

**McCombs School of Business
University of Texas at Austin**

**BA 321L
Contemporary Leadership Issues
Fall 2014**

Instructor: Dr. George W. Gau
Office: GSB 5.167
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Course Web Page via Blackboard

12:30-2:00 TTH Class (Unique# 01975)

3:30-5:00 TTH Class (Unique# 01980)

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Course Description

This course is the capstone educational experience in the McCombs School of Business Leadership Program. The purpose of this course is to help McCombs's students develop an understanding of the qualities of great leaders and the ethical framework for leadership. It also will explore issues that impact ethical business leadership today including leading organizations consisting of multicultural, multiracial, and multigenerational members. Students in this course are expected to be active participants in their education through class discussions, analysis of cases, and involvement with guest speakers. This course fulfills the University's ethics and leadership flag requirement.

Cases and guest speakers are extensively utilized in this course. Four cases in the course are based on two of the world's greatest leadership writings (Machivelli's The Prince and Dr. Martin Luther King's Letters from the Birmingham Jail) and on two famous movies (Twelve Angry Men and Wall Street) whose plots are intertwined with ethical and leadership issues. The guest speakers are business leaders who will discuss their experiences with particular leadership issues.

Course Materials

Books: Peter Northouse, Leadership: Theory and Practice
Machiavelli, The Prince

HBS readings: Kotter, "What Leaders Really Do"; Goldman, Boyatzis, and McKee, "Primal Leadership"; Bartlett and Wozny, "GE's Two-Decade Transformation: Jack Welch's Leadership"; Isaacson, "The Real Leadership Lessons of Steve Jobs"; Paine and Bruner, "Bribery in Business" and "Deception in Business"; Paine, "The Fiduciary Relationship: A Legal Perspective"; Paine and Bruner, "Note on Insider Liability" and "Insider Trading Quiz"; Badaracco, "Personal Values and Professional Responsibilities"; Rosener, "Ways Women Lead"; Sucher, "Differences at Work: The Leadership Challenge"; Handy, "What is a Business For?"

HBS cases: "Coach Knight: The Will to Win", "Coach K: A Matter of Heart", "HP at a Strategic Crossroad: 2005", "Texas Gulf Sulphur", "Martha Stewart", and "Accounting Fraud at WorldCom"

Course Requirements and Grading

Grades will be based on the student's class participation and the submission of acceptable case discussion papers and an acceptable class leadership and ethics paper.

- Minimum requirements for passing the course are:
 1. Have no more than three unexcused absences during the semester;
 2. Earn at least 5 class participation points (CPPs);
 3. Submit 7 (out of 9 possible) acceptable case discussion papers;
 4. Submit an acceptable class leadership and ethics paper.

Failure to complete any of the above four requirements will result in a failing grade.

- To earn a C in the course, the student must complete all of the minimum requirements for passing the course and be awarded at least 8 CPPs during the semester.
- To earn a B, the student must complete all of the above minimum requirements for passing the course and be awarded at least 15 CPPs during the semester.
- To earn an A, the student must complete all of the minimum requirements for passing the course and be awarded at least 25 CPPs during the semester.

Plus and minus grades will not be assigned in this class. Student's grade will be determined solely by the components listed above. No late papers will be accepted. If a case discussion paper or the class leadership and ethics paper is not submitted when it is due, the student will not be able to make up the assignment.

Class Participation

Active and thoughtful in-class participation by every student is crucial for a successful educational experience in this course. Students are expected to be actively engaged in class discussions and to read and analyze assigned cases before they are discussed in class. The quality of a student's participation is given greater weight than the quantity in determining class participation points (CPPs). Students are expected to attend every class including early evening sessions with guest speakers. Laptops are not permitted in class.

CPPs are awarded by the instructor for insightful comments and analysis by students during class discussions. For each class where CPPs are awarded (the 20 sessions identified on the course schedule), students will receive one of the following CPP scores:

- +2: awarded for particularly insightful comments or analysis during the class discussion
- +1: awarded for good comments or analysis
- 0: student did not participate in the class discussion in a meaningful way
- 1: student was unprepared for session or behavior that interfered with the class discussion

CPPs are awarded solely at the discretion of the instructor, cannot be appealed by students, and will not be changed once assigned by the instructor. CPPs cannot be earned when students are not in class so both excused and unexcused absences will not be opportunities to earn CPPs.

Case Discussion Papers

For classes with cases, students will be assigned discussion questions to answer in a paper of no more than two double-spaced pages. These papers must be submitted at the start of the identified class and must be the work of the individual student. The paper will be assigned a grade of either acceptable or unacceptable. An unacceptable grade will be given if the paper does not adequately answer the assigned questions or if it is poorly written. For the first two case discussion papers in the course, students receiving an unacceptable grade will be given one opportunity to earn the grade of acceptable by submitting a revised paper that corrects any identified problems within one week of the return of the graded paper.

Class Leadership and Ethics Paper

Each student is required to submit a paper of up to 10 double-spaced pages describing their leadership style and ethical standards and the paper must be the work of the individual student. The paper will be assigned a grade of either acceptable or unacceptable. An unacceptable grade will be assigned if the paper does not present a thoughtful description of the student's leadership style and ethics or if it is poorly written. Students receiving a grade of unacceptable on this paper will be given one opportunity to earn a grade of acceptable by

submitting a revised paper that corrects any identified problems within one week of the return of the graded paper.

Academic Dishonesty

As you will learn in this course, honesty is the personality trait most admired across the world in a leader. Scholastic dishonesty is unacceptable in any McCombs course, but it is particularly egregious in a course that addresses leadership and ethics. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business:

By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Religious Holidays and Students with Disabilities

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>.

