

LEAD 330: Leadership Ethics and Decision Making

3 Credit Hours, online course

Instructor

Mrs. Fallon Willoughby

Email

fallon.willoughby@wku.edu

Phone/Voice Mail

N/A

Office Hours

N/A

COVID-19 Statement

All students are strongly encouraged to get the COVID-19 vaccine. In accordance with WKU policy, all students must call the WKU COVID-19 Assistance Line at 270-745-2019 within 4 hours of testing positive for COVID-19 or being identified as a close contact to someone who has tested positive. The COVID Assistance Line is available to answer questions regarding any COVID-19 related issue. This guidance is subject to change based on requirements set forth by federal, state, and local public health entities. Please refer to the Healthy on the Hill website for the most current information. www.wku.edu/healthyonthehill

Blackboard Help/WKU ITS Service Desk

270-745-7000

Make Sure You Know How to Use Blackboard

Bb Student User Training

If you have not used Blackboard a lot, or if this is your first online class, I *highly* recommend signing up for and completing the Blackboard Student User Training. These are topical modules that even those who have used Blackboard a lot have told me are helpful.

To sign up, go to Blackboard and sign in, and click the ITS TRAINING tab (top, toward the right, black with white writing). Look for ITS Blackboard Student User Training... you will gain instant access upon signing up. This is not required, but it could be very helpful for you and important for your success!

WKU Distance Learning Student Resource Center

You may also want to visit the [WKU Student Resource Center](https://www.wku.edu/online/srp/): <https://www.wku.edu/online/srp/>

Prerequisites

LEAD 200 or 300

Course Text (required)

Johnson, C. E. (2012). *Meeting the ethical challenges of leadership: Casting light or shadow*. 7 ed. Sage. ISBN: 978-1-544-351643

Organizational Leadership has entered into a partnership with Sage, Inc. to provide you an eText. You can still purchase your own copy of the Johnson text and opt out of the e-text.

Other Items Needed

- A computer—*not a tablet, not a phone*— with a reliable Internet connection.
- Microsoft Word or word processing software that saves files in .docx file format (All students have access to Office 365 through the [Microsoft Student Advantage program](https://www.wku.edu/it/sms/microsoft_sa.php) (https://www.wku.edu/it/sms/microsoft_sa.php)
- Adobe Acrobat for viewing PDF files. [You can download a free copy of Adobe Acrobat](https://get.adobe.com/reader/) (<https://get.adobe.com/reader/>)
- I recommend Firefox or Chrome as the Internet browser you use.

Course Description

Through this course, students will gain a comprehension of ethical theories and their relationship to leadership at both an individual and organizational levels, gain an understanding of decision-making processes and ethical implications that can result from leadership decisions, and increase their awareness of their own ethical leadership perspective.

Learning Objectives

Students will be able to:

- Apply classical and influential ethical theories in the field;
- Discuss personal power schema and be able to increase personal and social power through a broader understanding of power bases;
- Analyze past, current, and future ethical problems from a leadership perspective;
- Identify the morally relevant features of leadership situations and the decision-making process;
- Identify the ethical leadership perspectives of others; and
- Argue the benefits of ethical behavior to themselves, their organizations, and society.

Course Policies

Student Email and Blackboard Announcements

You should check your WKU email accounts at least weekly and the Blackboard Announcements page each time you log in. New announcements will appear at the top of the page, so read until you get to information you already know. Not checking email/reading the Announcements is not an excuse for not knowing of information given via those mediums. (Note that Blackboard automatically emails all announcements!)

Use of Technology

This is an online course where all required work will be completed online through the use of Blackboard and the Internet. If you do not know how to use Blackboard, tutorials are available online (see page 1).

Attendance Policy

Online attendance is monitored. **It is your responsibility to withdraw from the class if you do not wish to continue enrollment.** Those who do not complete Lesson 1 by the noted deadline on the schedule will be dropped from the course.

