



Course Outline 2017

BUSADMIN 781: LEADERSHIP AND ETHICS (15 POINTS)

Quarter 3 (1176)

Course Prescription

Alternative leadership styles, self-knowledge, and the dynamics of leadership as a vital process. Examines the nature, need for and impacts of creativity, responsibility and probity in enterprise leadership and related communications.

Programme and Course Advice

Prerequisite: BUSADMIN 768 or 778

Goals of the Course

This course is designed to help participants develop their own leadership potential, and to understand leadership as a set of key capacities, interactive dynamics and relational processes and a reflective mind-set that can balance a variety of individual, organizational and moral commitments towards the end of transforming themselves, the organizations they work for and the communities in which they live.

In particular, the course challenges participants:

- To understand different theories of leadership and apply these to understanding both self and organisations.
- To develop a practice of learning, reflection and interaction that will foster and further strengthen both individual and collective leadership.
- To explore how to foster and develop leadership in contexts of creativity, conflict, and crisis.
- To gain insight and self-awareness regarding issues of ethics, accountability and governance.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. explain and critically evaluate different theories and approaches to leadership.
2. apply these theories to a range of cases that exemplify the challenges and responsibilities leaders face in a variety of organizational contexts.
3. develop and communicate a critical awareness of one's own leadership mindset.
4. establish practices of learning, reflection and communication that will encourage and strengthen their own continual process of leadership development.
5. critically evaluate leadership issues pertaining to ethics, probity and governance.

Content Outline

Unit 1	Course Introduction; Leadership and Management
Unit 2	What is leadership? An abridged history of leadership theory
Unit 3	Culture and Leadership
Unit 4	Leading Organizational Change
Unit 5	Leadership: Judgement and Decision Making
Unit 6	Leadership in Crisis
Unit 7	Leadership Simulation Part 1 (Change, Culture, and Crisis)
Unit 8	Leadership Simulation Part 2 (Change, Culture, and Crisis)
Unit 9	Leadership and Ethics: Governing the Organization
Unit 10	Ethics and Ethical Business: Governing the Self

Learning and Teaching

This is an interactive course, which requires participants to understand, discuss, and debate multiple perspectives on leadership and ethics. The course involves a substantial amount of intensive case analysis and discussion. Participants *must* come to class sessions fully prepared to analyse and discuss the assigned case studies. The course also involves additional readings, small group work, large class discussion and reflective, experiential learning. Participants are expected to draw from their own experiences to develop their thinking about leadership and to share their thoughts and experiences with others. This paper is co-taught by members of the University of Auckland Business School's Graduate School of Management and New Zealand Leadership Institute, with lecturers adopting an open and inclusive facilitation style.

Teaching Staff

Course Convener:

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Learning Resources

The required readings for this course are:

- *Registration for change simulation. Approximate cost to the student of NZ\$150-NZ\$200. A link for registration and other details including exact costs to be provided in class.*
- A selection of business cases and readings chosen to exemplify leadership dynamics and promote discussion and debate.

Course materials will be managed via the Canvas website which will also provide access to a list of books, articles, cases, e-books and databases relevant to this course. **It is essential that students prepare case materials and readings prior to class as the course places an emphasis on analysis, discussion and debate around the weekly readings and participation will be limited without that preparation.**

Assessment

Assessment Type	Final Grade Weight %	Exact Date	Conditions	Duration
Assignment - Leadership Biography	30%	Both streams – Sunday 9 th July 2017	Groups	-
Assignment - Leadership Mindset Analysis	40%	Both streams – Sunday 30 th July 2017	Individual	-
Test – Short Answer/Multi Choice & Ethics Case Study – In-class portion	30%	EXEC – Saturday 19 th August 2017; AUCK – Thursday 24 th August 2017	Individual; In-class; Closed Book	60 minutes
Test – Short Answer/Multi Choice & Ethics Case Study – Take home portion		EXEC – Wednesday 23 rd August 2017; AUCK – Monday 28 th August 2017	Individual; Take home; Open Book	-
Total	100 %			

Further details on these assessments are provided below.

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	Leader Biography	Mindset Analysis	Test – In-Class Portion	Test – Take home Portion
1	X	X	X	
2	X	X	X	X
3	X	X	X	
4	X	X		X
5	X	X		X

CHEATING AND PLAGIARISM

The University of Auckland regards cheating as a serious academic offence.

Plagiarism is a form of cheating. In coursework assignments submitted for marking, plagiarism can occur if you use the work and ideas of others without explicit acknowledgment. Work can be plagiarised from many sources, including books, journal articles, the internet, and other students' assignments. A student's assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students may be required to provide an electronic version of their work for computerised review.

The way of avoiding plagiarism is to reference your work properly. If you are in doubt about how to reference properly, ask someone – your lecturers, tutors and the Student Learning Centre are good places to start. Please refer to the following website for further information about academic referencing: www.cite.auckland.ac.nz/

The document *Guidelines: Conduct of Coursework* provides further advice on how to avoid plagiarism. It can be found at: www.business.auckland.ac.nz/conductcoursework

The penalties for plagiarism can be severe, including losing some or all of the marks for the assignment. Major offences can be sent to the University's Discipline Committee, where further penalties can be imposed.

INCLUSIVE LEARNING

Students are urged to discuss privately any impairment-related requirements face-to-face and/or in written form with the course convenor/lecturer and/or tutor.

STUDENT FEEDBACK

Formative feedback surveys

During the early part of the quarter (usually Week 3 or 4), short feedback surveys are administered to all students to get a snapshot of how they are coping with their new courses. This qualitative data, which is administered, collected and collated by the Programme Office, is designed as an 'early warning' system of any significant issues with the course that might need addressing quickly.

Lecturers are asked to provide a brief report to the Director GSM MBA on key items identified and proposed actions. Lecturers are also asked to provide a verbal report to the class, proposing any solutions as appropriate.

Course and teaching evaluations

The University of Auckland evaluates the quality of teaching and of courses by using the Summative Evaluation Tool, or SET. Summative evaluation is formal, summative evaluation of teaching undertaken according to University policy and is conducted at the end of a semester/quarter through the use of the formal University SET instruments. Summative evaluation is used by teachers to reflect on their teaching practice, and is also used by the University for quality assurance of teaching and courses.

In the Event of an Unexpected Disruption

We undertake to maintain the continuity and standard of teaching and learning in all your courses throughout the year. If there are unexpected disruptions the University has contingency plans to ensure that access to your course continues and your assessment is fair, and not compromised. Some adjustments may need to be made in emergencies. In the event of a disruption, the University and your course coordinators will make every effort to provide you with up to date information via canvas and the university web site.