

**PHIL282R: Ethics and Servant Leadership: Practices
Spring 2011**

Prof. James McCarty
Mondays 4:00pm – 5:15pm
Room Library Study Room #2
Office Hours: Monday 1:00pm – 4:00pm and by appointment

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Course Description

In this course we will explore three primary themes: 1) the “nuts-and-bolts” of nonprofit management, 2) professional ethics, and 3) ethical servant leadership practices. Building upon the course “Ethics and Servant Leadership: Foundations,” this course assumes all enrolled students have a desire to serve society by promoting the common good, a commitment to being an ethical leader and practitioner of servant leadership principles in their daily lives, and an interest in working with and leading nonprofit organizations, in “official” and “unofficial” ways.

Upon completion of this course students should:

1. Understand the function of nonprofit organizations in American and global society.
2. Understand the basic requirements of starting and managing a nonprofit organization.
3. Understand the role of professions in society and the ethical obligations that come along with them.
4. Be able to implement servant leadership principles and practices in the context of nonprofit organizations and professional management settings.

Reading List

Required

Herman, Robert D., et al. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.
Pritchard, Michael S. *Professional Integrity: Thinking Ethically*.

Recommended

Drucker, Peter F. *Managing the Nonprofit Organization*.
Wolf, Thomas. *Managing a Nonprofit Organization in the 21st Century*.

Required articles and suggested readings will be made available throughout the semester or can be found online.

Course Requirements

Classroom Preparation and Participation (20%)

Classroom preparation consists of completing all required readings and/or assignments, and coming to class prepared and able to participate in class discussions and ask intriguing questions during lectures. Classroom participation includes participating in class and small group discussions, but also includes attentive listening to the professor and fellow classmates. If you are naturally quiet and hesitant to speak in class please recognize that some participation in class and small group discussions is essential,

but you may submit weekly reflection “journal entries” at the end of the semester to demonstrate your active engagement with and reflection on the material. These will not be formally graded, but will be used to gauge your preparation for class and engagement with material that would normally be gauged by comments and questions posed in the classroom.

Attendance Policy: Also, your preparation does not add to the classroom discussion if you are not present, and you cannot participate if you do not attend class. Therefore, every time you are absent from class or arrive late it will negatively affect your participation grade. If you are absent more than four times you will automatically fail the class. Finally, three late arrivals (arriving more than ten minutes after the start of class) will be treated as the equivalent of one absence.

Note: If extenuating circumstances (like sickness or a death in the family) arise that cause you to miss an extended period of time from school (I know life happens), please meet with me and we will discuss ways to enable completion of course requirements or other alternatives to failure of the course. Also, absences will impact your participation grade less negatively if I am informed of them as soon as possible before the missed class.

Profile of a Nonprofit Organization (40%)

All students are required to compile an “Organizational Profile (OP).” The OP will be composed of:

1. One copy of the annual report of a selected, and approved, local, national or international nonprofit organization.
2. A one page “sketch” that includes the mission and/or vision statement of the organization, a brief history of the organization, a description of the services the organization provides, and a list of the locations in which the organization works.
3. A one page explanation of why the student selected the chosen organization to profile.
4. A two-page analysis of how the organization “fits” in civil society, the way it interacts with other members/areas of civil society, and the way in which stakeholders in the organization live into their vision of the good life.
5. A five-page analysis of how the organization utilizes its vision/mission statement(s). This analysis should demonstrate the different ways the organization being profiled fulfills its mission/vision. This analysis should “connect the dots” between casting the vision/mission and implementing it. In what ways —big and small—does the organization live up to, or fail to live up to, its stated purpose for existence.

This assignment should be turned in before class the week after the aspect of nonprofit management focused on in the five-page portion of the OP is covered in the classroom lecture.

Final Project (40%)

Students have two options for a final project:

1. A 10-page paper relevant to the course. The topic and thesis of the paper should be discussed with the professor and approved before turning it in. Topics can range, for example, from a biographical profile of a public leader who demonstrates/d the principles of servant leadership in their personal life and professional career to an examination of a public ethical controversy in the business world.

2. Creative project: This project should be similar to the OP done earlier in the semester, except that it will be a profile of a fictional organization of the student's own creation. Students may choose to "create" a local, national or international nonprofit that they believe should exist or would like to potentially found in the future. All components of the nonprofit organization should be explained in detail in the profile. For example, the primary fundraising strategy (and why this is chosen), a history and mission statement of the organization, the size of the staff, who sits on the board, etc. Finally, there should be some conscious reflection in the OP on the way the structure of the organization demonstrates servant leadership principles.