Class Web Site and Student Privacy

Password-protected class sites will be available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: <http://www.utexas.edu/student/registrar/catalogs/gi02-03/app/appc09.html>.

Campus Safety

Please note the following recommendations regarding emergency evacuation from the Office of Campus Safety and Security, 512-471-5767, <http://www.utexas.edu/safety/>:

.. Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.

.. Familiarize yourself with all exit doors of each classroom and building you may occupy.

Remember that the nearest exit door may not be the one you used when entering the building.

.. Students requiring assistance in evacuation should inform their instructor in writing during the first week of class.

.. In the event of an evacuation, follow the instruction of faculty or class instructors.

.. Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.

.. Behavior Concerns Advice Line (BCAL): 512-232-5050

.. Further information regarding emergency evacuation routes and emergency procedures can be found at: www.utexas.edu/emergency.

REVISED BA 321L Schedule (subject to change)

denotes sessions when a case discussion paper is due at start of the class

* denotes sessions where CPPs are awarded

1. Thursday, August 28
 - Course overview
 - Review of students' previous leadership experiences

- I. Leadership Traits, Skills, and Behavior**

2. Tuesday, September 2*
 - How would you define "leadership"?
 - Leadership traits
 - What makes someone a great leader?
 - Is being a good leader innate or a learned skill?
 - Readings: Northouse, Chapters 1 and 2
Kotter, "What Leaders Really Do"

3. Thursday, September 4*
 - Leadership skills and behavior
 - What skills should a leader have?
 - How should a leader behave?
 - Reading: Northouse, Chapters 3 and 4

4. Tuesday, September 9*
 - Leadership skills and behavior (cont.)
 - What is the most effective leadership style?
 - Does a leader's mood matter?
 - Reading: Goldman, Boyatzis, and McKee, "Primal Leadership"

5. Thursday, September 11*#

Case discussion: Twelve Angry Men

6. Tuesday, September 16*#

Case discussion: Machiavelli, The Prince

7. Thursday, September 18*#
Case discussion: "Coach Knight: The Will to Win"
"Coach K: A Matter of Heart"

II. Transformational Leadership

8. Tuesday, September 23*
- Transformational leadership
- Role of emotion in leadership
- Is a charismatic leader more effective?
- Reading: Northouse, Chapter 9
9. Thursday, September 25*#
- Martin Luther King as a transformational leader
- Case discussion: Dr. Martin Luther King, "Letters from the Birmingham Jail"
10. Tuesday, September 30 (both sections meet at 5:00 p.m. in UTC 3.102)
In-class speaker on leadership and ethics: Tyson Tuttle
CEO, Silicon Labs
11. Thursday, October 2*
- Jack Welch as a transformational leader
- Reading: Bartlett and Wozny, "GE's Two-Decade Transformation: Jack Welch's Leadership"
12. Tuesday, October 7*#
- Carly Fiorina as a transformational leader
- Case discussion: "HP at a Strategic Crossroad: 2005"
13. Thursday, October 9 (both sections meet at 5:00 p.m. in UTC 3.102)
In-class speaker on leadership and ethics: Kelly Weiss
CEO
Austin Habitat for Humanity
14. Tuesday, October 14*#
- Steve Jobs as a transformational leader
- Reading: "The Real Leadership Lessons of Steve Jobs"

III. Ethical Leadership

15. Thursday, October 16*

- Characteristics of ethical leadership
- What is unethical business behavior?
- If an action is legal, is it ethical?
- Readings: Northouse, Chapter 14
Brooks, "Let's All Feel Superior"
Tugend, "Doing the Ethical Thing May Be Right, but It Isn't Automatic"

16. Tuesday, October 21 (both sections meet at 5:00 p.m. in GSB 2.124)

In-class speaker on leadership and ethics: TBA

17. Thursday, October 23*

- Ethical leadership (cont.)
- Is bribery, deception, or bluffing ethical in business?
- Readings: Paine and Bruner, "Bribery in Business" and "Deception in Business"

18. Tuesday, October 28*

Corporate ethics

Potential conflicts between corporate loyalty and personal ethics

How should you respond to an unethical order by a superior?

Reading: Badaracco, "Personal Values and Professional Responsibilities"

19. Thursday, October 30

No Class

20. Tuesday, November 4*

Fiduciary responsibility

Nature of a fiduciary relationship

What are the special ethical responsibilities of a fiduciary?

What is insider trading?

Readings: Paine, "The Fiduciary Relationship: A Legal Perspective"

Paine and Bruner, "Note on Insider Trading" and "Insider Trading Quiz"

21. Thursday, November 6 (both sections meet at 5:00 p.m. in UTC 3.102)
 In-class speaker on leadership and ethics: Lynn Utter
 President and COO, Knoll

22. Tuesday, November 11*#
 Case discussion: "Texas Gulf Sulphur" and "Martha Stewart"

23. Thursday, November 13*#
 Case Discussion: Wall Street

24. Tuesday, November 18*#
 Case discussion: "Accounting Fraud at WorldCom"

IV. Gender, Race and Leadership

25. Thursday, November 20*
 Student's leadership and ethics paper due at start of class
 Gender, race and leadership
 Readings: Northouse, Chapters 13 and 14
 Rosener, "Ways Women Lead"
 Sucher, "Differences at Work: The Leadership Challenge"

V. Corporate Social Responsibility

26. Tuesday, November 25*
 Corporate purpose and social responsibility
 Readings: Friedman, "The Social Responsibility of Business is to Increase its Profits"
 Handy, "What is a Business For?"

27. Tuesday, December 2 (all sections meet at 5:00 p.m. in UTC 3.102)
 In-class speaker on leadership and ethics: Trisa Thompson
 Vice President for Corporate Responsibility,
 Dell

28. Thursday, December 4
 Class discussion of students' leadership and ethics papers