

Leadership, Ethics, and Personal Integrity: Organizational Behavior (OB)

MANA 3318: 013/HONR 3303 – Fall 2015

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Class: 9:30 - 10:50 am, T-Th, Room 253 Business (doors close at 9:30 sharp)

COURSE OBJECTIVES:

This is the first class in a sequence of four cohort classes in the Goolsby Leadership Academy. The Goolsby motto is: Integrity–Courage–Impact. Integrity first: critical thinking and moral reasoning are keys for ethical thinking. Ethics is a signature issue for John Goolsby, an award winning author on the subject. We examine the I-ABC ethics framework through which positive intentions align with personal actions and behaviors to achieve good consequences. We emphasize character development and an interdisciplinary behavior from psychology, engineering, medicine, philosophy and theology. **To lead, first learn to follow.**

1. The students will be able to describe individual processes and behaviors, such as personality, motivation, performance management, and preventive stress management.
2. The students will be able to describe interpersonal processes and behavior, such as communication, group dynamics, decision making, conflict, leadership and followership.
3. The students will be able to identify and explore critical thinking and moral reasoning through the examination of ethical dilemmas faced in organizational behavior.
4. The students will be able to write and speak more clearly using communication skills and learn from constructive and critical assessment feedback.
5. The students will be able to describe deeper self-awareness, in particular of their own heritage and attributes, as well as to display personal integrity in actions and behaviors.

COURSE REQUIREMENTS:

The Four-Way Test Essay	100 points (25%)
Ethical Dilemmas / Diversity Dialogues	3 per team
The Leadership Battery® (4 leadership assessments)	Required
Leadership Interview on an OB topic	100 points (25%)
Who am I? What do I believe?	100 points (25%)
Partners= Presentations	100 points (25%)
Cohort Project - Professor Carolyn Keating	Required
Perfect Attendance - Goolsby Certificates Awarded	Expected
Total Possible Points	400 points (100%)

REQUIRED MATERIALS:

Text (T): Debra L. Nelson and James Campbell Quick. (2013).
Organizational Behavior: Science, The Real World, and You, Eighth Edition.
 Mason, OH: Cengage Learning. www.cengagebrain.com

Readings

- (R1): James Campbell Quick and John L. Goolsby. (2013).
 Integrity First: Ethics for Leaders and Followers.
Organizational Dynamics, Goolsby 10th Anniversary Special Issue, 42(1), 1-7.
2013-2014 Distinguished Professional Contribution Award, College of Business, UT Arlington
- (R2): John L. Goolsby, David A. Mack, and James Campbell Quick. (2010).
 Winning by Staying in Bounds: Good Outcomes from Positive Ethics.
Organizational Dynamics, 39(3), 248-257.
2011 Distinguished Professional Contribution Award, College of Business, UT Arlington

DETAILED EXPLANATION OF COURSE REQUIREMENTS:

The Four-Way Test Essay

You find The Four-Way Test on page 1 of “Integrity First” by Quick and Goolsby (2013). You are to prepare a 5-page, double spaced essay that briefly explains the relationship between The Four-Way Test and the Goolsby motto. Once you have done that, you then must apply The Four-Way Test to either a personal experience or to a business case. **You may not use newspapers, magazines, or the popular press media sources for the business case.** You may look at the following professional practice journals as possible sources for a business case if you are not able to work from a personal experience case.

<u>Academy of Management Perspectives</u>	<u>Harvard Business Review</u>
<u>Business Ethics Quarterly</u>	<u>Organizational Dynamics</u>
	<u>Sloan Management Review</u>

The intent of this assignment is to begin thinking critically, ethically, and morally. An essay is more than a description or summary of events. An essay is a short piece of writing from the author’s personal point of view; hence, it is very original and all yours.

Ethical Dilemmas

It is easy to moralize; it is hard to reason morally. Moral reasoning is at the heart of good, ethical decision making. Moral reasoning only develops as it is exercised, and you exercise moral reasoning when you face ethical dilemmas. Nelson & Quick (NQ) include Ethical Dilemmas that were crafted by Dr. Joanne Gavin whose dissertation research was on character and ethics. We look at each OB topic through the lens of the Ethical Dilemmas. One team will take the lead on discussing each Ethical Dilemma.

Diversity Dialogues

Workforce diversity is a major challenge for leaders in the twenty first century. Dr. Faye Cocchiara has crafted a set of Diversity Dialogues in the Eighth Edition that bring the material to life and address critical if sensitive issues for leaders and followers. Dr. Cocchiara’s research is in the domain of diversity, of all kinds. One team will take the lead on discussing each Diversity Dialogue.

The Leadership Battery®

Self-awareness is a prerequisite to self-management and social awareness. We develop self-awareness through feedback. You will complete a battery of four leadership assessments, three of which are self-report and one of which involves feedback from those who know you well. These assessments are spaced out through the semester and tied into the organizational behavior topics where they are appropriate.

Leadership Interview on an OB topic

Two students must team, select an OB topic of interest (e.g., diversity, communication, leadership) and conduct a face-to-face interview with a business or civic leader to gain insight into the topic from today's world of practice. The interview should be conducted with both students present. A written summary of the interview must be turned in. A more detailed guideline for the interview will be available on-line.

Who am I? What do I believe?