Withdrawal Policy

It is your responsibility to withdraw from the class in a timely manner if you wish to do so after completing any work in the course. [Consult the Academic Calendar](#) for the final withdrawal date.

Inclement Weather Policy

Should WKU close campus for weather-related reasons, this course will proceed as scheduled via Blackboard. If a weather event causes significant and extended power or internet outages that could delay our progress together, a new schedule may be announced and posted.

Incompletes (Grades of "X")

Incompletes (grades of "X") can be given only for documented, extreme circumstances for someone who has completed the majority of a course and only has a small amount of work remaining.

Resolving Complaints about Grades

The first step in resolving a complaint about grades is for the student to attempt to resolve the problem directly with the course instructor. See [the Student Handbook](#) for additional guidance, available at <http://www.wku.edu/handbook>.

Course Activities and Your Grade

Satisfactory completion of the learning outcomes will be measured as follows:

• Syllabus Quiz:	10 points extra credit
• Introductions	10
• Discussion Boards (13 x 15 points each):	195 points
• Case Study Analysis (4 x 50 points each):	200 points
• Lesson Quizzes (12 x 10 points each):	120 points
• Personal Ethics Statement:	100 points
• Professional Ethics Analysis	200 points
• Ethics Assessments Journal (10 @ 7.5 points each)	75 points
• <u>Ethical Development Plan</u>	<u>100 points</u>

Total: 1000 points

Grading

Your course grade will be based on the work outlined in this syllabus and on the schedule, as well as any additional work given (though none is anticipated). Grades are always available on Blackboard (My Grades), so I don't answer emails that ask, "What's my grade?"

The letter grade for the course will be based on the following scale = A =100-89.5%, B =89.4-79.5%, C =79.4-69.5%, D =69.4%-59.5%, and F =59.4-0%.

Course Schedule

The LEAD 330 Course Schedule is at the end of this syllabus. DO NOT simply depend on the due dates in My Grades or the items in the Lessons folders to let you know what to do each day.

A Word about Due Dates of Assignments

All official due dates are listed on the schedule. Each lesson is due on the last date it is listed. I try to keep Blackboard up-to-date on this, but I may miss one here or there. Therefore, due dates are listed on the schedule. These dates override any other date you see on Blackboard UNLESS that date appears in an Announcement.

Late Work

All Blackboard work will have a 24-hour grace period after the due date. The acceptance of late work is at the professor's discretion, but please reach out immediately if you miss a deadline. Your prompt communication is vital, and I will review the situation and decide accordingly. It is the student's responsibility to keep up with class assignments. The schedule of assignments has clear due dates for each assignment on it. If the schedule changes, a new schedule will be announced and distributed via email and Blackboard. *Note: Work not submitted by the deadline will receive a 0 in My Grades, but if submitted within 24 hours WILL be graded and the 0 changed.*

Academic Integrity

The School of Leadership & Professional Studies expects all undergraduate, graduate, and doctoral students to demonstrate academic integrity and not participate in academic misconduct as defined by the University (<https://www.wku.edu/studentconduct/process-for-academic-dishonesty.php>). The SLPS has developed two tiers for academic misconduct. Examples of academic offenses include (but are not limited to) any act of plagiarism, cheating, or falsification or misuse of academic records.

Tier 1 Violations

Acts of plagiarism that involve not citing all sources and/or using papers previously written and submitted in other courses are considered a Tier 1 violation. Students committing violations in Tier 1 will meet with the instructor to discuss the incident and work toward a resolution. Students may receive a zero on the submitted work with feedback stating the issue; students are responsible for checking grades and reading feedback. Instructors will follow the policy for Tier 2 violations for additional Tier 1 violations.

