Overview: Leaders are people in positions of authority. How should that authority be used? In this class we will discuss ethical leadership. First we will review some theories in normative ethics and classic objections to each theory. Then we will address how a leader’s ethical judgments should be informed by chance, luck, special relationships, formal designations of authority, and ignorance. With these tools and concepts in hand, we will spend the rest of the term discussing cases. Should leaders care about equality? Can a leader harm someone simply by making an offer? Do leaders have distinctive rights to kill, coerce, or lie? To close, we will discuss some of the particular challenges that people in positions of authority face, namely, moral and cultural relativism, moral demandingness, and the struggle to have a meaningful life.

Objectives: Students in this class will develop three skills: charitable reading, critical thinking, and clear writing. In class we will reconstruct the best version of the arguments presented in the readings by discussing objections and carefully considering alternative points of view. Students will also learn how to put arguments in premise-conclusion form, use thought experiments and cases to test an intuition, and state a view precisely. We will also discuss good writing, in and outside of class, and by the end of the term students will write an original philosophical essay about the ethics of leadership.

Grading:
Participation: 10%
Quizzes: 10%
Essay #1: 20%
   (5% Outline, 15% Draft)
Essay #2: 40%
   (10% Outline, Research, and Draft, 30% Essay)
Final Exam 20%

All grades are entered as numbers. The number values of letter grades are:

A+ 100-97     A  96-94     A-  93-90     B+ 89-87     B  86-84     B-  83-80
C+ 79-77      C  77-74     C-  73-70     D+  69-67     D  66-63

Please submit your essays in .doc or .docx formats. I will write comments using the commenting function in Word and email them back to you with grades.
Due Dates: Papers and outlines are due on my inbox by 5pm on their due dates. You will get a confirmation from me by 9pm on that day to verify that I received it. Each assignment will be marked down by 1/3 of a letter grade for every late day.

Participation

There are two components of your participation grade. (1) Come to class. (2) participate in a meaningful way. I realize that some people will worry that (2) is too subjective but I assure you it is not. If you (a) participate (b) in a way that is respectful and (c) that is relevant to the reading then you’ll be fine. If there is some reason you cannot meet these expectations send me an email and we’ll talk about it.

Quizzes:

There will be 6 quizzes throughout the semester. Each quiz will take 5 minutes or so and will consist of one question. Basically, the quizzes are a way of getting you to come to class on time and ensuring that you did the readings. The quizzes start at noon so if you are late you will miss the quiz. I will count 5 of the quizzes, so if you are inexcusably late or absent for one quiz day or if you totally fail one quiz don’t worry because it won’t count. If you already missed a quiz and you are going to miss another class let me know in advance and if that is a quiz day I’ll let you know and you can email me your quiz before class starts. If you have an unexpected excused absence let me know and I’ll arrange for you to do an additional quiz.

Essay #1:

One of our goals in this course will be to further develop your writing abilities. I will distribute handouts on writing in week 2 and then I would like to meet with everyone by September 20 to talk about the first paper. Bring your thesis and outline to this meeting. The essay topic will cover readings from weeks 1-3.

Essay #2:

This essay is your chance to show off how much you have learned in the class! You will have a choice of topics and they will all address real-world leadership questions. Additional research and an original philosophical argument are expected. Meetings with me are not required, but you must send me a thesis, outline, and 1 page summaries of at least four other philosophical readings on your topic by November 27 and if I am worried about your plan I may request a meeting that week. It’s a good idea to come to office hours, talk over email, or schedule a meeting before you commit to a thesis.

Final Exam:

The final will test you on the whole semester. It will cover the readings, classroom discussions, and handouts. It will be multiple choice and short answer.

Textbook/Materials:
Ciulla, Joanne B., editor, The Ethics of Leadership (EL)
All other readings are on Blackboard
Readings:

**Part 1: Leadership and Ethical Theory**

**Week 1: What is Leadership Ethics?**
August 28- Leadership and Ethics
Ciulla- Leadership Ethics, Mapping the Territory
Thomson- Killing, Letting Die, and the Trolley Problem

August 30- The Limits of Leadership
Singer- Famine Affluence and Morality
Bowen McCoy, “Parable of the Sadhu,” in Ciulla, ed., xvi-xviii (EL)

**Week 2: Consequentialist Leadership**
September 4- Utilitarianism and Personal Morality
Leadership for the Greatest Good, pp. 141-142(EL)
Case: Joanne B. Ciulla, “Corneas in the Congo,” p. 153 (EL)

