

**University of Colorado at Boulder, Leeds School of Business
The Thomas S. Guggenheim and Family
“Leadership Challenges: Exercises in Moral Courage”
BADM4820
Fall 2010/Spring 2011
Koelbel Rm. S110
Alternating Wednesday Evenings, 3:30pm-6:30pm**

Instructors:

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and by appointment**

OVERVIEW: This year-long course, which is designed to serve as culminating experience for upper-level business school students, focuses on values and leadership at the top level of organizations. The course itself is organized around six visits by high-level executives who will share information about several critical business dilemmas they have faced during their careers. In particular, these situations will involve dilemmas they might view as defining moments in their career. Not only will these executives describe the facts associated with dilemmas and share their struggles, they will describe the approaches they took to resolve situations. In addition, these executives will supply the facts of an additional dilemma (prior to their visit), which will be the subject of oral presentations on the day the executive visits. As well, students groups and the visiting executive will discuss how to approach a neutral situation, a dilemma faced by another executive, time-permitting. The executive will take the lead on evaluating student approaches to addressing the situation he or she faced based on group presentations and the instructors will evaluate the accompanying written presentations.

Students will be expected to excel in oral and written communication. They also will be expected to manifest an understanding of complex business issues, the role of values in business behavior, how to reconcile conflicts in personal values and organizational expectations, and the importance of leadership in establishing and maintaining organizational culture. The course also emphasizes teamwork; all

assignments in the class are group activities, with the exception of oral and written presentations due on the last day of class.

READINGS: There are no standard textbooks for the course. Students are required to read the six books identified under “**REQUIRED READINGS**” by the dates due. For the other presentation, you will select a book from the “**YOUR CHOICE**” list provided in this syllabus.

COURSE REQUIREMENTS: There are six oral and written presentations to be prepared by students working in groups. These assignments are due each class period that we have a visitor. (Please see the **Schedule** attached for due dates of assignments.) Students must submit **two** copies of each group paper. Each student must also add a paragraph to the end of each group paper that details what each student individually learned from the book (or how it was useful to the student in evaluating the dilemma). In addition, each student will be required to provide a reflections piece on the final day of the course, presented in oral and written form, along with a written description of a “dilemma” he/she has faced (which will be provided in class on April 27, 2011.) Attendance at all class sessions is mandatory.

LEARNING OBJECTIVES:

- 1) An enhanced understanding (building on BCOR3010) of the role of values in business decision making, with particular emphasis on the relationship between leadership and values.
- 2) An enhanced appreciation (building on BCOR3010) of the impact of business decisions on stakeholders.
- 3) A familiarity with critical (“real”) moral dilemmas arising in business which leaders in organizations must face, spanning all functional areas of business.
- 4) Gaining further insight (building on BCOR3010) into how to reconcile conflicts in personal values and organizational expectations.
- 5) The development of personal frameworks for resolving such dilemmas by exposing students to the different approaches taken by visiting executives and to the extensive class readings.
- 6) The further development of critical thinking and analytic skills, creativity, and problem solving approaches in a variety of business contexts, as evidenced in oral and written presentations.
- 7) A greater understanding of the importance of leadership in establishing and maintaining organizational culture.

- 8) Achievement of or movement toward excellence in oral and written communication.
- 9) The further development of proficiency in teamwork and group presentation skills and a greater, practical understanding of group dynamics.

GRADING: Final grades for this course will be based on the following weighting scheme.

- 15%- Oral and Written Presentation #1
- 15%- Oral and Written Presentation #2
- 15%- Oral and Written Presentation #3
- 15%- Oral and Written Presentation #4
- 15%- Oral and Written Presentation #5
- 15%- Oral and Written Presentation #6
- 10%- Individual Oral and Written Presentation of Course Reflections

SCHEDULE:

August 25, 2010 – *Course Introduction:* Philip P. DiStefano, Chancellor of the University of Colorado at Boulder; Manuel Laguna, Dean of the Leeds School of Business; Thomas and Pedie Guggenheim, Course Sponsors/Donors; Michael Leeds, Member of Leeds Advisory Board, former President and CEO of CMP Media, Inc., former Co-Instructor of this course

September 8, 2010 – *Work Session/Executive Drop-In:* Peter Burns, General Manager, Celestial Seasonings

September 22, 2010 – *Speaker #1:* Larissa Herda, CEO, twtelecom: Oral and Written Presentation #1 Due

October 6, 2010 – *Work Session*

October 20, 2010 – *Speaker #2:* Travis Howe, Senior VP of Digital, Sony Entertainment: Oral and Written Presentation #2 Due

November 3, 2010 – *Work Session/Executive Drop-In*

November 17, 2010 – *Speaker #3: Neil Hughes, VP of Marketing, Intelliject, Inc.: Oral and Written Presentation #3 Due*

January 12, 2011 – *Work Session/Midterm Assessment: How are we doing?*

January 26, 2011 – *Speaker #4: Robert Cohen, Chairman and CEO, The IMA Financial Group, Inc.: Oral and Written Presentation #4 Due*

February 9, 2011 – *Work Session/Executive Drop-In: Heidi Ganahl, Founder and CEO, Camp Bow Wow*

February 23, 2011 – *Speaker #5: Barbara Mowry, President & CEO, Silver Creek Systems: Oral and Written Presentation #5 Due*

March 9, 2011 – *Work Session/Executive Drop-In: John Callies, former General Manager, IBM Global Financing*

