

# ETHICAL LEADERSHIP AND CRITICAL REASONING

MANA 6A25: Section 18061

Asynchronous

Fall 2022 – Session 5

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## COURSE OBJECTIVES

Critical thinking and judgment are crucial skills for managers and like any skill they can be improved with practice and experience. The goal of this course is to come to a clearer understanding of the critical reasoning process and be able to apply that process in the context of ethical decision-making. Leadership requires both the ability to engage in critical thinking and the courage to act on one's conclusions and best judgment. The class will use current events and exercises as tools to help further develop critical analysis and leadership skills.

## REQUIRED READINGS

Most of the following readings are available online for free. Some you can find with a Google search; others will only be available free through the UH library (which you all have access to via your CougarNet ID). The Markkula Center readings are available directly, the URL is provided, and I have posted a link to the website on Blackboard. The Paul and Elder article on Critical Thinking is best accessed through the UH library. Enter Rotman Management as the search term, then click on Rotman Management. When the journal comes up, click on "Link to Online Resource" and you should get a listing of UH online holdings and from there you can find the specific article, using the citation below. Finally, the "Critical Thinking Introduction, FAQ" article has been posted in the Readings section of Blackboard. Alternatively, these articles (except for the Markkula articles and the Wikipedia reading) can be found and purchased from Harvard Business School Publishing.

### 1. Markkula Center for Applied Ethics (Link is in Blackboard in the Readings section)

- Utilitarian Approach
  - Calculating Consequences
  - How to Use the Utility Test
- Rights Approach
  - Rights
  - How to Use the Rights Test
  - How to Use the Choices Test

- Fairness Approach
    - Justice and Fairness
    - How to Use the Justice or Fairness Test
  - Virtue Approach
    - Ethics and Virtue
    - How to Use the Virtue and Character Test
  - There is also a theory labeled the Common Good Approach. Do **not** use that reading. For the economists among you it is a variation on the problem of Market Failures and Externalities. For Philosophers, it's about the Tragedy of the Commons. You are free to read about it but **using it in any discussion or analysis will result in a reduction in the grade.**
2. Crossan, M., Gandz, J., & Seijts, G., 2012. *Developing Leadership Character*, Ivey Business Journal, Jan./Feb. (Find via UH Library)
  3. Dark Triad, Wikipedia. (Link is in Blackboard in the Readings section.)
  4. Shpancer, N. 2017. *Confused About Successful Jerks? Get to Know the Dark Triad*, Psychology Today Blog. (Link posted on Blackboard)
  5. Paul, R. & Elder, L., 2014. *Learning the Art of Critical Thinking*, Rotman Management, Winter. (Find via UH Library – search on Rotman Management)
  6. Bishop, P. *Critical Thinking Introduction*, FAQ. (posted on Blackboard in the Readings section)
  7. "12 Angry Men" by Reginald Rose. 1957 Directed by Sidney Lumet. Movie is available for streaming on Amazon and other streaming platforms. Screenplay can be found via Google search.
  8. Bazerman, M.H., Tenbrunsel, A.E., 2011. *Ethical Breakdowns*, Harvard Business Review, April. (Find via UH Library)
  9. Badaracco, J.L. Jr., Webb, A.P., 1995. *Business Ethics: A View From the Trenches*, California Management Review, Winter, 37(2): 8-28. (Find via UH Library)
  10. Trevino, L.K. & Brown, M.E., 2004. *Managing to be Ethical: Debunking Five Business Ethics Myths*, Academy of Management Executive, 18(2): 69-83. (Find via UH Library)
  11. Gentile, M. 2010. *Ways of Thinking about Our Values in the Workplace*. (Google: Ways of Thinking About Our Values in the Workplace – it is available as a pdf from a variety of sources).

12. Society for Human Resource Management (SHRM), *Shaping an Ethical Workplace Culture*. (Link is in Blackboard in the Readings section.)

## **LCIA – Leadership Character Insight Assessment**

**All students are required to take the LCIA assessment and have your results by Monday October 31, 2022.**

1. The LCIA is an online assessment published by SIGMA Assessment Systems, Inc.

13. To purchase the assessment, please follow this

link: <https://www.sigmateesting.com/isapi/stselfpurchase.dll?ST=HLQHMRH>

14. The link is also available via Blackboard

The LCIA-student version is \$25 (last time I checked) and you can pay by Visa, American Express, or MasterCard. You will receive your results as soon as you complete your assessment.

