. Failure to abide by these principles will result in sanctions up to and including dismissal.

SPECIAL NEEDS/REASONABLE ACCOMMODATIONS:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce
Gee Library
Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. In particular, take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to log onto D2L regularly and attend all live and recorded sessions.
- **Assignments:**
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in this course should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the “assigned” date to start working on it. Start working on each assignment as soon as you possibly can and make sure that you have all assignments submitted by the specified due dates. However, you **MUST** turn in all written assignments **ON TIME**. Unexcused late work will receive an automatic **50% penalty** if turned in by the next day, and a **0** if turned in more than one day late. Late work is viewed as very unprofessional in the corporate world: “Sorry Mr./Ms. Vice President, I just did not get the work done in time for our meeting today.” That will be the last time your manager gives you the opportunity to “shine” in front of a VP.
 3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is only “half-finished” or you will receive an automatic 0.
 4. **Please submit assignments in a format that is compatible with Microsoft Word.**
- **Back-ups Are Required:** You are required to back up all your assignments so that they can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
- **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M-Commerce account**. This is my primary mechanism for communicating to the class. I check my e-mail several times a day, so this is the best way to reach me.
- **Make-up Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.

NONDISCRIMINATION NOTICE:

TAMUC will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of

handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

UNIVERSITY'S PANDEMIC RESPONSE STATEMENT:

A&M-Commerce requires the use of face-coverings in all instructional and research classrooms/laboratories. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Students not using face-coverings can be required to leave class. Repetitive refusal to comply can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct.

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments

IF YOU EVER FEEL AS IF YOU NEED TO MEET WITH ME OR SPEAK OVER THE PHONE IN ORDER TO CLARIFY ASSIGNMENTS, DISCUSS CONCERNS ABOUT THE CLASS, DISCUSS TOPICS FROM THE CLASS, ETC., E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.

FINALLY: This syllabus is a contract between you and me. If you disagree with the policies set forth in this syllabus, you have the right to withdraw within the timeframe indicated in the University calendar. By staying enrolled in this class, you agree to adhere to all policies stated in this syllabus.

WEEK:	TOPICS	ASSIGNMENTS
1.	Introduction	<u>LIVE SESSION 1/10 @ 9 PM Central</u>
2.	Leadership & Virtue	<u>Listen to Recorded Live Session 1</u> LV: Ch. 2
3.	Leadership & Virtue	LV: Ch. 3 <i>Merck & River Blindness Case due @ 11:59 PM on 1/28</i>
4.	Perspective Approach	<u>Listen to Recorded Live Session 2</u> LV: Ch. 1 <i>Pinto Case due @ 11:59 PM on 2/4</i>
5.	Descriptive Approach	LV Ch. 6 <i>Pinto Case Revisited due @ 11:59 PM on 2/11</i>
6.	Descriptive Approach	<u>Listen to Recorded Live Session 3</u> LV Ch. 13
7.	Descriptive Approach	<i>LS Part I</i> <i>Part 1 Case due 11:59 PM on 2/25</i>
8.	Leader Influence, Traits & Political Behavior	<u>Listen to Recorded Live Session 4</u> LV Ch. 4

9.	Leader Influence, Traits & Political Behavior	LV Ch. 9 <i>Breaking the Bank Case due @ 11:59 PM on 3/17</i>
10.	External Influences	<u>Listen to Recorded Live Session 5</u> LV Ch. 8
11.	External Influences	LV Ch. 14 <i>Yahoo Case due @ 11:59 PM on 3/31</i>
12.	Ethical Culture/Authentic Leadership	LV Ch. 5 & 7
13.	Authentic Leadership	<i>LS Part II Part 2 Case due by 11:59 PM on 4/14</i>
14.	Ethical Culture/Servant Leadership	<u>Listen to Recorded Live Session 6</u> LV Ch. 15
15.	Servant Leadership	<i>LS Part III Part 3 Case due by 11:59 PM on 4/28</i>
16.	Research Paper	<i>Research Paper Due 5/5 @ 11:59 PM</i>

- **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- **LV: *Leadership & Virtues* TEXTBOOK**
- **LS: *Leadership & Self-Deception* TEXTBOOK**

Paper Topics

Topic 1: Ethics and Multinational Corporations

What ethical responsibilities do the leaders of multinational corporations have to the nation-states within which they operate? What responsibilities do multinationals have for estimating the impact of their investments on the welfare of the local population? Ethical norms and expectations vary from nation to nation and culture to culture. What ethical norms should guide the conduct of leaders operating in diverse cultures? Are there universal norms that should be abided by regardless of local cultural norms, or is it sufficient to follow local norms and customs? What advice would you give to leaders when their own values are in conflict with local norms and custom for reconciling resultant ethical dilemmas?

Topic 2: Employee Loyalty and Whistleblowing

Do employees have a duty of loyalty to their employers? Why or why not? Is it ever acceptable to “blow the whistle” on an organization? If so, under what circumstances is it acceptable and what steps should one follow? What responsibilities do organizational leaders have when an employee decides to “blow the whistle”? How can organizational leaders foster an ethical climate in which: (a) the need for “whistleblowing” will be minimal, (b) employees are encouraged to “blow the whistle” when necessary, and (c) employees who “blow the whistle” are protected?

Topic 3: Employee Privacy

What are the ethical bases for and against employee privacy in the workplace? Are there any boundaries to employee privacy in the workplace? What ethical responsibilities do organizational leaders have to protect employee privacy rights? What are the ethical implications of potential threats to employee privacy such as pre-employment psychological testing, surveillance at work, and e-mail monitoring? What recommendations do you have for leaders to follow as they seek to balance organizational interests in monitoring employee activities with employees’ desires to maintain their privacy?

Topic 4: Business and the Environment

Does business, or anyone else for that matter, have *direct* ethical responsibilities to natural objects like animals, plants, and ecosystems? Or are all environmental responsibilities indirect, derived from more primary responsibilities to other people? Are there limits of business’s environmental responsibilities best left to the market or legal system? What are the tradeoffs between growth and sustainability? What are the ethical responsibilities do business leaders to protect the environment? What are the limits to these responsibilities? What are the relevant stakeholder groups that leaders should take into account when making decisions that can impact the environment? How, in your opinion, can organizational leaders best fulfill their environmental responsibilities?

Topic 5: Corporate Governance

What responsibilities do corporate boards and their members have for monitoring the ethical conduct of corporate leaders? Are there limits to these responsibilities? What stakeholder groups should be considered by board members when making governance decisions? How might conflicts of interests impair the abilities of board members to fulfill their ethical responsibilities? How can board members avoid such conflicts? What recommendation would you have for board members who encounter conflicts of interest?

Topic 6: Corporate Reputation Management

Organizations, like individuals, seek to foster positive impressions and create favorable reputations in the marketplace. To do so, organizations often conduct elaborate public relations campaigns to create positive images – both within and outside the organization. What are the ethical implications of using impression management to build and cultivate a favorable public image? What stakeholders are impacted by such efforts at reputation management and how? What ethical guidance would you give to leaders seeking to improve their organizations image, both within and outside the organization? Under what circumstances, if any, would leaders be justified in withholding information from employees and/or the public that might be damaging to the organization’s reputation?

Topic 7: Employee Participation

What are the ethical bases for and against employee participation in the workplace? What ethical responsibilities do organizational leaders have to solicit input from employees and involve them in decision processes? What ethical responsibilities do leaders have, if any, to facilitate employees’ growth and development by empowering them to make decisions? Under what circumstances, if any, should leaders make decisions without employee input?