Tier 2 Violations

Tier 2 violations include but are not limited to using artificial intelligence programs, content generators or websites to complete an assignment in ways not allowed by the instructor as described by the course

syllabus, sharing passwords and login information with individuals not enrolled in the course, failing to cite any sources in submitted work when outside sources were obviously used, cheating on an assignment or test, employing a person to complete an assignment, and/or committing a second Tier 1 violation. Students committing violations in Tier 2 will meet with the instructor to discuss the incident and review evidential materials. If the instructor determines a Tier 2 violation has occurred, the instructor should report the student to the Office of Student Conduct and request that the Office of the Registrar issue a failing grade for the course. If the academic misconduct is severe and flagrant, the student may be dismissed from the program. Students who wish to dispute the allegation, dismissal, or grade should follow the Student Complaint Policy (<https://www.wku.edu/handbook/academic-complaint.php>).

Work Submission

All work is to be typed and formatted according to APA style. Consult the Writing Assistance area of our course or contact your instructor if you have questions or need help.

Submitting work in the wrong format will result in deductions. I will not accept hand-written or printed-out hard-copies of work. Work must be submitted in the space provided for it on Blackboard.

- Discussion board and journal postings should be typed directly into the textboxes; no attachments
- Papers and Case Studies must be submitted as attachments in Word (.docx) file format

Emailed assignments will not be accepted unless I specifically ask you to submit that way.

Corrupted Files

Uploading “corrupted files” (which can be downloaded from the Internet) is a technique cheaters use to get more time on assignments. This is unfair to those of you who are hard-working, honest students, and I don’t tolerate it. Corrupted files are not given extensions to correct, so once you submit your paper, go back and check the paper you submitted to make sure it is still able to be opened. If it is not, email me a working copy if the one on Blackboard somehow got corrupted immediately (as in within minutes of your original submission).

If you submit the wrong file....

If you submit a file and realize that it was a draft or just not the right file in any way, simply send me an email with the correct file attached and let me know that the one with the email is the one to grade. No need to panic! I will email you to confirm that I will be grading the emailed copy instead of the one posted to Blackboard. Emailed copies may be submitted to plagiarism detection software (SafeAssign).

If Blackboard locks or is down when you need to submit....

If Blackboard locks or isn’t available when you are trying to submit, email me the file with that explanation, and then when you next are able (as in the next day!), upload your file to Blackboard. You will have 24 hours past the deadline to do this. I won’t grade your paper until a file is uploaded to Blackboard. This way I know you have it submitted on time, and you don’t have to panic about Blackboard not playing fairly. I will compare the file submitted via email to the one submitted on Blackboard to make sure you haven’t used this method as a way to get more time on an assignment, though (that’s not fair to everyone who was honest and did their work on time).

Failure of Technology

We will be using Blackboard and the Internet for work in this course. Problems with Blackboard should be directed toward the ITS Help Desk. Students should not put off things until the last minute, save often as they write, keep a permanent copy of each assignment in more than one place (a hard drive and a flash drive, for instance—or email it to yourself!), and not do work online during inclement weather!

If you have a problem and call the ITS Help Desk, forward me a copy of the email they send you that opened your case if they are not able to resolve it immediately so that I know what's going on. In general, students are honest about having problems, but in the past, I've encountered several "not very honest" people who try to say they've called the Help Desk claiming not being able to access Blackboard in an attempt to get more time on work. If you are not honest about this, you will be reported to the Office of Student Conduct. I'm an understanding person, but for such behavior, I have no tolerance. It's not fair to those who are honest and who do from time to time have genuine problems!

ADA Notice: Disability and Accommodations

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, Room 1074. The SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at sarc.connect@wku.edu. Please do not request accommodations directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

The WKU Writing Center

Cherry Hall 123 and Cravens Library Commons (4th Floor)

I encourage you to utilize the services of [The Writing Center](https://www.wku.edu/writingcenter/) in planning, drafting, and revising your work. They do offer online services! <https://www.wku.edu/writingcenter/>

Respectful Behavior and General Civility

In my classes, I like to have free and open discussions of what we think and feel about class topics. So that we all feel comfortable expressing opinions freely, I ask that everyone be respectful of each other, even if we don't agree about everything. We can disagree and still be respectful. If someone chooses to use hateful, bigoted, or inappropriate language, he/she will receive a 0 on that assignment, and I will report him/her to the Office of Student Conduct for further action, possibly even permanent removal from class.