## **Packback**

In addition to the LCIA, students will be required to purchase Packback (\$29), a discussion app. Further information on the assignment involving Packback is on page 7 of this syllabus.

### *Packback Questions*

Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

### *Packback Requirements:*

Your participation on Packback will count toward 14% of your overall course grade.

There will be a Weekly Sunday at 11:59 pm CST deadline for submissions. In order to receive full credit, you should submit the following per each deadline period:

- 1 open-ended Question every week, worth 3pts of each assignment grade
- 2 Responses every week, worth 1pt each

## **How to Register on Packback:**

1. Create an account by navigating to <https://app.packback.co> and clicking “Sign up for an Account”

Note: If you already have an account on Packback you can log in with your credentials.

2. Then enter our class community's lookup key into the "Looking to join a community you don't see here?" section in Packback at the bottom of the homepage.

Community Lookup Key: **64d94293-9bb4-4202-a129-f5856b9597cd**

3. Follow the instructions on your screen to finish your registration.

Packback may require a paid subscription. Refer to [www.packback.co/product/pricing](http://www.packback.co/product/pricing) for more information.

#### *How to Get Help from the Packback Team:*

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at [help.packback.co](http://help.packback.co). If you need more help, contact their customer support team directly at [help@packback.co](mailto:help@packback.co).

For a brief introduction to Packback Questions and why we are using it in class, watch this video: <https://www.youtube.com/watch?v=OV7QmkrD68>

## **COURSE STRUCTURE**

Even though this is an online class, it is **not** a self-paced class. There will be a quiz every week. In addition, Packback postings and discussion responses to a group current event are due most weeks. Packback posts, group current event discussion posts, and quizzes become available on Monday mornings and close at 11:55 pm the following Sunday night. The remainder of this syllabus will describe these deliverables in more detail.

## **COURSE ASSIGNMENTS**

<b>Assignment</b>	<b>Number of Assign.</b>	<b>Points per Assign.</b>	<b>Total Points</b>
Quizzes	8	10	80
Introduction Discussion	1	5	5
Interviews	1	25	25
Group Current Event	1	20	20
Peer Evaluation	1	5	5
Current Event reply	4 (5 total)	5	20
Packback posts & replies	5 (7 total)	5	25
<b>Total Possible Points</b>			<b>180</b>

## Grading

Grade	Total Points	Grade	Total Points
<b>A (93% - 100%)</b>	167 - 180	<b>C (73% - 75%)</b>	131 - 136
<b>A- (90% - 92%)</b>	162 - 166	<b>C- (70% - 72%)</b>	126 - 130
<b>B+ (86% - 89%)</b>	155 - 161	<b>D+ (66% - 69%)</b>	119 - 125
<b>B (83% - 85%)</b>	149 - 154	<b>D (63% - 65%)</b>	113 - 118
<b>B- (80% - 82%)</b>	144 - 148	<b>D- (60% - 62%)</b>	108 - 112
<b>C+ (76% - 79%)</b>	137 - 143	<b>F (&lt;60%)</b>	Below 108

## Quizzes

Each Monday morning at 7 am, a 10-question multiple choice and/or true/false quiz covering the reading material and podcasts for the week will become available. It will become unavailable on the following Sunday at 11:55 pm. There are 8 quizzes. Quizzes can be made up for extraordinary reasons. You will have 15 minutes to take the quiz and the clock starts when you start the quiz. You may **not** stop the clock and pick up the quiz at a later time. So, do not start the quiz until you have a clear 15 minutes to take it. There is no backtracking, you have to answer each question when it appears, and the quiz cannot be paused and re-started. Please contact me if you experience problems (832-341-1171 or [bcarlin@uh.ed](mailto:bcarlin@uh.ed)). The most common problem is pop-up blockers. Make sure you have disabled pop-up blockers before taking the quiz. If you attempt to start the quiz and nothing happens, a pop-up blocker is the most likely culprit. In order to ensure there are no problems taking the quiz, I have posted a practice quiz that can be taken at any time and as often as you want. The practice quiz does **not** count toward your final grade; it only exists to ensure that you can access the real quizzes without problem. ***Do NOT take the quiz on your phone or a tablet;*** Blackboard quizzes do not work well on mobile platforms.

## Introduction Discussion Post

By the end of the first week of class, you will need to create a Discussion post that tells us all something about you. Specific instructions are available on the forum. I accept late posts with a 1-point per day late penalty.