September 6- Utilitarianism and Integrity
Williams- Consequentialism and Integrity
Case: Ursula Le Guin- “The Ones Who Walk Away from Omelas,” (EL)

**Week 3: Rights-based Leadership**
September 11- Alternatives to Utilitarianism
Nozick- The Experience Machine
Nozick “The Rationality of Side Constraints”
Velleman- A Brief Introduction to Kantian Ethics

September 13- The Basis of Rights
Davis- The Moral Significance of Respect for Persons
Scanlon “Rights Goals and Fairness”

**Week 4: Virtues of Leaders and Followers**
September 18- Leaders and Moral Corruption
Price- Explaining Ethical Failures of Leadership

September 20- Followers
Jonathan Bennett, “The Conscience of Huckleberry Finn,” (EL)
Holton- Inverse Akrasia and Weakness of Will

**Essay #1 Thesis and Outline Due**

**Part 2: Ethical Elements of Leadership**
Week 5- Chance and Luck
September 25- Moral Mistakes?
Parfit- *Five Mistakes in Moral Mathematics*

September 27- Moral Luck
*Bernard Williams, "Moral Luck"* (EL)
*Stanford Encyclopedia Entry on Moral Luck*

**Essay #1 Due**

Week 6- Partiality
October 2- Love and Partiality
*Velleman- Love as a Moral Emotion*

October 4- Relationships and Responsibility
*Scheffler- Relationships and Responsibilities*

Week 7- Authority
October 9- Skepticism About Authority
*A.J. Simmons, 'Justification and Legitimacy',*

October 11- The Basis of Authority
*G. Klosko, 'Presumptive Benefit, Fairness, and Political Obligation'*

Week 8- Ignorance
October 16- FALL BREAK

October 18- Responsibility and Ignorance
*Terry Price- Character, Contentiousness, and Conformity to Will*
*Gideon Rosen, Skepticism about Moral Responsibility*

**Part 3: Leadership in Practice**

Week 9: Equality
October 23- Equality
*Harry Frankfurt, “Equality as a Moral Ideal,” The Importance of What We Care About*

October 25- Sexism and Heterosexism
*Okin Sexual Orientation, Gender, and Families: Dichotomizing Differences*
*Ciulla- On Women and Girls pg. 111(EL)*
*Ciulla- Prejudice or Preference? Pg.152 (EL)*

Week 10: Business Leadership
October 30- Work
Matt Zwolinski “Sweatshops, Choice, and Exploitation,”
Ciulla- The Oil Rig (EL)

November 1- Contracts
Shiffrin- Paternalism, Unconscionability Doctrine, & Accommodation,

**Week 11: Political Leadership**
November 6- Who Should Lead?
Brennan "Polluting the Polls: When Citizens Should Not Vote"
Weber, "Legitimate Authority and Charisma" (EL)

November 8- Following Orders
McMahan, The Ethics of Killing in War
Arendt, “The Accused and Duties of Law-Abiding Citizen,” (EL)

**Week 12: Healthcare Leadership**
November 13: Patient Care and Paternalism
Buchanan, “Medical Paternalism”
The Hippocratic Oath
Wilson, “Why It’s Time to Stop Worrying About Paternalism in Health Policy”

November 15: Health Policy- Death
Bostrom, “The Fable of the Dragon Tyrant”
Williams- “An Exploration of the ‘Fair Innings’ argument”

**Week 13: Communication Ethics**
November 20- Lying
Langton- Duty and Desolation
Ciulla "Is a Lie Always a Lie?" (EL)

*Essay #2 Thesis and Outline Due*

November 22-Happy Thanksgiving!

**Part 4: Challenges to Leadership Ethics**
**Week 14: Relativism and Demandingness**
November 27: Relativism
Harman, "Moral Relativism Defended"
F.G. Bailey, “Values, Beliefs and Leadership," (EL)

November 29: Sinners and Saints
Wolf- Moral Saints

*Essay #2 Rough Draft Due*

**Week 15: What Should Leaders Do?**
December 4: Good Lives
*Nagel* - *Birth, Death, and the Meaning of Life*

December 6: Discussion/Conclusion
*Ciula* - *Does Personal Morality Matter? (EL)*

December 13:
*Essay #2 Due*
*Final Exam*