

Ethics and Transformative Leadership
Professor Femida Handy
Professor Chung-Sik Shin
July 2024

Lecture goals: You will be able to:

- Define ethics and identify factors that influence moral conduct.
- Compare ethical frameworks used to understand dilemmas and propose solutions.
- Discuss the best ways to promote ethical conduct within organizations.
- Analyze specific case studies for a variety of ethical issues in a variety of settings.
- Suggest ways that organizations can prevent and correct misconduct, develop a spirit of ethical behavior, and institutionalize ethical values in the organization's culture.

Readings:

Ethics for Social Impact, by Femida Handy and Allison R. Russell.

Justice: What's the Right Thing to Do? by Michael J. Sandel

Lecture 1

Student introductions, course syllabus, and expectations

- What is ethics?
- What do you consider to be ethical behavior?
- What is the difference between individual and organizational ethics?
- What is an ethical dilemma?

Readings: Handy and Russell (Chapters 1 and 2)

- Ethical Scandal Presentations: You will be assigned to groups and begin to research real-life scandals. Groups must present scandals in class and discuss why these are ethical scandals.

Lecture 2

Ethics and organizational forms: Nonprofit, For-profit and Public sector

- What makes the sectors Why study ethics in a sectoral context?
- Legal versus ethical challenges
- Analysis of Assigned Case Studies

Lecture 3

Ethical Frameworks

- o What is an ethical framework?
- o Consequentialist Ethics
- Examples of using consequentialist Frameworks in ethical scandals
- Analysis of Assigned Case Studies

Readings: Handy and Russell (Chapter 3); Sandel (Chapters 2, 8, and 10)

Lecture 4

Ethical Frameworks, continued

- Non consequentialist Ethics
- Examples of using non- consequentialist Frameworks in ethical scandals
- Analysis of Assigned Case Studies

Readings: Sandel (Chapters 3, 5, and 6);

Lecture 5:

Decision making: Applying the Ethical Frameworks

- Road Map to Ethical Decision-Making
- How do ethical frameworks inform real-world decision-making?
- What is the road map for ethical decision-making?
- Why should we practice systematic decision-making?
- How can we apply it to management and leadership?

Readings: Handy and Russell (Chapter 5)

Student Presentations: Assigned cases.

Lecture 6:

Codes of Ethics :Developing and Implementing Codes of Ethics

- What is a code of ethics?
- How should nonprofits go about developing, implementing, and utilizing these policies?
- What are their strengths and limitations?

Readings: Handy and Russell (Chapter 4); additional readings on Canvas.

Case Presentations: Assigned cases.

Lecture 7

Empire of Pain: The Secret History of the Sackler Dynasty

Ethical Challenges in the pharmaceutical industry

- Watch “Pain Killer” and identifying the timeline of ethical challenges faced by the leadership.
- What might have prevented the crises?
- The failure of the leadership in the corporate and public sectors
- Analyzing the ethical challenges that arose using a consequentialist and non-consequentialist framework.

Lecture 8

International Arena: Is there one set of ethics applicable in international settings?

- The unique ethical challenges in multinational companies and international NGOs
- Cultural norms
- Leadership challenges working across international borders
- Positionality and ethical leadership

Lecture 9

THE USE OF THE "ETHICAL TRIANGLE" IN SCHOOL

- Introducing ethics triangle: the three approaches
- (1) Aristotle’s Theory of Virtue
- (2) Kant’s Theory of Duty
- (3) Bentham’s Theory of Utility

Lecture 10

ETHICS AS AN ACTIVE PROCESS

- Levels of ethical reflections: emotions, moral rules, ethical analysis etc.
- Use of the framework at any given moment
- Use of conscience, imagination, taste, common sense etc.
- Emotional feelings might be considered as some spontaneous manifestations of experience.

Lecture 11

UNDERSTANDING ETHICAL DECISION MAKING (EDM)

- The descriptive models of EDM: the world as it is
- The prescriptive decision-making: the world as we would like it to be
- Defining the ethical issue
- Identifying alternative courses of action
- Projecting probable courses of action and finding a fit

Lecture 12

APPLYING ETHICAL DECISION MAKING (EDM) TO REAL SITUATIONS

- The case of the ethical dilemma
- The case of conflicts of authority
- The case of role conflicts
- The case of conflicts of interest

Lecture 13

ETHICAL DECISION MAKING AND THE DESIGN APPROACH

- The aim of the design approach is how to implement a decision properly.
- The difficulty of individual ethical autonomy in organizations
- Several cases of whistle-blowing decisions
- Adolf Eichmann as the extreme case of the agentic shift
- Watching the conclusion part of a 2012 biographical drama film, *Hannah Arendt*

Lecture 14

HOW TO ACHIEVE ETHICAL COMPETENCE FOR PUBLIC SERVICE LEASERSHIP

- Leadership, Mentoring, and Exemplars
- Ethics Training Programs
- What Is the Goal of Ethical Competence?
- How Do We Measure Success?

Lecture 15

FINDING MY OWN ETHICAL DECISION-MAKING MODEL FOR PUBLIC SERVICE

- Public service depending on culture and politics
- The power of judgment resting on the enlarged way of thinking: imagination
- The power of judgment resting on my common sense and taste
- How to build my own Ethical Decision-Making Model