## Interview Papers

I will be assigning students to a date by which an interview of a leader is due. Each student only submits one interview. Each date is associated with a specific topic which is posted on Blackboard and can be accessed directly via the Interview Assignments section or through the Weekly Work folder. The interview will be written up as a short paper (1 – 3 pages, Times New Roman or Arial 12-pt font) and submitted through the Assignments section on Blackboard. This assignment is worth 25 points and is due by 11:55 pm on the specified Sunday. Students may swap dates with other students, but you may not merely choose a different week in which to submit your assignment. See the Group Current Event for instructions on finding email addresses for your colleagues if you wish to try to arrange a trade in due dates.

## Group Current Event

I will be assigning students to groups where each group will be expected to find a current event that illustrates a business ethics problem, a failure of leadership or example of exemplary leadership or a failure of critical thinking. An event is current if it occurred in the last 2 years, or if the consequences of the event are ongoing. The group will summarize the issue, provide an analysis while ensuring the rest of the class has enough information to conduct their own analysis and draw their own conclusions. This assignment is worth 20 points and is due by 11:55 pm on the specified Sunday and must be submitted via the Assignments section of Blackboard. I will copy the papers and create a discussion forum for them, so they will appear verbatim to the rest of the class for discussion and, hopefully, debate. **Please submit your papers in a Word doc** instead of a pdf file.

Since you are finding a current event, you will be accessing information other than the assigned readings, therefore the URL's (or complete citation if it is a magazine article or book) for all outside material used must be provided at the end of the paper. Further, any quotes or cutting and pasting must be indicated with quote marks and the source cited. **Additionally, paraphrases or data accessed from other sources must reference the source of the information.** I have posted a brief PPT review of referencing in Blackboard in the Expectations section. If you are not sure what I mean, please contact me ([bcarlin@uh.edu](mailto:bcarlin@uh.edu)) for more information. **I will deduct 5 points for improper referencing and return the paper to be corrected. If the breach is egregious, I will treat it as a matter of academic dishonesty and will follow the protocols described in the student handbook.**

**To find fellow group members use the UH Directory.** Go to [www.uh.edu](http://www.uh.edu) and scroll to the bottom of the page. Click on Directory and type in the student's name. The student's information will typically appear with their UH email (which should forward to their personal email address).

### **Peer Evaluation**

In addition to submitting a paper, each member of the group is required to submit a peer evaluation of the contribution of the other members of the team. The degree to which each team member participated in the team project is worth 5 points and is a consequence of the peer evaluation. The peer evaluation is available in the Course Information section. Students who fail to submit a peer evaluation earn a 0 for their own peer evaluation grade. If peer evaluations indicate a lack of participation or minimal and last second participation, the paper grade itself will be adjusted accordingly. It is every team member's responsibility to contact each other. A defense of "I wasn't contacted by anyone," is not a defense. If you don't hear from people, you should be reaching out.

Please submit the peer evaluations through the Assignments section. These are due the same day as the analysis is posted.

### **Reply to Current Event Posts**

A group current event analysis will be posted as a discussion forum each Monday morning, starting Monday October 31, 2022. The class (the authors of the post are not expected to comment but may do so if they wish) will post an observation or thought-provoking comment about the current event and the analysis. **If you do additional reading and reference that reading, you must provide the URL at the end of your post. The current event should be analyzed making use of the tools or methods read about for the class and I should see those referred to in the post.** These replies are worth up to 5 points where:

0-1 pt – compliment, repetition of already known information, or meaningless comment.

2-3 pts – made a worthwhile comment, asked an interesting question and answered it, or reframed the current discussion.

4-5 pts – made an insightful comment, demonstrated critical thinking, asked "why" and did some additional reading in an attempt to answer the question, or provoked an entirely new train of discussion.

**Reply posts will be accepted late with a 1-point per day late penalty.** There will be 5 current event forums created, but I will count only the 4 highest reply grades for a maximum of 20 points.

### **Packback Posts**

Monday morning a Packback assignment will become available. You may be asked to do some research and then post a question to your fellow students about that topic. You will also have to respond to the questions posed by at least two (2) of your colleagues. All Packback Prompts are visible at the start of the semester, so you will know what you are being asked to do each week and can plan accordingly.

Packback uses AI to assess your posts. It considers grammar as well as the type of question you pose and creates a curiosity score (1 – 100). A curiosity score is assigned to both the question and your replies to two colleagues, and I receive a report with the **average** curiosity score. My grades (as follows) are based on the average curiosity score.