Regular and Substantive Interaction

The U.S. Department of Education requires that distance education courses must include regular and substantive interaction between students and faculty. For more information about Regular and Substantive Interaction at WKU, please visit the [Regular and Substantive Interaction in Online and Distance Learning](#) webpage.

In this course, regular and substantive interaction will take place in the following ways:

- Feedback on assignments,
- Weekly announcements,
- Clear deadlines scattered throughout the term.

Title IX, Discrimination, Harassment, and Sexual Misconduct Policy

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's [Sex and Gender-Based Discrimination, Harassment, and Retaliation](#) (#0.070) and [Discrimination and Harassment Policy](#) (#0.2040). Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Executive Director, Office of Institutional Equity/Title IX Coordinator, Ena Demir, 270-745-6867 or Title IX Investigators or Michael Crowe, 270-745-5429. Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are "Responsible Employees" of the University and **MUST** report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU's [Counseling and Testing Center](#) at 270-745-3159.

[Sexual Assault Resources](#)

Description of Assignments

Discussion Boards

Each discussion question is worth 15 points. To receive up to 10 of the 15 points for each discussion board question, students must 1) answer the question(s); 2) apply an appropriate leadership theory/aspect/practice to the answer that was discussed during the lesson; and 3) provide an example (if appropriate - can be personal) that illustrates your answer. Although most questions are reflective, students must incorporate lessons learned from the reading material for the lesson in their response.

Students MUST post their response to the discussion question before they can see responses from other students. Students earn the other 5 points by their active participation regarding the question by posting comments to other student posts. Online discussion is generally looser and more free flowing than face-to-face. Students should exercise a basic respect for one another and not engage into derogatory arguments. Although free flowing and somewhat informal, students ***MUST use correct grammar, spelling, and punctuation during the postings!***

Case Study Analyses

There are 12 case studies scattered through the course. You will have the choice of which 4 of these Chapter Cases to choose to complete for 50 points each.

You are provided questions to answer for each case—these are NOT the same as those in the book. Superior answers (A-grade) will integrate into the discussion and cite the course text and/or other sources relevant to the case to support answers to the questions. Without citing the text and/or other sources, the highest possible grade on a case study is 40/50.

Full guidance for each paper described below can be found in the Start Here, Please! area of Blackboard.

Paper 1: Personal Ethics Statement

A Personal Ethics Statement formalizes a person's ethical or moral perspective. Done correctly, a Personal Ethics Statement can prove challenging as one reflects and decides what is truly important and how to live life.

Paper 2: Professional Ethical Analysis

This is a paper that focuses on ethical issues within a chosen profession. The intent of this paper is to determine, analyze and discuss the leadership ethical challenges associated with your chosen current or possible future profession.

You have the option to do this paper alone or with a group of up to 4 people total.

First, IF you are interested in doing this with a partner or group, we'll have a discussion board to share what your current or future profession is. If you are NOT, you can skip this board. Students should look to work with someone who has a similar background or similar career goals. If you decide to work with a partner or group, one person in the group should email the instructor a list of team members no later than Lesson 5.

Paper 3: Ethical Reflection and Development Plan

This is your final exam. At the end of the course, you reflect in a paragraph or two what you've learned about yourself as an ethical person and if you'd change anything you said in your introduction or your personal ethics statement... and why or why not. Then, using your Ethics Assessment Journals, you develop a personal Ethical Development Plan. Last, you reflect on how these changes will or will not improve you as a leader in the Kouzes and Posner Five Practices of Exemplary Leaders model.

