



GS603 Leadership, Ethics and Corporate Responsibilities
Tony Buono/Spring 2008

McCallum Graduate School of Business

Wednesdays 5:00-7:20
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Office Hours: Wed –
before & after class

Course Description

This course examines the multiple roles and best practices of leaders: as person, strategist, moral role model, problem-solver, ethical decision maker, and change agent. The complexities of, and challenges associated with, managing and leading change in a rapidly changing, international, diverse and information-based environment are emphasized. Through discussion, case analysis, role playing, decision-making simulations, and experiential exercises, students explore the responsibilities of contemporary business and the complex issues of leading and guiding organizations in a turbulent environment. Focus is also placed on the development of student as evolving leader. Students have the opportunity to apply and develop a range of skills – analytical, problem solving, ethical decision making, interpersonal, communication, influencing, negotiation, conflict management, and change-related implementation - in a variety of leadership situations.

Course Objectives

- To develop a fuller understanding of the leadership challenges posed by the changing environment, including shifts in stakeholder expectations and demands, human resource requirements and needs, changing information technology, global pressures and competition, and their ramifications for organizational restructuring and redesign, organizational culture, and organizational change and transformation.
- To appreciate the complexities raised by the array of corporate responsibilities in contemporary society – economic, legal, ethical, and broader social responsibilities – and the resulting implications for leadership and organization.
- To identify specific leadership competencies accompanying each class module/session
- To understand and assess one's particular strengths and weaknesses as a "leader" and observe and understand classmates' present and evolving leadership styles
- To enhance critical thinking skills, including ethical analysis, through case analysis and decision-making simulations
- To understand the complexities involved in leading and managing organizational change, from the vantage point of the strategist/formal leader, change sponsor/champion, change agent/implementer, and change recipient.
- To create a foundation for enhancing one's leadership skills and ethical thought leadership.

Course Readings

Text:

- Lee Bolman & Terrence Deal, *Reframing Organizations: Artistry, Choice and Leadership* (San Francisco: Jossey-Bass, 2003, 3rd ed.) (T)

Note: For those students who feel “rusty” in organizational behavior, J.L. Bowditch, A.F. Buono & M.M. Stewart, *A Primer on Organizational Behavior* (New York: Wiley, 2008, 7th ed.) is recommended as background reading.

There will also be a series of required reading assignments posted on our course Blackboard (**Bd**) site or available on Reserve at the Baker Library (**RL**). Supplementary material will be added as appropriate throughout the semester.

Grading

There are two basic written assignments: 1) 3-short (approximately 5-7 pages) papers that reflect on and apply the readings to your organization (or for full-time students an organization of your choice); and a field project in which you will apply the Bolman & Deal 4-frame typology to a leadership situation in your (or your choice of) organization (due at the end of the semester). Students are also expected to play an active role in class discussions and exercises. Meaningful class participation – reading assignments before class and preparing for discussion of readings, exercises and cases – will enhance your understanding of course material and provide a more effective use of class time.

Attendance is required. If you must miss a class, please try to let me know in advance (e-mail is fine). **You are required to complete a 2-3 page, word-processed analysis covering the material (case, reading, questionnaire, etc.) for any class that you miss.** The “make-up” paper is due the following class period and will be graded on a Pass/Fail basis.

<u>Grading Factors</u>	<u>Approximate Weight</u>
Reflections on Readings (3)	45% (15% each)
Field (Final) Project	35%
Class Participation	20%

Course Outline

Meeting 1 Course Introduction: Reframing Leadership for the 21st Century

- Jan 23** Topics: • Management v. Leadership
 • Framing Organizations & Leadership: The Structural Frame, the Human Resource Frame, the Political Frame, the Symbolic/Cultural Frame
 • Ethical Challenges

Read: ■ Bolman & Deal, Chapter 1 & 17 (**T**)

- “Thought Leader” interview with Noel Tichy (**Bd: Assignments Section**)
- “Thought Leader” interview with Bill George (**Bd: Assignments Section**)
- “Can Leadership be Taught?” (**Bd: Assignments Section**)

Assignment:

1. Be prepared to discuss the similarities and differences between Management and Leadership. Is this relationship changing? If so, how?
2. Can leadership be taught? If you believe that it can be taught, what would be the best way(s) to approach the subject? If you believe that it cannot be taught, what are its core aspects that render it "unteachable"?
3. Can ethical and responsible corporate behavior be taught? Similar questions: If you believe that it can be taught, what would be the best way(s) to approach the subject?

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If you believe that it cannot be taught, what are its core aspects that render it "unteachable"?