March 23, 2011 – *SPRING BREAK*

March 30, 2011 – *Speaker #6: Mark Retzloff: Oral and Written Presentation #6 Due*

April 13, 2011 – *Work Session/Executive Drop-In*

April 27, 2011 – *Final Class: Student Presentations*

REQUIRED READINGS:

1. James A. Autry and Peter Roy, **The Book of Hard Choices: How to Make the Right Decisions at Work and Keep Your Self-Respect** (New York, NY: Morgan Road Books, 2006).
***Due by Work Session on 9/8/10.
2. Stephen R. Covey, **Principle Centered Leadership** (New York, NY: Fireside, 1992).
***Due by Presentation #1 on 9/22/10.
3. Jonathan Tisch, **The Power of We: Succeeding Through Partnerships** (John Wiley & Sons, 2004).
***Due by Presentation #2 on 10/20/10.
4. Jack Welch, **Winning** (New York, NY: HarperBusiness, 2005).
***Due by Presentation #3 on 11/17/10.
5. Warren Bennis, **On Becoming a Leader** (Cambridge, MA: Perseus Books, 1994).
***Due by Presentation #4 on 1/26/11.
6. Yvon Chouinard, **Let My People Go Surfing** (New York, NY: Penguin Group, 2006).
***Due by Presentation #6 on 3/30/11.

YOUR CHOICE!! Due by Presentation #5 on 2/23/11:
(The class will select the book by 1/26/11.)

Bo Burlingham, **Small Giants** (New York, NY: Penguin Group, 2005).

Joanne Ciulla, Terry Price, and Susan E. Murphy, **The Quest for Moral Leaders** (Northampton, MA: Edward Elgar, 2005).

Kenneth Goodpaster, **Conscience and Corporate Culture** (Blackwell, 2006).

Jeff Grout and Liz Fisher, **What Leaders Really Do** (Chichester, UK: Capstone Publishing Ltd, 2007).

John Heider, **The Tao of Leadership** (New York, NY: Humanics Limited, 1985).

Marianne M. Jennings, **The Seven Signs of Ethical Collapse** (New York, NY: St Martin's Press, 2006).

Rushworth Kidder, **Moral Courage** (New York, NY: HarperCollins, 2005.)

Fred Kofman, **Conscious Business: How to Build Value Through Values** (Boulder, CO: Sounds True, 2006).

Bowen H. "Buzz" McCoy, **Living into Leadership: a Journey into Ethics** (Stanford, CA: Stanford Business Books, 2007).

Peter Senge, **The Fifth Discipline** (New York: Currency, 1995).

Noel Tichy and Warren Bennis, **Judgment: How Winning Leaders Make Great Calls** (Portfolio/Penguin, 2007).

MISCELLANEOUS IMPORTANT INFORMATION:

Classroom Behavior:

Students and faculty each have responsibility for maintaining an appropriate learning environment. Those who fail to adhere to such behavioral standards may be subject to discipline. Faculty members have the professional responsibility to treat all students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which they and their students express opinions. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester so that I may make appropriate changes to my records. See policies at <http://www.colorado.edu/policies/classbehavior.html> and at http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code.

Honor Code and Plagiarism:

All students of the University of Colorado at Boulder are responsible for knowing and adhering to the academic integrity policy of this institution. Violations of this policy may include: cheating, plagiarism, aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. All incidents of academic misconduct shall be reported to the Honor Code Council (honor@colorado.edu; 303-725-2273). Students who are found to be in violation of the academic integrity policy will be subject to both academic sanctions from the faculty member and non-academic sanctions (including but not limited to university probation, suspension, or expulsion). Other information on the Honor Code can be found at <http://www.colorado.edu/policies/honor.html> and at <http://www.colorado.edu/academics/honorcode/>.

Religious Conflicts:

Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or required attendance. In this class, if you have any conflicts throughout the semester due to religious obligations, please notify your instructor of anticipated conflicts as early in the semester as possible (must be at least two weeks in advance) so that there is adequate time to make necessary arrangements. No student will be penalized for exercising his/her right to religious observance. See full details at http://www.colorado.edu/policies/fac_relig.html.

Sexual Harassment:

The University of Colorado at Boulder policy on Discrimination and Harassment, the University of Colorado policy on Sexual Harassment and the University of Colorado policy on Amorous Relationships apply to all students, staff and faculty. Any student, staff or faculty member who believes s/he has been the subject of discrimination or harassment based upon race, color, national origin, sex, age, disability, religion, sexual orientation, or veteran status should contact the Office of Discrimination and Harassment (ODH) at 303-492-2127 or the Office of Judicial Affairs at 303-492-5550. Information about the ODH, the above referenced policies and the campus resources available to assist individuals regarding discrimination or harassment can be obtained at <http://www.colorado.edu/odh>.

Disability Services:

If you qualify for accommodations because of a disability, please submit to the instructor a letter from Disability Services (DS) in a timely manner (preferably within the first two weeks of class) so that your needs can be addressed. DS determines accommodations based on documented disabilities. Contact: (303) 492-8671, Willard 322, or www.Colorado.EDU/disabilityservices.

Campus Resources to assist students with writing:

The Writing Center <http://www.colorado.edu/pwr/>

Student Academic Services: <http://www.colorado.edu/SASC/>

Foreign and International Students: <http://www.colorado.edu/OIE/iss/index.html>