DPLS 746 Leadership & Applied Ethics

Summer 2009 2 Credits
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Office hours are by appointment.

Formal Course Description from the Catalogue
DPLS 747: Leadership and Applied Ethics: This course centers on a variety of moral dilemmas that prevail in societies and organizations. Students gain a deep understanding of the complexity of such moral dilemmas through critical analysis and application of ethical principles. This course presupposes a good grasp of ethical theory either through DPLS 750: Leadership and Ethics or through extensive background readings.

Brief Course Objectives
1. Content: This course will address the specific ethical issues which leaders confront, especially issues related to power, influence, manipulation, service and personal character. Often leaders are confronted with difficult ethical situations. Leaders are tempted in a number of different ways, especially to use their authority within the system in which they act as a leader, to coerce, manipulate, or take advantage of others for what appears to be some benefit, be it personal, institutional, or ideological. Leadership often requires establishing the values for a certain organization or organizational culture. How does one lead ethically? Is it right to transform others into ones own vision of what they should be, for the sake of an organizational goal? Ought leaders merely to cultivate consensus? Should a leader ever hold his followers to a higher standard than he or she holds his or her self? This course will deal with the peculiar "sins" which leaders are prone to commit. While this course may at times address questions related to business or medical ethics, the focus will be on the leadership dilemmas which confront those in leadership roles.

2. Outcomes: This intensive course aims to equip leaders to have well developed strategies for confronting the ethical problems which leaders face. These problems, first and foremost begin with ones own character and work out into the lives that one serves a leader.

Course Philosophy
Discipline specific applied ethics courses deal with ethical issues that arise within a particular discipline. Environmental Ethics treats ethical issues that arise when humans take actions which affect their stewardship of the environment and its sustainability. Business Ethics treats the ethical issues that arise when humans assume a profession in the business world, in which their livelihood depends on producing and/or selling products. Medical Ethics deals with the ethical issues that arise as a human gives medical care to others. In each of these three professional areas, which admittedly may overlap, depending on the situation, the scope of ethical questions treated within the discipline is limited by the scope of the discipline, or area of study, which that particular field of applied ethics aims to address.
Leadership Ethics, as a separate field of applied ethics, deals with those issues that arise when one is in a position of leadership, which is not to say that a leader never engages with environmental, business, or medical issues. This course will aim to address the application of ethical principles to the practice of leadership. Paramount among the issues of applied ethics is the question of a leader's character, especially a leader's integrity. The first portion of the course will look at applied leadership ethics related to the development of personal character. The latter portion of the course will look at various frameworks and case studies, which apply the insights related to the development of personal character to the practice of leadership in community. Leaders are in a special position to injure the lives of individuals as well as the institutions in which the labors of individuals are invested. The latter portion of the course will engage with a number of ethical philosophical frameworks, including Plato's theory of justice, Aristotelian Virtue Ethics, the Kantian Categorical Imperative, Utilitarianism, Ayn Rand's Objectivism, and Confucianism.

**Texts to Purchase for the Course (available at the book store):**
- The Anatomy of Peace: Resolving the Heart of Conflict, Arbinger Institute (ISBN 1576755843)
- Understanding Ethical Failures in Leadership, Terry L. Price (ISBN 0521837243)
- The Ethics of Leadership, Joanne B. Ciulla. (ISBN 0155063170)