4. What are the ethical and corporate responsibilities expected of our leaders? Have these expectations changed over the past few years?
5. Do you think future business leaders will be substantively different types of people 10-20 years from now? If so, *how* and *why*? If not, *why not*? What knowledge, skills and abilities will be expected of future leaders?

Meeting 2 Reframing Leadership Challenges

Jan 30 Topics: • Reframing Goals, Strategies and Organizational Needs

- Read:** ▪ Bolman & Deal, Chapter 2 (T)
Case: ▪ Starting Over” (**Bd: Assignments**)
Exercise: ▪ (Re-)Framing Leadership Challenges (In-class exercise)

Assignment:

1. What are the challenges facing Jimmy Dunne III and the Sandler O’Neill trading firm in the wake of the September 11th catastrophe? (“Starting Over”)
2. It is the Monday morning after the terrorist attacks. You are scheduled to be on CNBC later today to talk about the future of Sandler O’Neill. As Jimmy Dunne, how would you address the members of your firm that morning? **Please prepare a *brief (5-7 minute) speech that you will give to the class (as members of Sandler O’Neill) – and be prepared to deliver the speech in class.***
3. Ultimately, Sandler O’Neill planned to pay out more than 30 percent of the capital it had at the beginning of 2001 to employee families of the Sept. 11 tragedy. Is there an appropriate time, if any, that a company should cut its ties with families of employees who were victims of such a horrendous attack? Should the company provide for these families financially? Emotionally? If so, for how long? What types of responsibilities does a company have in a crisis situation?
4. As Dunne, what would you do in your effort to rebuild the company? (See <http://www.sandleroneill.com> for further information and an update on the company)
5. What broader leadership lessons are embedded in this case? Reflecting back on 9/11, what can you take away in terms of the role of leadership and organizational responsibility in crisis situations?

Meeting 3 Meeting the Challenges of Stakeholder Management

Feb 6 Topics: • Influencing the Environment: Boundary Spanning Roles & Strategies
 • Stakeholder Management: Formulating Stakeholder Strategies
 • Ethics and Social Responsibility

- Read:** ▪ Buono & Nichols, “Shareholder and Stakeholder Interpretations of Business's Social Role” (**Bd: Assignments**)
 ▪ Caux Roundtable Principles (CRT) for Business (**Bd: Assignments**)
 ▪ Freeman, et al, “Company Stakeholder Responsibility: A New Approach to CSR,” *Business Roundtable Institute for Corporate Ethics* (**Bd: Assignments**)

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Case: ▪ Read the background information on “The Panalba Decision” (**Bd: Assignments**) in preparation for an in-class role play/decision-making exercise.

Assignment: Be prepared to discuss the following issues.

1. Using the Buono & Nichols’ stakeholder typology, how might the four ideal types – “Productivists,” “Philanthropists,” “Progressivists,” and “Pluralists” – view the notion of Corporate Social Responsibility?
2. Compare/contrast Freeman, et al’s notion of Corporate Stakeholder Responsibility with the CRT Principles?
3. What are the ramifications for public policy, government regulation and corporate policy?

Meeting 4 Artistry, Choice and Leadership: Reflections on Leadership, Ethics and
Feb 13 Corporate Responsibilities in 21st Century Organizations

Topics: • Ethics, decision making and leadership responsibilities
 • Reflections on becoming a leader

Read: ▪ Bolman & Deal, Chapters 19 & 21 (T)
 ▪ Berembein, “Why Ethical Leaders are Different,” *Executive Action Report, The Conference Board* (**Bd: Assignments**)

Case: ▪ In-class video case

Assignment: Develop your personal vision of leadership, reflecting on your own development within this idea. Be prepared to share this vision with the class.

Meeting 5 Conceptualizing Knowledge Age Organizations I: Effectiveness and
Feb 20 Structure

Topics: • Basic tenets of Organization Structure and Design
 • Conceptualizing Information Age Organizations (Hierarchy, Adhocracy, Market-Based Network Organizations)

REFLECTIONS PAPER #1

Read: ▪ Bolman & Deal, Chapters 3-5 (T)
 ▪ Buono, “Organization Effectiveness,” Teaching Note (**Bd: Assignments**)

Case: ▪ Alpha and Omega Technologies – Part I & II (**Bd: Assignments**)

Assignment: Be prepared to discuss the questions at the end of Part I and Part II of the case.

