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Devi Akella
Albany State University

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REVIEWS & RESEARCH OF NOTE

Ethical Leadership

Devi Akella¹

Co-Editor

¹*College of Business, Albany State University, Albany, Georgia, USA*

Leadership has emerged as a business-level course after being a key topic in other courses and disciplines. Effective leadership is required to meet most organizational challenges (Dubrin, 2007). Profitability, productivity, good customer service, and future survival of the businesses are all dependent on effective leadership. Organizations therefore demand and recruit people with appropriate leadership skills who are able to inspire and influence others at various organizational levels (Dubrin, 2007).

The curricula of business schools nowadays emphasize development of leadership skills of all potential managers (Dubrin, 2007). Moreover, with recent exposure of the dark side of businesses and their leaders, attention has shifted toward ethical, moral, and social responsibilities of future corporate leaders. In this context of business education, leadership ethics, and social responsibilities, the book titled *Meeting the Ethical Challenges of Leadership: Casting Light or Shadow*, authored by Craig E. Johnson, is a useful find.

This book has been designed and formatted on the lines of a course textbook in leadership ethics at the college/university level. The book explores the “moral/ethical realm of leadership and the leader’s role in both beneficial and harmful results of actions taken.” It covers the theme of ethical leadership in detail, including various facets of power, character building,

concepts of ethics, organizational climate, diversity issues, and crisis leadership. All topics are supported with relevant case studies, current events, and self-assessments.

Charles D. Johnson (no relation to the author) provides a thorough analysis of the book in his review. Using his practical leadership experience as a dean and drawing upon his academic background, Johnson undertakes an extensive review commenting on the subjective content, chapter material, instructor teaching site, and student study site resources. Johnson takes the reader through a detailed analysis of each chapter, its content, unique aspects, and his own view on the material. However, he contends that the book fails to put forth a holistic picture of the contemporary situation. The author, according to Charles Johnson, presents his biased view by boldly stating arguments without “any evidence to support such generalizations.” But Johnson agrees with the author that this one-sided view might propel intense challenging classroom discussions and debates. Overall, Johnson’s review is informative, critical, and helpful for academics and teachers interested in the topic of ethical challenges in leadership.

REFERENCE

Dubrin, A. J. (2007). *Leadership: Research findings, practice and skills*. Boston, MA: Houghton Mifflin.

Address correspondence to Devi Akella, College of Business, Albany State University, 504 College Drive, Albany, GA 31705, USA.
E-mail: dev.akella@asurams.edu