**General Outline of the Semester**

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<tr>
<th>Date</th>
<th>Session</th>
<th>Domain of Study</th>
<th>Graded Work Due</th>
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<tbody>
<tr>
<td>June 8</td>
<td>1.1</td>
<td>1. Course Introduction: Personal</td>
<td>Complete this reading before the first class. Reading: Leadership and Self Deception:</td>
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<td>Introductions and Syllabus</td>
<td>Response: No Reading Prompt</td>
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<td></td>
<td>1.2</td>
<td>2. Review of Ethical Theory and</td>
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<td>Terms</td>
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<td>1.3</td>
<td>3. Leadership and Self Deception</td>
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<td>1.4</td>
<td>4. Why is this problem so common, and how to fix it.</td>
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<td>June 9</td>
<td>2.1</td>
<td>5. Review</td>
<td>Complete this reading before the first class. Reading: The Anatomy of Peace: Resolving the Heart of Conflict</td>
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<td>2.2</td>
<td>6. The Anatomy of Peace</td>
<td>Response: No Reading Prompt</td>
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<td>2.3</td>
<td>7. The Problem of Desire</td>
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<td>2.4</td>
<td>8. Resolving Wars of Desire</td>
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<td>June 10</td>
<td>3.1</td>
<td>9. Volitional and Cognitive</td>
<td>Complete this reading and the Reading Prompt before the first class. Reading prompt due by email the Friday before class.</td>
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<td>Accounts of Failures of Leadership</td>
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<td>3.2</td>
<td>10. The Nature of Exception Making</td>
<td>Reading: Understanding Ethical Failures in Leadership</td>
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<td>3.2</td>
<td>Making Exceptions for Leaders</td>
<td>Response: Reading Prompt</td>
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<td>3.3</td>
<td>11. Justifying Leadership</td>
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<td>3.4</td>
<td>12. Problems in Transformational Leadership</td>
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**Applied to Context**

| June 15 | 4.1 | 13. The Moral Challenges of Power | **Due Monday Before Class:** All today's readings are from Ciulla, *The Ethics of Leadership*  
**Due Before Class:** Response Paper: On the Temptations of Leaders.  
**Read:** Introductions, pp. xi-xv & pp.1-2  
Dean Ludwig & Clinton Longnecker, "The Bathsheba Syndrome: The Ethical Failure of Successful Leaders," pp. 70-81  
Plato, "Justice and the Leader," from the *Republic* Bk. I pp.13-28  
**Case:** Plato, "The Ring of Gyges," from the Republic Bk. II pp. 28-30 |
| 4.2 | 14. Virtue and the Morality of Leaders | **Read:** Introduction pp. 53-54  
Aristotle, "Virtue Ethics," pp. 55-63  
**Case:** Joanne B. Ciulla, "Does Personal Morality Matter?" pp. 68-69.  
**Case:** Joanne B. Ciulla, "Sleazy or Stupid?" pp. 63-64 |
| 4.3 | 15. The Duties of Leaders and Followers | **Read:** Introduction, pp. 93-94  
Immanuel Kant, "Good Will, Duty, and the Categorical Imperative" pp. 94-109  
Bernard Williams, "Moral Luck," pp. 112-117  
**Case:** Joanne B. Ciulla, "On Women and Girls," p. 111  
**Case:** Joanne B. Ciulla, Case: "Is a Lie Always a Lie?" p. 118 |
| 4.4 | 16. Leadership and the Greatest Good | **Read:** Introduction, pp. 141-142  
John Rawls, "Distributive Justice," 154-161  
**Case:** Joanne B. Ciulla, "Prejudice or Preference?" p. 152  
**Case:** Joanne B. Ciulla, "Corneas in the Congo," p. 153  
**Case:** Ursula Le Guin, "The Ones Who Walk Away from Omelas," pp. 161-16 |
| June 17  | 5.1 | 17. Self-Interest, Altruism, and the Overman | **Due Monday Before Class:** All today's readings are from Ciulla, *The Ethics of Leadership*  
Ayn Rand, "Why Self-Interest is Best," pp. 44-52  
Freidrich Nietzsche, "Zarathustra's Prologue," pp. 167-174 |
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| 5.2 | 18. The Problem of Charisma | **Read:** Charles Lindholm, "The Only God You'll Ever See: Jim Jones and the People's Temple," pp. 192-202  
Max Weber, "Legitimate Authority and Charisma," pp. 189-192  
Hannah Arendt, "The Accused and Duties of Law-Abiding Citizen," pp. 119-123  
**Case:** George Orwell, "Shooting an Elephant" (handout) |
| 5.4 | 20. Tradition and Morality | **Read:** Confucius, Selections from the *Analects*, pp. 123-139  
**Case:** Joshua Cooper Ramo, "The Five Virtues of Kofi Annan," pp. 268-276  
**Due Two Weeks after Class:** Final Paper |

**Grading**
Your grade will be based on these factors.  
Participation 10%  
Reading 20%  
First Response Paper 10%  
Reading Prompts 20%  
Final Paper 50%

**Any Questions?**
If you have course questions contact the instructor.