Meeting 6 **Conceptualizing Knowledge Age Organizations II: Organization Structure and Design**
Feb 27

- Read:** ■ Buono, “The Evolution of Organizational Forms,” Teaching Note (**Bd: Assignments**)
- Case:** ■ “Outsourcing at Any Cost? Do Corporations Ever Have a Moral Obligation Not to Outsource?” (**Bd: Assignments**)
- Exercise:** ■ Structural Dilemmas in Organizations (**Bd:Assignments**)

Assignment: Be prepared to discuss the following issues:

1. What type of organizational structure does your company have (or for full-time students a company you have worked for in the past/a company of your choice)? Assess the fit between your firm’s structure and its environment. What are the leadership challenges in this type of structure? Be prepared to share your analysis with the class.
2. Prepared to discuss the questions at the end of the “Outsourcing at Any Cost?” case.

Meeting 7 **Leadership and the Human Resource Frame**
Mar 5 Topics: • Management (control & predictability) v. Leadership (energizing & change)
 • HR Practices & organizational members

- Read:** ■ Bolman & Deal, Chapter 6 & 7 (**T**)
- Laseter & Laseter, “See For Yourself” (**Bd: Assignments**)
- Case:** ■ “International Systems Corporation: Ajax Plant” In-basket case (**Bd: Assignments**). Be prepared to discuss the questions at the end of the “Introduction” to the case.

WEDNESDAY MARCH 12TH – NO CLASS – SPRING BREAK

Meeting 8 **Leadership and Emotional Intelligence**
Mar 19 Topics: • Leadership Competencies, Styles & EQ

- Read:** ■ Bolman & Deal, Chapter 8 (**T**)
- Banaji, et al, “How (un)Ethical are You?” (**RL**)
- Goleman, “Leadership that Gets Results” (**RL**)
- Case:** ■ In-class video case

Exercise: Leadership & Emotional Intelligence: Complete Questionnaire (**Bd: Assignments**). What role does EQ play in leadership effectiveness? What are the ramifications for ethical and socially responsible decision making?

Meeting 9 Leadership and the Political Frame
 Mar 26 Topics: • Politics, Influence and Negotiating

REFLECTIONS PAPER #2

- Read:**
- Bolman & Deal, Chapters 9-11 (T)
 - Bradshaw & Jackson, “Loyal Opposition,” *Camagazine*, September, 2001 (RL)
 - “Enron’s Implosion” (Bd: Assignments)
 - *Business Week* commentary, “No Excuses for Enron’s Board” (Bd: Assignments)

Assignment: Based on your analysis of the assigned case/readings:

1. How did the situation at Enron take hold? Why did the company implode, going from a highly admired corporation to an example of corporate greed and misconduct? Specifically, which factors contributed to the company’s demise?
2. From a top-level leadership perspective, how could the problems at Enron have been avoided? What would it take to create a meaningful focus on ethical behavior throughout the company? What could have been done?
3. What implications does the Enron case for our thinking about leadership, ethics and corporate responsibilities?

Meeting 10 Leadership and the Symbolic Frame
 Apr 2 Topics: • Organizational Culture
 • Organizational Ethics & Leadership

- Read:**
- Bolman & Deal, Chapters 12 & 13 (T)
 - “America’s Most Admired Companies,” *Fortune*, 2007 (Bd: Assignments)

Case: "Damn the Soft Stuff! Full Speed Ahead" (Bd: Assignments)

Please be prepared to discuss the following questions:

- Why is Synergetics Capital having such difficulty with its acquisition of Argon?
- Compare and contrast the Synergetics and Argon cultures. What role does organizational culture play in this combination?
- As Neil Smithson, what would you do at the end of the case? What ethical issues are you faced with in Synergetics integration plan?

Assignment:

1. Why are these companies among the most admired in the U.S.?
2. What does the selection of these firms suggest about Bolman & Deal’s 4-frame paradigm? What role do business results play in being an admired company (e.g., results for investors, employees, customers)?
3. What role does organizational culture play in creating an admirable organization? What role does an orientation toward ethics and corporate social responsibility play in creating an admirable organization?
4. What does all of this imply for the leadership role?

Meeting 11 Challenges of Organizational Change

Apr 9 Topics: • Envisioning Change: Directed Change, Planned Change & Guided Changing

- Formulating Change Strategies
- Implementing & Evaluating Change

Read: ■ Bolman & Deal, Chapter 18 (T)
 ■ Abrahamson, “Change Without Pain” (**Bd: Assignments**)
 ■ Kerber & Buono, “Rethinking Organizational Change: Reframing the Challenge of Change Management” (**Bd: Assignments**)

Exercise: Feelings About Change in My Organization (**Bd: Assignments**)

Case: Jake Smith at DigiCom (**Bd: Assignments**). Be prepared to discuss the questions at the end of the case.

Meeting 12 Leadership & the Four Frames – Creating Teaching Organizations

Apr 16

Read: ■ Bolman & Deal, Chapters 14 (T)
 ■ “Hidden Costs of Organizational Dishonesty,” *Sloan Management Review* (RL)

Case: ■ “Money and Morals at GE” (**Bd: Assignments**)
 Be prepared to discuss the questions at the end of the case.

