

MHR 840 – Winter 07
Leadership, Values and Decision Making

Faculty: Prof. Roy J. Lewicki
Fisher College of Business
756 Fisher Hall
Phone: 292-0258
Fax: 488-0546
Email: Lewicki_1@cob.osu.edu

Office Hours: Before class and by appointment

The purpose of this course is to explore issues of leadership as they relate to value-based decision making, personal integrity and organizational integrity.

The course will employ cases (written and video), readings and presentations on several topics:

- why personal and organizational integrity is important;
- how organizations design systems to maintain integrity, and managing challenges to an organization's integrity;
- how leaders manage challenges to their integrity;
- ways that individuals can strengthen their personal integrity as they make important personal and organizational decisions.

Course Resources:

Discovering the Leader in You: [A Guide to Realizing Your Personal Leadership Potential](#) by Robert J. Lee, Sara N. King
Center for Creative Leadership, Jossey Bass, 2001, ISBN 07879-0951-3

Case packet from CopEz

Preparation:

Individuals are expected to have read the case and be prepared for class. The professor will evaluate individual class contributions as a contribution to the class grade.

Groups:

You are encouraged to set up a study group of 4-5 people. This group will be helpful to you in preparing the cases for class presentations. This group will also be responsible for completing the Group Movie Review and Group Project assignments.

Due Dates and Weighting of Grade Components:

April 7, 14, 21, 28, May 5	Three one-page case synopses	15%
April 21	Personal Integrity Case	20%
May 19	Group Movie Review	15%
June 2	Group Integrity Analysis of a "Leader in Action"—In-class and Group Presentation	35%
	Class Contributions	<u>15%</u>
	Total	100%

Assignments:

1. **Individual case write-ups.** Students must write up 3 of the 5 cases to be covered in the first 5 weeks of class. The case write-up should address the major discussion questions for the case. Write-ups should be no more than one page in length and are due at the beginning of the class that the case will be discussed.
2. **Prepare a personal integrity case.** Write up a personal integrity challenge. In the write-up: (about you or a positive role model or a negative role model for whom you have close personal data)
 - a. Describe what happened
 - b. What were the relevant surrounding circumstances (nature of the problem, time pressures, other individuals or groups involved, organization or social structure, cultural variables, etc.)?
 - c. What major values were called into conflict?
 - d. How was the challenge resolved?
 - e. What were the consequences or implications?
 - i. For you?
 - ii. For others?
 - f. What did you learn (or not learn) from the challenge?

Lee & King Chapter 2, 3, 4 may be helpful

3. Movie Report

- a. Individuals will be asked to watch a movie about leadership from the pre-selected list. In a small group, prepare a report on the movie (more likely, key scenes in the movie), as follows:

- i. How does the lead character (leader) define the issues?
- ii. What were the relevant surrounding circumstances (nature of the problem, time pressures, other individuals or groups involved, organizational, structural or cultural variables, etc.)?
- iii. From watching the movie, what do you learn about the character's values? What values were challenged/called into conflict?
- iv. What courses of action did the character consider? How did he/she evaluate them?
- v. Do you see alternative courses of action that the character could have pursued? If yes, what would be the costs/benefits and consequences of those alternative course of action (i.e. the value of the 'road not taken')?

Lee & King, Chapters 2,3,4, 5 may be helpful

4. Group Paper/Presentation:

As a group, prepare a case of a leader whose integrity was challenged, and who either 'passed' or 'failed' that test. You will need to select that individual and research them and the decision process as thoroughly as you can. Address the same collective set of questions as the individual report/movie report:

- a. Describe what happened
- b. How did the lead character (leader) define the issues?
- c. What were the relevant surrounding circumstances (nature of the problem, time pressures, other individuals, groups or stakeholders involved, organization, structure, cultural variables, etc.)?
- d. What major values were called into conflict? Challenged?
- e. How was the challenge resolved?
- f. What were the consequences or implications?
 - i. For the actor?
 - ii. For others?
- g. What did you learn (or not learn) from the challenge?
- h. Do you see alternative courses of action that the character could have pursued? If yes, what would be the costs/benefits and consequences of those alternative course of action (i.e. the value of the 'road not taken')?