Extra Credit

You will have the chance to complete the syllabus quiz in Lesson 1 and an extra credit discussion in Lesson 10. These opportunities represent 35 points of extra credit. Please do NOT request individual extra credit opportunities; that would not be fair to everyone else.

Course Schedule LEAD 330

Each lesson is due at 11:59pm CT of late date listed unless otherwise noted.

Lesson 1: Getting Started (due August 27)

To Read and Review:

- Read the syllabus and this schedule
- Watch the Start Here video
- Listen to: Point of Clarification—Your Instructor
- Read Kellerman's "Leadership-- Warts and All"
- Watch Overview Video (by Daniel Goleman)
- Watch the Leadership Ethics video (by Brooke Deterline)

What Is Due:

- Syllabus Quiz
- Introductions
- Lesson 1 Discussion

Lesson 2: The Leaders' Light or Shadow (due September 3)

To Read and Review:

- Watch the Lesson 2 Introductory Video
- Chapter 1 (The Leader's Light or Shadow) and review the PPT slides
- Watch the video on Ethical Bias
- Watch the video on Followership
- Watch the video on Difficulty of Being a Follower

What Is Due:

- Chapter 1 Quiz
- Lesson 2 Discussion
- My Ethics Assessment Journal: Self-Assessment 1.2
- Chapter Case Study 1.1: Keeping Harvey Weinstein's Dark Secrets

Lesson 3: Stepping In and Out of the Shadows (due September 10)

To Read and Review:

- Watch the Lesson 3 Introductory Video
- Read Chapter 2 (Stepping In and Out of the Shadows) and review the PPT slides

What Is Due:

- Chapter 2 Quiz
- Lesson 3 Discussion
- My Ethics Assessment Journal: Self-Assessment 2.2
- Chapter Case Study 2.2: Wrecking the Rec Center

Lesson 4: The Leader's Character (due September 17)

To Read and Review:

- Watch the Lesson 4 Introductory Video
- Read Chapter 3 (The Leader's Character) and review the PPT slides
- Watch the Ted Talk by Sebastian Deterding, "What Your Designs Say About You"
- Take the Perceived Leader Integrity Scale

What Is Due:

- Chapter 3 Quiz
- Lesson 4 Discussion
- My Ethics Assessment Journal: Self-Assessment 3.1
- Chapter Case Study 3.2: Saving the Mountain Gorilla...
- OPTIONAL: Professional Ethics Analysis "Find a Group" Discussion

Lesson 5: Combating Evil (due September 24)

To Read and Review:

- Watch the Lesson 5 Introductory Video
- Read Chapter 4 (Combating Evil) and review the PPT slides
- Watch the Don't Be Evil video

What Is Due:

- Chapter 4 Quiz
- Lesson 5 Discussion
- My Ethics Assessment Journal: Self-Assessment 4.1
- Chapter Case Study 4.3: Poisoning Flint, Michigan

Lesson 6: Ethical Perspectives (due October 1)

To Read and Review:

- Watch the Lesson 6 Introductory Video
- Read Chapter 5 (Ethical Perspectives) and review the PPT slides
- Watch the Overview of Ethics: Deontological and Teleological
- Review the Personal Ethics Statement PPT
- Take the Organizational Citizenship Behavior Scale

What Is Due:

- Chapter 5 Quiz
- Lesson 6 Discussion
- Personal Ethics Statement
- My Ethics Assessment Journal: Self-Assessment 5.2
- Chapter Case Study 5.1: The Hidden, High Cost of Bribery

Lesson 7: Normative Leadership Theories (due October 8)

To Read and Review:

- Watch the Lesson 7 Introductory Video
- Read ECL Chapter 8 (Normative Leadership Theories) and review the PPT slides
- Watch the video by Carly Fiorina on Leadership Ethics

What Is Due:

- Chapter 8 Quiz
- Lesson 7 Discussion
- Chapter Case Study 8.3: Teens Take on the Gun Lobby

Lesson 8: Building an Ethical Small Group (due October 15)