At the heart of self-awareness and personal integrity is an understanding of who you are and the impact of your behavior in the world. Self-awareness is an essential foundation for both self-management and for social awareness. If you do not develop healthy self-awareness, you have virtually no chance of being able to develop good self-management skills or social awareness. The second self-management skill is transparency, which is the skill of integrity and of aligning your actions and behaviors with your values and beliefs. Are you who you say you are? This paper includes three sections. First, a brief history...**You may begin this assignment by building a life chart.** A life chart includes major life events and relationships. Second, review and integrate The Leadership Battery® results. Third, **dream about your future!** What are your hopes and aspirations? What do you believe in? What do you value? Who do you aspire to be?

Partners' Presentations

To continue development of oral communication skills, teamwork, critical thinking, and conflict management, students will present a 10 minute oral presentation with a partner. Each pair chooses an ethical dilemma or personal integrity issue within an OB topic area and presents solutions in a point - counterpoint format. Students are graded on verbal skills, ability to present clear alternatives and reasoning and to present differing viewpoints in a respectful and courteous manner. Cohort member evaluations are included. Additional guidelines for the partner presentations will be provided on-line.

Class Attendance

Earn a 100% Perfect Attendance Award, lose a letter grade for 3 unexcused absences and fail with 5 unexcused absences. Doctor's excuses are accepted. **On time is late; early is on time; late is an insult!**

Cohort Project

The cohort project is your opportunity to work together, learning critical leadership and followership skills through structured experience. This year's event will feature Professor Carolyn Keating, 2013 Goolsby Distinguished Visiting Professor, in the Bluebonnet Ballroom on Wednesday evening, 20 November. Your task is to develop and execute a plan to host Dr. Keating, professor of psychology, Colgate University.

UT Arlington and CoB Policies

Expectations for Out-of-Class Study: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional ## hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/ses/fao>).

Americans with Disabilities Act: The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Academic Integrity: All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

Academic integrity and personal honor are at the very heart of the Goolsby motto and Academy. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at www.uta.edu/resources.

Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Student Feedback Survey: At the end of each term, students enrolled in classes categorized as lecture, seminar, or laboratory shall be directed to complete a Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building; students should exit the room and move toward the nearest exit, **which is located to the right and then immediate left out the main entrance door of the Business Building**. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals.

TOPICAL COURSE OUTLINE

Topic	Class Day	Reading Assignment	Guests/Exercises/Instruments	Assignment For Evaluation
GOOLSBY... ETHICS, CHARACTER, AND PERSONAL INTEGRITY				
Who are you?	Aug. 27	n/a	Are you intelligent? What have you achieved? Will Gough & Jorge Frias, Goolsby Cohort 11 (GC11)	
Integrity First	Sep. 1 Sep. 3	Quick & Goolsby (R1)	Daniel Moore, Associate Director for Academic Integrity Ryan Boutwell, Goolsby 10 th Anniversary Cohort (GC10)	
Opportunity...	Sep. 8 Sep. 10	Chapter 1 (T)	Ethical Dilemma / Diversity Dialogue Deepak Silwal, GC06	
...and Challenge	Sep. 15 Sep. 17	Chapter 2 (T)	Ethical Dilemma	Complete MBTI
INDIVIDUAL BEHAVIOR				
Personality	Sep. 22 Sep. 24	Chapter 3 (T)	Richard Ashton, GC01 & Distinguished Alumnus Diversity Dialogue Myers-Briggs Type Indicator (MBTI)	Four-Way Test Essay
Attitudes and Behavior	Sep. 29 Oct. 1	Chapter 4 (T)	Ethical Dilemma / Diversity Dialogue	
Motivation	Oct. 6 Oct. 8	Chapter 5 (T) n/a	Ethical Dilemma PICTURE DAY	
Performance Management	Oct. 13 Oct. 15	Chapter 6 (T)	Ethical Dilemma Chris Ballenger, Goolsby Cohort 1 (GC1)	
Stress & Well-Being	Oct. 20 Oct. 22	Chapter 7 (T)	Leslie Hammer, Goolsby DVP Ethical Dilemma / Diversity Dialogue	Complete FIRO-B

TOPICAL COURSE OUTLINE (Continued)

Topic	Class Day	Reading Assignment	Guests/Exercises/Instruments	Assignment for Evaluation
INTERPERSONAL BEHAVIOR				
Communication	Oct. 27	Chapter 8 (T)	Diversity Dialogue / Ethical Dilemma	Complete SRI
	Oct. 29		Tina L. Quick, Culture and Communication	You 7.2, p. 252
Teamwork and Teams	Nov. 3	Chapter 9 (T)	Interpersonal Relations Orientation-Behavioral (FIRO-B)	Complete ECI
	Nov. 5	Goolsby et al. (R2)		
Decision Making	Nov. 10	Chapter 10 (T)	Emotional Competence Inventory (ECI)	Leadership Interview
	Nov. 12		Ethical Dilemma / Diversity Dialogue	
BNSF Next Generation	Nov. 17		2015 Cohort Project Event	
	Nov. 19		Mary Uhl-Bien, PhD, BNSF Endowed Professor of Leadership 2015 Goolsby Distinguished Visiting Professor	
Power & Politics	Nov. 24	Chapter 11 (T)	Thanksgiving Day	Give thanks!
	Nov. 26			
Leadership & Followership	Dec. 1	Chapter 12 (T)	Diversity Dialogue Ethical Dilemma	
	Dec. 3			
Conflict...	Dec. 8	Chapter 13 (T)	Diversity Dialogue Ethical Dilemma	Who am I? / What do I believe?
CONCLUSION				
Conflict management	Dec. 17	Chapter 17 (T)	Partners' Presentations	8:00 a.m. - 10:30 a.m.