

**HA 315W, Fall 2016, 3 credits**  
**HOSPITALITY LEADERSHIP & ETHICS**  
**School of Hotel & Restaurant Management**  
**The W.A. Franke College of Business**

**Instructor:** Dr. Edward G Mc Keown, Ph. D.  
**Classroom:** ONLINE  
**Office:** SHRM 101  
**Office Hours:** M&W, 10 am – 11 am; T & TH, 2 pm – 3 pm & by appointment  
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**E-mail Address:** Edward.McKeown@nau.edu  
**Text:** Leader's Legacy, by Kouzes  
Strengths Finder 2.0, by Rath  
Ethics 101, by Maxwell  
Making Ethical Decisions, by Josephson

This course is designed to provide you with both theoretical and practical knowledge of leadership and ethics. While you are learning the technical aspects of the hotel and restaurant industries, the SHRM faculty and staff hope you become leaders, not just quality managers.

**Course objectives:** At the end of this course, you will be able to:

- Identify the major leadership theories, and different leadership styles.
- Understand the ethical issues leaders face in the hospitality industry.
- Demonstrate effective written and oral communication skills.
- Evaluate the difference between leadership and management.
- Recognize and appreciate cultural differences.
- Understand the importance of setting priorities and time management.

At the conclusion of this course, you will have developed strong problem-solving, critical thinking skills, and communication skills, which will help prepare you to be a leader the industry.

**Standards & Expectations:** As most organizations have standards, so will we. Microsoft, Nike, and Southwest Airlines did not reach the pinnacle of success by maintaining the status quo. They are considered the leaders in their industry and have set the standards by which others in their industry are judged.

As your instructor I will:

- treat you with the utmost respect and dignity.
- be available for assistance whenever possible.
- listen to your opinions and be open to feedback.
- strive to return all papers within 2 weeks.
- **HAVE FUN!**

As my partner you will be expected to:

- ask questions to ensure you understand the material and its relevance.
- treat your classmates with dignity and respect.
- contribute to online discussion.
- **HAVE FUN!**

**Communication:** In this course we will communicate via the **Course Message** tool in Blackboard (Bb Learn). You will find this under “Course Tools” on the left hand side of the HA 315W course Blackboard site. You should check this section at least **twice** a day, because this is the primary means I will use to communicate with the class. Moreover, unless there is an emergency, this is also the means through which you should communicate with me. Like you, I receive a significant number of email messages daily, and this tool allows us to keep all course-related communication in one place.

**Evaluations:** This is the dedicated writing course in both the HRM & IHM major. As such. **ALL** of your assessments will be written academic papers. It is essential you take the time to proofread your submissions, because the quality of your writing will have an impact on your grade. Additionally, I highly encourage you to seek support from the SHRM peer writing tutor. Name, location, and office hours will be posted to the announcements section of the course Bb Learn site when determined.

### Assignments/Assessments

Assignment	Points	Percent of grade
Leadership Theories	20	5%
Big 5 Personality Traits	20	5%
Strengths	20	5%
Balancing Ethics	20	5%
12 Angry Men	20	5%
Final Paper	150	37.5%
Discussions (10 points each, 15 discussions)	150	37.5%
Total	400	100%

**Grade Computation:** Grades will be allocated as follows:

90-100% = A

70-79% = C

**Below 60% = F**

80-89% = B

60-69% = D

**Academic Integrity:** In order to enrich your understanding of leadership, you may wish to consult outside sources. While this is highly recommended, you must thoroughly document **ALL** work that is not yours. Failure to do so constitutes plagiarism (to steal or pass off as one’s own). As stated in NAU’s Academic Integrity Policy in the Student Handbook, “An NAU student’s submission of work is an implicit declaration that the work is the student’s own” (<https://policy.nau.edu/policy/policy.aspx?num=100601>).

Academic dishonesty includes, **but is not limited to**, cheating on an exam, stealing exam questions, substituting one person for another at an exam, falsifying data, destroying, tampering with or stealing a computer program or file, copying all or part of a paper or project, signing another student's name to an attendance sheet or violating the integrity of any assignment to which points are assigned. ***Failing to properly document your sources within the text of your assignment, and/or not including a reference page is plagiarism.*** Students who allow their work to be copied are equally accountable and subject to the same penalties. Anyone who is found committing these or other acts of academic dishonesty will receive a **FAILING GRADE (F)** for the **entire course**. There is too much at stake to ruin your bright future, so don't risk it!

**Documented Disability Accommodations:** If you have any condition, such as a physical or learning disability, that makes it difficult for you to carry out the work as it has been outlined in this syllabus, please contact me **IMMEDIATELY**. The Disability Resource Center (DRC) provides academic accommodations for students with documented disabilities, who are otherwise qualified for university programs. If you have a documented disability that may require assistance, please contact the DRC located on the 2<sup>nd</sup> floor of the Health & Learning Center (Room 2050), or call 523-8773.