All final project topics/ideas should be discussed with the professor and approved by Week 13.

Grading Scale

93-100 = A	80-82 = B-	67-69 = D+
90-92 = A-	77-79 = C+	63-66 = D
87-89 = B+	73-76 = C	62 and below = F

Expectations

Attendance

See above.

Participation

All students are expected and required to participate in class discussions and lectures. Remember, participation is not limited to speaking, but includes being present in class, attentive and respectful listening to all, participation in all classroom activities and coming to class prepared for the topic of discussion by completing all assigned reading.

Late Work Policy

All late work will be reduced 8% for each day it is late. For example, if you earn a 78% C+ on a paper turned in one day late your grade will be a 70% C-, or if you turn in a final project that deserves a 98% A two days late your grade will be an 82% B-.

Technology Policy

Use of computers in the classroom, other than during a presentation to the entire class, is prohibited. I have found that students retain more information and are more engaged in classroom discussions without the presence of laptop computers during class time. If there are extenuating circumstances that require your use of a computer during class please see me during office hours. Also, please turn off or put on silent all cell phones during our time together. I will do you the courtesy of turning off my phone. Please provide the same courtesy to me and your colleagues.

Academic Integrity

Please read the Student Honor Code:

http://oxford.emory.edu/audiences/current_students/Academic/academic-success/student-honor-code/.

Plagiarism: Plagiarism is the intentional or careless use and presentation of another person's words, thoughts, ideas or work that is not "common knowledge," as one's own, original work. In academic research and learning, both of which you will be participating in this semester, it is commonplace and necessary to learn from and use the work already done by others. However, when doing so you *must* provide citations, i.e. give credit to whom it is due, for your use of their work. If you engage in plagiarism you will automatically fail the course and be referred to Oxford College's Honor Council. Please see this resource by Indiana University for more guidance on avoiding plagiarism: <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>.

Schedule

Part 1: The Big Picture

January 17, 2011

Martin Luther King, Jr. Holiday

January 24, 2011

Overview of Syllabus; Introduction to the Course

Lecture: What is a Nonprofit Organization?

Assigned Reading: Wolf, 17-23, 31-5

January 31, 2011

Lecture: Nonprofit Organizations and Civil Society: A Brief History and Present-Day Reality

Assigned Reading: *Jossey-Bass*, Chs. 1-2.

Part 2: The "Nuts-and-Bolts"

February 7, 2011

Lecture: Casting a Vision and Articulating a Mission

Assigned Reading: Drucker, 3-52.

February 14, 2011

Lecture: Strategic Planning and Program Implementation

Assigned Reading: *Jossey-Bass*, Ch. 9

Recommended Reading: Wolf, 275-308.

February 21, 2011

Lecture: The Role of the Volunteer and Managing and Keeping Volunteers

Assigned Reading: *Jossey-Bass*, Chs. 24 & 26.

ORGANIZATION PROFILE DUE

March 7, 2011
SPRING BREAK

March 14, 2011

Lecture: The Money: Getting It (Fundraising, Grants and Endowments) and Managing It

Assigned Reading: *Jossey-Bass*, Chs. 19 & 22.

Recommended Reading: Wolf, 173-206, 233-274.

March 21, 2011

Lecture: Nonprofits and Politics: Public Policy and Advocacy

Assigned Reading: *Jossey-Bass*, Chs. 10 & 13.

March 28, 2011

Lecture: Marketing, Communications and Public Relations

Assigned Reading: *Jossey-Bass*, Chs. 11 & 12.

Recommended Reading: Wolf, 147-172.

April 4, 2011

Lecture: Outcome Assessment and Program Evaluation

Assigned Reading: *Jossey-Bass*, Chs. 15 & 16.

Part 3: Professional Ethics

April 11, 2011

Lecture: Professional Ethics: The Professions and Society

Assigned Reading: Pritchard, Chs. 1-5

April 18, 2011

Lecture: Professional Ethics: The Life of a Professional

Assigned Reading: Pritchard, Chs. 6-10.

April 25, 2011

Lecture: Professional Ethics: Servant Leadership in the Professional Setting

Assigned Reading: *Jossey-Bass*, Ch. 7; Drucker, 189-204.

FINAL PROJECT DUE

Final Exam: Date to be Determined

Note: This syllabus is not a contract and is liable to be revised throughout the semester at the discretion of the professor.