The Group Paper will be turned in on the last day of class (June 2). You will also be required to make a 10-15 minute class presentation on your selected leader/organization on June 2. Grades will be based on BOTH the presentation (40%) and the paper (60%).

Class	Topic	Assignment
I 3/31	Introduction Dealing with Integrity Questions	Overview of course, course outline Case: Peter Green's First Day 9-380-186 Case: Dilemma of an Accountant 9-380-185
2 4/7	Linking vision, values to organizational integrity and managing the discrepancy Developing an aspirations-driven strategy Managing around ethical issues- leadership and org design in managing change	Case Preparation: MBA In Jeopardy 9-301-033 Preparation Questions: 1. How did Irodor and Vasco get into the situation they are in? What went wrong? 2. As Irodor or Vasco, what would you want to communicate to the Community Standards Panel. Prepare your opening and outline your remarks. 3. As a member of the Community Standards Panel, what would you want to learn from Irodor and Vasco during their appearance before you? 4. As a Panel member, would you find that Irodor and Vasco violated the HBS Community Standards? If so, what sanctions would you recommend?
3 4/14	Addressing public allegations of improper sales practices Why these problems occur How to address them—	Sears Auto Center A 9-394-009 Preparation Questions: 1. How seriously should Brennan take the allegations against Sears? 2. Which of the alleged practices, if any, do you find problematic? Why? 3. What are the origins of Sears' problem? Who is responsible? 4. How well has Sears handled the matter to date? 5. What should Brennan do now? Read: Note on Individual and Corporate Liability A Company's Ethical Climate

<p>4 4/21</p>	<p>Corporate ethics program designed to create organizational ethics— create organizational ethics focused on prevention of misconduct. A creating the program B and C—managing misconduct case</p> <p>Individual Integrity Paper Due</p>	<p>Martin Marietta A 9-393--016</p> <ol style="list-style-type: none"> 1. Based on materials in the case, what is your appraisal of Martin Marietta's ethics program? How effective has it been? What have been its costs and benefits? 2. How would advise the Ethics Steering Committee to assess the ethics program's effectiveness? 3. How concerned would you be about employees' fear of retribution? How would advise the Steering Committee to deal with it? 4. What are the main features of Martin Marietta's approach to managing ethics? To what extent is it transferable to other companies, industries, regions of the world? 5. Do organizations need an ethics program to be ethical? <p>Speaker: Michael Flack, Ethics Officer, Nationwide Corporation</p> <p>Readings: A Company's Ethical Climate Read AFTER CLASS: Managing for Organizational Integrity (Lynn S. Paine)</p>
<p>5 4/28</p>	<p>Leadership Challenges</p>	<p>Beech Nut A 9-392-084</p> <p>Preparation Questions:</p> <ol style="list-style-type: none"> 1. if you were Andersen, what would be your assessment of the situation on June 28? If you were Storer? 2. How difficult would it be for Andersen to handle the situation well? What are the sources of difficulty and who is responsible for them? 3. What do you advise Andersen to do? 4. What do you think Andersen will do? <p>Note on Corporate Purpose and Responsibility Note on Why Leaders Lose their Way Why 'Good' Managers Make 'Bad' Ethical Decision (Saul Gellerman)</p>

6 5/5	Leadership Challenges Leadership Communication	Paula Evans and the Redesign of the Cambridge Rindge and Latin School A 9-402-003 The Discipline of Building Character by Jos. L. Badaracco Review Lee & King Chapters 1-4
7 5/12	No class—Prof. Lewicki away	Watch a movie! > Gandhi > Glen Garry, Glen Ross > Remember the Titans > Crimson Tide > Norma Rae > The Insider > Serpico > Courage Under Fire > Dead Poets Society > Wall Street Read: Crucibles of Leadership (Bennis) Review Lee & King, Ch 3, 4, 5
8 5/19	Formulating Leadership Communication Group Movie Analysis Due	Complete and Turn in the 'Movie' Assignment Joshua Lawrence Chamberlin: A Leadership Moment
9 5/26	Leadership and Personal Conduct	Case: A Question of Character (Wetlaufer): Personal impropriety and organizational responses Case: Martha Stewart Readings: Leadership: Warts and All
10 6/2	Wrap-up: Integrity Presentations	