**Diversity Statement:** NAU defines diversity as the whole of the human experience. The human experience is marked by its complexity, shaped by historical, social, economic, and political phenomena, and is characterized by differences.

It is the official policy of Northern Arizona University to prohibit discrimination, to inform individuals of their right to be free of such behaviors, and to promote the safety of all individuals at university sites and activities (<http://nau.edu/Diversity-NAU/Forms/Safe-Working-and-Learning-Environment-Policy/>).

**End of term week:** NAU is committed to the academic success of our students. As such, this policy was developed to ensure that students are not overly burdened at the end of the term with non-academic activities, new course assignments, or evaluations of their work which are not in accord with generally accepted University practice, precedent, or policy (<http://nau.edu/Student-Life/Student-Handbook/Academic-Policies/>).

**Attendance:** You are responsible for attending all classes for which you are enrolled. Should an absence from class be unavoidable, you are responsible for reporting the reason to your instructors. In addition, you are responsible for making up any work you miss. **Your instructors are under no obligation to make special arrangements for you if you are absent** (<http://nau.edu/Student-Life/Student-Handbook/Academic-Policies/>).

**Policy on Religious Holidays:** Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during the semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify me no later than Friday, **4 September** of her or his intention to participate in religious holidays, which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university, which could not reasonably have been avoided.

**FCB Communication Center:** As part of the W.A. Franke College of Business, SHRM students have access to the Business Communication Center (FCB Rm 114). The BCC provides in-person consultations, both one-on-one and in small groups (<http://franke.nau.edu/bcc/>). More importantly, SHRM has a dedicated peer writing tutor to assist with writing assignments. I highly recommend you use these services to enhance the quality of your writing. The ability to communicate, both orally and written, is one of the key skills industry professionals believe is essential for success.

**Advising** serves primarily as a clearinghouse for student-related services provided by the School of Hotel & Restaurant Management. You should go to this office at any time if you a) have a question about your academic standing; b) need academic advising; c) need petition forms, enrollment in full class forms, or forms for work experience or independent study; d) need a change of major formed signed by the Dean; e) are applying for graduation; or f) are seeking information regarding scholarships. For an advising appointment, visit the front desk.

**NAU Policies:** Follow this link for all of NAU's Academic Affairs Policies:  
<http://nau.edu/university-policies/academic-affairs/>.

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## **Writing Assignments**

Leadership Theories: Write between 3 and 5-pgs describing the core leadership theories from the readings.

Big 5 Personality Traits: Write between 3 and 5-pgs describing the Big 5 personality traits, and your personal results from the Big 5 inventory.

Strengths: Write between 3 and 5-pgs describing your strengths, based upon your personal results from the Strengths Finder assessment.

Balancing Ethics: Write between 3 and 5-pgs describing your perspective on Ethics

12 Angry Men: Write no more than 10-pgs describing the leadership and ethical situations from the movie.

For each of these papers, remember to follow the Standards for Written Work, cite outside sources, and submit the paper as a PDF.

## **Weekly Discussions**

Each week, on the BBLearn Discussion board, I will post either a leadership issue or an ethical issue. Using opinions, and the readings from the class, you will be required to assess the issue and make suggestions. These discussions are designed to utilize critical thinking and argument skills. Continual discussion of these issue is encouraged; however, arguments and insults will not be tolerated.

## Weekly Schedule

Since this is an online course, you are free to work at your own pace; however, assignment deadlines will be strictly enforced. This schedule is designed as if you were coming to class on a weekly basis to learn the material.

Date	Course Sequence/Topic	Readings
Week 1	Introduction & What is Leadership?	Readings
Week 2	Great Person & Trait Theory	Online Readings
Week 3	Behavioral & Situational Theory	Online Reading
Week 4	Contingency & Transactional theory	Online Reading
Week 5	Transformation Theory & Big 5 Personality Traits	Online Reading
Week 6	Assessment Strengths	Inventory Results Strength Finder 2.0 part 1
Week 7	Assessment Ethics	Strength Finder 2.0 results Hanson, Intro & Chap 1
Week 8	Six Pillars of Character Ethical decision-making	Hanson Chap 2 Hanson Chap 3 & 4
Week 9	Business Ethics The Golden Rule	Maxwell Chap 1 & 2 Maxwell Chap 3 & 4
Week 10	7-set ethical decisions Challenges	Hanson Chap 4 & 5 Maxwell Chap 5
Week 11	Ethical Behavior Strength of Character	Maxwell Chap 6 Maxwell Chap 7
Week 12	Leadership Significance Leadership Relationships	Kouzes, Part 1 Kouzes, Part 2
Week 13	Leadership Aspirations Leadership Courage	Kouzes, Part 3 Kouzes, Part 4
Week 14	Movie: 12 Angry Men	Will either be available on BBLearn or on YouTube
Week 15	No Assignments, work on Final Paper	
Week 16	Final Paper Due	No Later than 11:59 pm Monday December 12 <sup>th</sup> , 2016