Meeting 13 Leadership & the Four Frames – Leading Virtually: Challenges of Team

Apr 23

Leadership in a Virtual Environment

Read: ■ Kerber & Buono, “Leadership Challenges in Global Virtual Teams: Lessons from the Field” (**Bd: Assignments**)

**REFLECTIONS PAPER #3: Virtual submission via Blackboard drop box
 VIRTUAL CLASS – To Be Discussed**

Assignment: Be prepared to discuss the following question/issues:

1. What is a virtual team?
2. What do you see as the role of the leader on a virtual team? How is it similar to and/or different than leadership on a collocated team?
3. Thinking about virtual teams in terms of different degrees of “virtual-ness” and interdependence, what do you see as critical disintegrating forces (forces that divide) and integrating forces for virtual teams? Be prepared to briefly share any experience(s) you have had as part of a virtual team.
4. Do virtual teams raise unique ethical challenges for managers?

Meeting 14 Aligning Strategy, Systems and Processes
Apr 30

Read: Bolman & Deal, Chapters 15, 16 & 20 (T)

Case: “Integral Solutions” (**Bd: Assignments**)

“Integral Solutions” Case:

- What are the strengths in Integral Solution's (IS) virtual knowledge management system? What are its weaknesses/drawbacks?
- What implementation challenges does IS's senior management face in ensuring system-wide use of its knowledge management system?
- How would you attempt to make IS's attempt at creating a true virtual knowledge management system an organization-wide reality?
- Be prepared to “revisit” and reflect on our virtual class experience

Case: ■ “United Technologies Corporation: Running a Global Ethics and Compliance Program” (**Bd: Assignments**)

Be prepared to discuss the questions at the end of the case.

Meeting 15 FINAL PAPERS DUE

May 7

Be prepared to discuss your analysis and application of the 4-frame typology with the class.

ASSIGNMENTS:

Reflections Papers

This assignment is intended to stimulate your thinking about the conceptual and pragmatic aspects of the assigned readings, and their implications for your own leadership style, actions and orientation. There will be three written reflections assignments during the semester.

Your paper should *not* be simply a paraphrasing of the assigned readings. Instead, I am interested in *your* thoughts and opinions on the readings, the extent to which they conflict with or corroborate other reading you have done or experiences you have had, the extent to which they have some utility for you (e.g., conceptual development, application potential), and so forth. You are required to explicitly reflect on the reading in the context of your own leadership experiences (present or past job/organization, social clubs, volunteer roles), applying this material as appropriate to probe and explain critical incidents you have experienced. What *implications* do these ideas have for the ethical and responsible conduct of leadership, management and organization? Each paper should conclude with a focused *reflection* on what have you learned from the paper/course thus far, and how your understanding has evolved from the earlier paper(s).

The attention given to the different readings will vary depending on the significance of the material for you. While you are required to explicitly focus on the assigned course reading, you are free to draw on other readings -- from other courses, your job, personal reading -- as you feel appropriate. The assignment is meant to stimulate your thinking both the conceptual and pragmatic/applied aspects of the assigned course readings.

Due dates: Class Meeting 5, 9 and 13.

Final Field Project: Analyzing Leadership

The final assignment is a field project in which you will apply Bolman & Deal's (B&D) 4-frame typology to examine leadership in your (or your choice of) organization. After initially describing the organization and its leader(s), your assignment is to examine the organization's leadership from the structural, human resource, political and symbolic perspectives.

Using relevant course concepts, probe and analyze the organization and its leadership. Illustrative issues and questions include the following:

- How is leadership dispersed throughout the organization (e.g., centralization v. decentralization)?
- How is each frame evidenced in the organization and the leader's (or leaders') actions?
- What does each dimension tell us about effective (or ineffective) leadership? The types of responsibilities that people in leadership positions are expected to fulfill?
- In looking at critical incidents, what did the leader do that was helpful? That was not helpful?
- What role do ethics and an understanding of different corporate responsibilities play in shaping the leader's behavior and decisions?
- Based on your examination of the organization and its leader(s), what did you observe that is *not* reflected in the B&D typology?
- What lessons about leadership can you derive from your field work? Based on your analysis, what are the implications for and relevant insights into leadership in the 21st Century?

Your paper should be word-processed and double-spaced. *Specific use and application* of relevant courses concepts will be *heavily weighted* in grading. The basic objective of this field project is to enhance your understanding of leadership and its ramifications for organizational success and your own development as a leader.

Due date: Last class, Wednesday May 7th.