
Ethics, Diversity, and Sustainable Leadership

Professor: Mecke Nagel, PhD
Office hours: by appointment

Course Description

This course explores the different aspects and dynamics of leadership:

- Transactional and cooperative (“The Cheetah and the Wolf”)
- Social responsibility
- Strategic Diversity Leadership

Objectives

1. To develop students’ leadership and cultural competence to its full potential (personal growth)
2. To decode the role of values and ethics in business decisions (ethical analysis)
3. To elaborate innovative strategic approaches towards sustainability in business (political theory)

Methodology

In business and academic institutions from Silicon Valley to Harvard University, boards of trustees are tasked with facing the demands of an increasingly diverse student and workforce. We will explore the pitfalls of diversity management and moving through crises by discussing the paradigm of Inclusive Excellence and reflecting on case studies. What are effective leadership styles that are pertinent to the immediate social context? What are pressure points that tests leaders’ cultural competence and their skills engaging in cultural efficacy? In what ways are transparency and accountability litmus tests and whose interests and demands are listened to, in other words who counts as a legitimate public and stakeholders; whose voices are listened to? To that end, we will analyze implicit bias research and engage in a few classic and low stakes experimental work.

We will also explore the demands on corporate social responsibility and what lessons to be learned from social movements from Chavez farm workers’ unions to university students against sweatshops.

Finally, this course invites students to explore their own values and ideas about leadership styles, and social responsibility. We review cases of advocacy in research and what can go awry, considering the dynamics of public shaming (case study: The Rise and Fall of Harvard Professor Amy Cudd and her research on “power poses”)

Evaluation criteria

This class is discussion centered and we all will learn from each other. There are no high stakes tests. Students will give project-based group presentations and engage in weekly journaling on the class discussions and readings. There's a final paper requirement of 12-15 pages.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the "Retake" period). In the meantime, the student will get an "incomplete", which will be replaced by the actual grade after the final exam is taken. The "incomplete" will not be reflected on the student's Academic Transcript.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the "Honor Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

Calendar and Contents

1st module: Leadership models and case studies

week 1: Building an inventory—good leadership traits and governance

week 2: leadership models—transactional and cooperative; consensus-building, agonist styles

week 3: case studies: Make a case for business ethics: Corporate crime and punishment

week 4: case studies: Crisis Management in the 21st Century Academy

week 5: case studies: Sustainability in Corporate Management—Fact or Fiction?

2nd module: Raising awareness about implicit bias

week 6: The Trolley Problem in Ethics and in context of automatization of everyday life

week 7: The art of negotiations and gender considerations

3d module: Leadership and Sustainable Ethics

week 8: Popular education and diffuse stakeholder participation with a focus on climate change

week 9: Lifeboat ethics and food security politics

week 10: The challenge of disaster capitalism and the meaning of "negative freedom"

Ethics, Diversity, and Sustainable Leadership | MSc in Management

Note: This document is only informational, detailed contents and faculty may change.

Reading Materials/ Bibliography/Resources

- Naomi Klein, *The Shock Doctrine: The Rise of Disaster Capitalism*
- Raj Patel, *Stuffed and Starved: The Hidden Battle for the World Food System*
- Sarah Leschever and Linda Babcock: *Women Don't Ask: The High Cost of Avoiding Negotiations—and Positive Strategies for Change*
- Damon Williams, *Strategic Diversity Leadership*
- *Why Not Jail?: Industrial Catastrophes, Corporate Malfeasance and Government Inaction*

In addition to online resources such as Wagadu, Special issue on leadership in Higher Ed.

Bio of Professor

Mecke Nagel is an international expert in diversity leadership with a 30-year teaching practice in various U.S. and German universities. She works primarily in social philosophy and has taught across the disciplines and guided doctoral research in philosophy and theatre, as well as supervised masters' theses in sociology, political science, sociolinguistics, and gender studies. Her recent coedited book *Diversity, Social Justice, and Inclusive Excellence: Transdisciplinary and Global Perspectives* (SUNY Press, 2014) received the New York African Studies 2016 book award. Dr. Nagel is the author or editor of six other books and is founder and editor-in-chief of the gender studies journal *Wagadu*. Dr. Nagel teaches social philosophy at State University of New York, Cortland and is a visiting professor at Fulda University of Applied Sciences in interdisciplinary studies, including social work and business economics.