MNGT2005: Leadership and Ethics
VLU 2024

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description

Leadership and ethics have never been so important in contemporary business environments given high profile cases of ethically-compromised corporate failures. This course introduces students to the concepts of ethics and ethical behaviour within the context of leadership for the 21st century. The course will examine contemporary dynamic and complex business environments and explores the need for leaders to manage effectively ethically challenging situations, whilst seeking to balance the (often conflicting) expectations of multiple stakeholders. It examines both the foundations of ethical approaches within the context of leadership and the dominant normative leadership theories as well as emerging values-driven leadership theories. It evaluates such theories and examines closely contemporary issues in leadership and the special role of the leader in nurturing ethically-orientated organisations. In addition, students are also introduced to the UN Sustainable Development Goals (SDGs) – '17 Goals to Transform Our World'. In the workshops we discuss the role of leadership in addressing these SDG's.

Sustainable Development Goals

Contact Hours

Integrated Learning Session
Face to Face On Campus
2 hour(s) per Week for Full Term
Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

Unit Weighting

10 units

Assumed Knowledge & Pre-Requisites

Any Assumed Knowledge or Pre-Requisites for this course have been previously satisfied by the successful completion of courses within the approved student study plan.

Workload

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Course Learning Outcomes

On successful completion of this course, students will be able to:
1. Identify and differentiate the concepts of morals, ethics, values and beliefs;
2. Reflect upon the role of the leader and follower relationship and what attributes facilitate ethical practice;
3. Analyse and differentiate between the dominant and emergent leadership theories and assess their suitability in facilitating ethical leadership practice;
4. Identify the contemporary issues and challenges in leading ethically and put forward strategies and approaches for their solution;
5. Demonstrate the skills and aptitudes of ethically-informed leaders in applying knowledge of ethical reasoning and leadership theory

to case studies and other real-world settings; and

6. Propose an ethical reasoning framework against which the ethical nature of leadership approaches and practice can be evaluated.

ASSESSMENTS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Mid-Semester Test	Week 7	Individual	25%	1, 2
2	Individual Reflective Essay	Friday week 10 by 11:59 pm	Individual	35%	1, 2, 3,4,5
3	Final Examination	Formal examination period	Individual	40%	1, 2, 3, 4, 5, 6

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Ho Chi Minh City, Vietnam

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. **Note**: this applies equally to week and weekend days.

Assessment 1 – Mid-Semester Test

Assessment Type	Mid-Semester Test
Purpose	The purpose of this assessment is to test student's ability to identify, evaluate and compare key terms, theories and models from the course.
Description	Multiple choice test generated from topic areas covered in workshops, directed readings and from the course text up to and including week 6.
Weighting	25%
Length	50 multiple choice to be completed in 60 minutes
Due Date	Undertaken during week 7 workshop
Submission Method	In class
Assessment Criteria	Multiple Choice Questions
Return Method	Online
Feedback Provided	Online – system score automated

Assessment 2 – Individual Reflective Essay

Assessment Type	Essay
Purpose	The purpose of this assignment is to evaluate a students' ability to individually reflect on their own leadership experience and capacity to become ethical leaders.
Description	In this assessment you will construct a reflective essay that responds to your own or others experience from a leadership position. Using leadership and ethics models and theories, you will apply analysis and critical thinking to the experience, as well as reflecting on lessons learnt for the future.
Weighting	35%
Length	3000 words
Due Date	Friday of Week 10 by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	Criteria and assessment rubric posted on CANVAS
Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	The purpose of the assessment is to evaluate student knowledge and application of leadership and ethics theories, models, concepts and frameworks and their skill of analysis, critique and evaluation.
Description	The exam will consist of four (4) extended response questions, answered from a pool of six (6) questions. Each response is worth 10 marks. This course has a **RESTRICTED OPEN BOOK** examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.
Weighting	40%
Length	120 minutes
Due Date	Formal Examination Period
Submission Method	Formal Exam
Assessment Criteria	The following criteria will be used to assess the examination:

- − Relevance to the question.
- − Accuracy of information/argument.
- − Demonstrated links to corresponding readings.
- − Clarity of expression

Return Method	Not Returned
Feedback Provided	No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period **cannot** be considered.

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. Ethics and contemporary ethical reasoning frameworks
2. The leader-follower relationship
3. Sense of the leadership 'self' and ethical dimensions of leadership
4. Dominant normative leadership theories
5. Emergent values-driven leadership theories
6. Contemporary ethical issues and challenges in leadership
7. Dark side of leadership
8. Leader as a social architect/shaper of contexts
9. Ethical challenges to the leadership construct

Course Materials

Required Text:

Daft, R. (2018). *The Leadership Experience,* (7th ed), Boston, Cengage.

ISBN: 9781337651769 (Ebook)

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Part 1: Introduction to Leadership and Ethics	Ch. 1 in Daft 2018; in-class activities on identifying leader characteristics	Workshop activity overviews available on CANVAS
2	Part 2: Research perspectives on Leadership	Ch. 2 & 3 in Daft 2018; in-class activities	
3	Ethical leadership - Ethical theories for evaluating situations 1	Selected readings and slides available on CANVAS; self-reflection on ethical issues.	
4	The Dark side of Leadership	Selected readings and slides available on CANVAS; self-evaluation on ethical issues	
5	Part 3: The personal side of leadership	Ch. 4 & 5 in Daft 2018; in-class activities	
6	Courage and followership	Ch. 6 & 7 in Daft 2018; in-class activities	
7	Part 4: The leaders as a relationship builder Exercising power in leadership	Selected readings and slides available on CANVAS	**Assessment 1 due**: Mid Semester test: during scheduled course time
8	Leadership communications and leading teams	Ch 8 & 9 in Daft, 2018; in-class activities	
9	Leading teams; Developing leadership diversity	Ch 10 & 11 in Daft, 2018; in-class activities	
10	Leadership power and influence	Ch. 12 in Daft 2018; in class activities,	**Assessment 2 due:** Individual Reflective Essay Friday of week 10 by 11:59 pm
11	Part 5: The leader as social architect, Vision, Strategy, Culture and Values	Ch. 13 & 14 in Daft 2018; case study in-class	
12	Leading change	Ch. 15 in Daft 2018; case study in-class	
13	Revision Activity and Exam Preparation		

CONTACTS

School Office

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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods

Communication methods used in this course include:
- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews

As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination Guidelines. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.

Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.