#### *Packback Grading:*

Question: 3 points

Reply: 1 point each (2 points total)

Assuming you do both the question and a reply (as assigned), then points are assigned as follows based on the average curiosity score (question and replies). Packback will tell you that you earned 5 points if you post anything, but I grade by curiosity score. Your Packback grade will be posted in Blackboard.

Average curiosity score: 0 – 74 = 2-point deduction

Average curiosity score: 75 – 89 = 1-point deduction

Average curiosity score: 90 – 100 = no deductions

The Packback software generates its reports for all Questions and replies that were posted as of 12:01 am on Monday mornings and ending at 11:59 pm the following Sunday. There is no mechanism to allow for late or early submissions. So, **you cannot be late, and you cannot work ahead with Packback.** There are 7 total Packback posts, **I will count the highest 5 posts for the final grade.**

### **NOTES ON CLASSROOM POLICIES**



- I expect all postings to be civil and professional. There may be some differences of opinion, which is encouraged, but use of vulgar, coarse or inflammatory language will not be tolerated.
- The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook. Students are expected to be familiar with this policy. I expect to see both a list of references at the end of the post AND those references cited in the text of your paper whenever you **paraphrase or quote** from the reference. If you are not sure what I mean, please contact me for more information ([bcarlin@uh.edu](mailto:bcarlin@uh.edu) or text at 832-341-1171).
- The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodation, students must register with the Justin Dart Center for Accessibility (telephone: 713 743-5400), and present approved accommodation documentation to their instructors in a timely manner.
- Writing is important and is taken seriously in this class. Errors of grammar, syntax, and spelling indicate either haste or a lack of clarity in thinking. Consider having spouses/roommates/friends read your posts before submission. Having someone else edit your paper is NOT cheating (unless, of course, they write the entire thing). I realize it is easy to treat discussion posts like blog posts, but I WILL BE DEDUCTING POINTS if the discussion post is difficult to read because of grammar/syntax issues.
- Bauer College has a policy that requires all its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and to the CBA through the evaluation process.
- **UH CAPS**  
Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (<http://www.uh.edu/caps>) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the "Let's Talk" program ([http://www.uh.edu/caps/outreach/lets\\_talk.html](http://www.uh.edu/caps/outreach/lets_talk.html)), a drop-in consultation service at convenient locations and hours around campus.

## REQUIRED SYLLABUS INFORMATION

### COVID-19 Information

Students are encouraged to visit the University's [COVID-19](#) website for important information including diagnosis and symptom protocols, on-campus testing, and vaccine information. Please check the website throughout the semester for updates.

### Vaccinations

Data suggests that vaccination remains the best intervention for reliable protection against COVID-19. Students are asked to familiarize themselves with pertinent [vaccine information](#) and to consult with their health care provider. The University strongly encourages all students, faculty and staff to be vaccinated.

### Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact [the Justin Dart Jr. Student Accessibility Center](#) (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

### Excused Absence Policy

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

### Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Justin Dart, Jr. Student Accessibility Center](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking.

Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

### Syllabus Changes

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

## **Recommended Language**

### Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact [UHOnline@uh.edu](mailto:UHOnline@uh.edu).

### UH Email

Please check and use your CougarNet email for communications related to this course. To access this email, [login](#) to your Microsoft 365 account with your CougarNet credentials.

### Academic Honesty Policy

High ethical standards are critical to the integrity of any institution, and

bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The [UH Academic Honesty Policy](#) is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

#### Title IX/Sexual Misconduct

Per the UHS Sexual Misconduct Policy, your instructor is a “responsible employee” for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at <https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/>.

#### Security Escorts and Cougar Ride

UHPD continually works with the University community to make the campus a safe place to learn, work, and live. Our Security escort service is designed for the community members who have safety concerns and would like to have a Security Officer walk with them, for their safety, as they make their way across campus. Based on availability either a UHPD Security Officer or Police Officer will escort students, faculty, and staff to locations beginning and ending on campus. If you feel that you need a Security Officer to walk with you for your safety please call [713-743-3333](tel:713-743-3333). Arrangements may be made for special needs.

Parking and Transportation Services also offers a late-night, on-demand shuttle service called Cougar Ride that provides rides to and from all on-campus shuttle stops, as well as the MD Anderson Library, Cougar Village/Moody Towers and the UH Technology Bridge. Rides can be requested through the UH Go app. Days and hours of operation can be found at <https://uh.edu/af-university-services/parking/cougar-ride/>.

### **Helpful Information**

**Coogs Care:** <https://uh.edu/dsa/coogscare/>

**Student Health Center:** <https://www.uh.edu/healthcenter/>