To Read and Review:

- Watch the Lesson 8 Introductory Video
- Read Chapter 9 (Building an Ethical Small Group) and review the PPT slides
- Read the Boje et al. article The Virtual Leader
- Watch the video on Non-Effective Communication
- Watch the video on Effective Communication
- Watch the video Overview of Conflict
- Watch the Ted Talk by William Ury: Conflict Negotiation

What Is Due:

- Chapter 9 Quiz
- Lesson 8 Discussion
- Chapter Case Study 9.2: Getting the Project Team Back on Track

Lesson 9: Creating an Ethical Organizational Climate (due October 22)

To Read and Review:

- Watch the Lesson 9 Introductory Video
- Read Chapter 10 (Creating an Ethical, Inclusive Organizational Climate) and review the PPT slides
- Watch the video Introduction to Organizational Ethical Leadership
- Watch the video on Organizational Ethics
- Watch the video on Ethical Training to Increase Ethical Conduct
- Watch the video on Ethics and Human Resources
- Complete the Ethical Climate Questionnaire

What Is Due:

- Chapter 10 Quiz
- Lesson 9 Discussion
- Chapter Case Study 10.3: Tackling Implicit Bias at Starbucks

Lesson 10: Meeting Ethical Challenges in a Global Society (due October 29)

To Read and Review:

- Watch the Lesson 10 Introductory Video
- Read Chapter 11 (Meeting the Ethical Challenges of Leadership in a Global Society)/PPT slides
- Watch the video on Culture and Ethics
- Take the Diversity Perceptions Scale

What Is Due:

- Chapter 11 Quiz
- Lesson 10 Discussion
- My Ethics Assessment Journal: Self-Assessment 11.1 AND 11.2
- Chapter Case Study 11.1: Africa: The Second Chinese Continent?
- Extra Credit: A Common Morality Discussion Board

Lesson 11: Ethical Crisis Leadership (due November 5)

To Read and Review:

- Watch the Lesson 11 Introductory Video
- Read Chapter 12 (Ethical Crisis Leadership) and review the PPT slides
- Watch the video Crisis Leadership

What Is Due:

- Chapter 12 Quiz
- Lesson 11 Discussion
- Chapter Case 12.2: One Chef, a Fist Full of Credit Cards, and the World's Largest Restaurant

Lesson 12: Ethical Decision Making and Behavior (due November 12)

To Read and Review:

- Watch the Lesson 12 Introductory Video
- Read Chapter 6 (Ethical Decision Making and Behavior) and review the PPT slides
- Watch the video Short Inspirational Video on Making Choices
- Watch the video Overview on Group Decision-Making
- Read Edgar Schein's excerpt on Group Decision Making
- Read Levi's chapter on Decision Making
- Read/watch the materials on the Vroom and Yetton's Decision-Making Model
- Read/watch the materials on the Cynefin Decision-Making Model

What Is Due:

- Chapter 6 Quiz
- Lesson 12 Discussion
- My Ethics Assessment Journal: Self-Assessment 6.1 AND 6.2

- Professional Ethics Analysis DUE
- Chapter Case Study 6.1: Ethical Scenarios for Analysis

Lesson 13: Exercising Ethical Influence (due November 19)

To Read and Review:

- Read Chapter 7 (Exercising Ethical Influence) and review the PPT slides

What Is Due:

- Chapter 7 Quiz
- My Ethics Assessment Journal: Self-Assessment 7.2
- Lesson 13 Discussion
- Chapter Case Study 7.3: Rooting Out the Weed of Hazing

Thanksgiving Break (November 22 – 24)

Lesson 14: Your Ethical Development Plan (due December 3)

To Read and Review:

- Review the information on Kouzes and Posner's Five Practices of Exemplary Leaders
- Review your Introduction, your Personal Ethics Statement, and your Ethical Assessment Journal

What Is Due:

- Ethical Reflection and Development Plan