

**Ethics in Leadership  
DOL 2240F, 2016  
School of Leadership & Social Change**

**CONTACT INFORMATION**

Instructor: Lucien Lamoureux, Ph.D.  
Office: 216 Ursuline Hall  
Office Hours: TBA  
Phone or Text: 519-702-6517 (cell)  
E-mail: [llamour2@uwo.ca](mailto:llamour2@uwo.ca)

**CLASS INFORMATION**

Wed: 8:30-11:30 pm  
Website: <https://owl.uwo.ca/portal>

**COURSE DESCRIPTION**

This course in philosophy explores the fundamental question underlying any theory of good leadership: “What is the relationship between effective leadership and ethics?” It engages students to think and write critically about this question in relation to what is typically identified as “good” and “bad” leadership, while confronting the spectre of moral tragedy that can accompany effective leadership. It emphasizes the role that both character and institutional context play in supporting or undermining ethical leadership.

**COURSE LEARNING OUTCOMES**

Upon successful completion of this course, students will be able to demonstrate the Brescia competencies of Valuing, Critical Thinking, Self Awareness and Development, and Communication by being able to:

1. Describe the major ethical theories that influence discourse about leadership (Valuing).
2. Apply abstract theories of ethics to concrete situations related to leadership activity (Valuing; Critical Thinking).
3. Discuss competing points of view on ethical issues in leadership (Valuing; Critical Thinking; Self Awareness and Development; Communication).
4. Evaluate conflicting philosophical arguments related to these issues (Valuing; Critical Thinking).
5. Formulate well-reasoned solutions to practical dilemmas inherent in leadership decisions (Valuing; Critical Thinking).
6. Exhibit basic skills necessary to implement ethics-based leadership (Valuing; Self Awareness and Development).
7. Persuade others of a well-reasoned stance or action (Critical Thinking).
8. Demonstrate effective writing and skillful critical and reflective thinking (Communication; Self-Awareness and Development).

Students may vary in their competency levels on these outcomes. They can expect to achieve these outcomes if they honour course policies, attend classes regularly, complete all assigned work in good faith and on time, and meet all other course expectations of them as students.

### **ANTIREQUISITE(S)**

None. Students wishing to audit the course should consult with the instructor prior to or during the first week of classes.

### **PREREQUISITE(S)**

DOL 1031.

### **COURSE STRUCTURE AND CONTENT**

3 lecture hours/week; 0.5 course.

Lectures will be integrated with reading materials, visual presentations, individual and group cases or discussions. Please turn off all electronic devices that are not being used for educational purposes for the duration of the class.

### **COURSE MATERIALS**

#### **Required texts:**

Custom Course Pack. (available at UWO bookstore)

Ethics in Leadership, Ciulla, Joanne B., Wadsworth, Cengage Learning (2003). (paperback)

Writing Philosophy: A Guide for Canadian Students, Roberts, Vaughn, Lewis and Scott McIntosh, Jillian, Oxford University Press (2012). (paperback)

### **COURSE REQUIREMENTS**

Class Participation	20%
First Paper (Due Oct. 19)	20%
Second Paper (Due Dec. 7)	30%
Final Exam	30%

## EVALUATION

### Class Participation

The 20% class participation grade is divided between a written and oral component:

1. A question, or series of related questions, typically concerning relevant case scenario will be assigned 5 times in the term as specified in the reading syllabus. A written answer (approximately 2 double-spaced pages) is to be submitted. Each answer will be worth 2% of the final grade, which is awarded on the basis of the clarity and persuasiveness.
2. In addition to classroom discussion of assigned readings, students will be expected to discuss their assignments during the class in which they are due.

### Papers

Format: 5 double-spaced pages, i.e. approximately 1250 words. Hardcopy to be submitted in class on the due date.

Plagiarism Check: Essays must be submitted electronically to OWL on the due date.

Late Penalties: Hardcopies submitted after the due date will receive a 5% penalty per calendar day. Essays will not be graded until they have been submitted to OWL; essays not submitted to OWL by the date of the final exam will not receive a grade.

Marking Criteria: Each paper will be graded out of 50 according to the following criteria:

*Understanding:* How well does the author understand and make judicious use of the relevant course material? How well does s/he understand the complexity of the issues involved? [15 marks]

*Argument:* Does the author use cogent arguments to support his or her position? Do the claims made in different parts of the paper follow from one another and are they consistent? [15 marks]

*Clarity:* Is the author's position clear, with an explicitly articulated thesis, and is the paper clearly written overall? Does the paper answer the questions asked? Could another student at the same level who is not enrolled in the course understand the paper? [10 marks]

*Organization:* Does the author reveal a plan for the paper at the outset and does s/he follow that plan? Does the paper have an explicit overall direction? [5 marks]

*Style:* Does the author's paper use correct grammar and syntax? Have the guidelines for proper format been followed? Has the author cited sources where necessary, following a recognized style? [5 marks]

## **Final Exam**

The format will be multiple choice, short answer and essay. Further details will be provided to the class later in the term.

## **ACADEMIC ACCOMMODATION**

If, on medical or compassionate grounds, a student is unable to complete a course component worth **10 per cent or greater** of the final course grade, it is the responsibility of the student to consult with an Academic Advisor per Brescia's Academic Policies and Regulations, a summary of which is attached. In all other cases, please approach the instructor in a timely fashion.

## **2016-17 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS**

### **1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: <http://www.westerncalendar.uwo.ca/2016/pg117.html> The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at:  
[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_illness.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf)

## 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, [www.registrar.uwo.ca](http://www.registrar.uwo.ca), for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://www.westerncalendar.uwo.ca/2016/pg130.html> )

## 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

## 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:  
<http://www.westerncalendar.uwo.ca/2016/pg113.html>

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

### **Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

### **Computer-marked Tests/exams:**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

## **5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS**

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://www.westerncalendar.uwo.ca/2016/pg112.html> )

## **6. PREREQUISITES AND ANTIREQUISITES**

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

## **7. SUPPORT SERVICES**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/> . Students who are in emotional/mental distress should refer to Mental Health @ Western [http://uwo.ca/health/mental\\_wellbeing/](http://uwo.ca/health/mental_wellbeing/) for information including a complete list of options about how to obtain help.

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Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.