Overview: In this course, we will examine historical examples of leadership, current events, and hypothetical cases in light of prominent ethical theories to gain new insights into the ethics of leadership. In Part 1 students learn about prominent ethical theories, such as consequentialism and Kantianism. These readings will provide a foundation for understanding ethics, and we will reference these theories throughout the class. Part 2 is about the specific challenges that leaders and followers face when they deliberate about their moral obligations. For example, we will discuss the temptations of power, the challenges of acting against one’s moral emotions, the ethics of making decisions that involve luck or chance, and whether reasons of partiality conflict with moral obligations. In Part 3, we discuss the basis of leaders’ authority, whether followers have duties to obey, and whether bystanders have duties to intervene when they witness oppression. In this part of the course we focus on political leadership, which provides the foundation for a discussion of justice and leadership. Part 4 addresses questions about social and economic justice, such as whether leaders are required to promote distributive equality, and whether leader’s obligations to others change in the global context. Finally, in Part 5 students are encouraged to apply these lessons as they reflect on the development of their character and career plans. In this final part of the course we discuss the challenge of balancing self-interest against the duty to assist others, and the relationship between morality and a meaningful life.

Objectives: This course is the capstone class for a leadership studies degree. Students are encouraged to reflect on the moral dimensions of leadership in light of their Jepson education and their plans going forward. Students will develop skills that enable them to develop and evaluate moral arguments. For example, students will learn to assess the soundness and validity of an ethical argument. Students are also encouraged to critically evaluate prominent leadership theories. We will discuss real and hypothetical examples of ethical and unethical leadership to better understand how the leadership context changes the moral landscape. Students will also produce original philosophical research articles that address the ethics of leadership. Finally, students will have an opportunity to think in a rigorous and systematic way about the normative dimensions of their career and personal choices going forward.

Grading:

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<th>Grade</th>
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### Participation

Your participation grade is based on how well you contributed to class discussion and how often you attended class. I posted participation guidelines on blackboard to give you a rough sense of the standards for each grade.

### Reading Responses:

You can do as many reading responses as you want. The top five scores will be included in your grade.

- Use Blackboard to submit each response. Submit your responses online before class starts.
  - Late responses will not be accepted.
  - If for some reason you cannot access Blackboard you can email me a response on time.
- Note that midway through the semester the due dates responses changes.

### Quizzes

- There is a quick reading quiz that must be completed before noon on the day of each class. Your top 20 quiz grades will count for 10% of your grade.
**Late Policy for Essays**

- Outlines, essays, and revisions are due by 11:59 pm on their due dates.
- Essay assignments will be marked down by 1/3 of a letter grade for every late day.
  - If you need an extension, you must contact me to discuss an extension at least 24 hours before the due date in order to avoid a late penalty.
  - If you contact me about late work, I can stop the clock for late penalties and we can work out a plan for completion. You just need to let me know what’s going on.
- I will read and comment on late thesis/outlines but a 2/3 grade penalty will still apply.
- I will not accept late submissions for Essay #2 revisions.

**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. The essay topic will cover readings from the beginning of the semester.

- I would like to meet with everyone by **September 21** to talk about the first paper. **Bring your thesis and outline to this meeting.** It should include:
  - A thesis and P/C argument
  - A roadmap/outline
  - If you do not meet with me and submit a thesis/outline by **September 21** then I will deduct 2/3 of a letter grade from your score on essay #1 (e.g., a B+ paper will become a B-).
  - If you have a busy schedule, I recommend that you sign up early for a meeting time!
- Essay #1 is due on **September 28**.
  - Please submit your essays in .doc or .docx formats by email. I will write comments using the commenting function in Word.

**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 that address real-world leadership questions. Additional research and an original philosophical argument are expected.

- Meetings for Essay #2 are encouraged but not required.
- Before **November 9** you must send me:
  - A thesis and P/C argument
  - A roadmap/outline
  - **Summaries of at least four other philosophical readings on your topic that are not from the syllabus**
  - If I am worried about your plan or if I have suggestions, I may request a meeting that week.
If you do not send a thesis, outline, and reading summaries to me by November 9 then I will deduct 2/3 of a letter grade from your score on essay #2.

- It’s a good idea to come to office hours, talk over email, or schedule a meeting before you commit to a thesis.

- Essay #2 is due by **November 16**.
  - Please submit your essays in .doc or .docx formats. I will write comments using the commenting function in Word.
  - Essays are due on my inbox by 11:59 pm the 16th. You will get a confirmation from me within 24 hours to verify that I received it.
  - This assignment will be marked down by 1/3 of a letter grade for every late day.

- You will have the opportunity to revise by **December 17**.
  - If you choose to revise, please send in a new clean copy, a ‘track changes’ copy, and a cover letter explaining your revisions and responses to comments.
  - You can earn up to 2/3 of a letter grade increase by revising your final essay, in addition to the intrinsic rewards of improving your writing and ethical reasoning abilities.
  - I will not accept late submissions of the revisions.

**Final Exam:**
The Registrar sets the final exam time and date. The exam will test you on the whole semester. The exam is 10 questions and it will cover the readings, classroom discussions, and handouts.

**Academic Integrity:**
Students may not use course materials from previous versions of this course. Students should complete every assignment on their own and should comply with the UR honor code. Students may not submit work from previous courses for this course.

**Materials:**
All readings are on Blackboard. Please print the readings and bring them to class. Aside from the quizzes at the beginning of class, laptops and iPads are not permitted in class without authorization.
Readings:
Part 1: Normative Ethics and Leadership

Background
Ciulla- Leadership Ethics, Mapping the Territory

Week 1: How should we reason about moral problems?
August 27- Moral Objectivity
Shafer-Landau, Eleven Arguments Against Moral Objectivity
August 29- Moral Concepts
Singer- Famine Affluence and Morality

Week 2: Should leaders promote good consequences?
September 3- Aggregation and Rights
Thomson- Killing, Letting Die, and the Trolley Problem
September 5- Integrity
Williams- Consequentialism and Integrity
Le Guin-Case: “The Ones Who Walk Away from Omelas,”
Nozick- The Experience Machine

Week 3: Are leaders constrained by moral rules?
September 10- Three accounts of coercion
Pallikkathayil- The Possibility of Choice
September 12- Deception and the murderer at the door
Schapiro- Kantian Rigorism and Mitigating Circumstances

Part 2: Leadership and Moral Deliberation

Week 4: How should a leader deliberate?
September 17- The temptations of power
Case: The Ring of Gyges
Ludwig & Longenecker, “The Bathsheba Syndrome,”
Price- Explaining Ethical Failures of Leadership
September 19- When to be conscientious, when to take risks
Guerrero- Don’t Know, Don’t Kill
September 21- Meetings/Essay #1 Thesis and Outline Due

Week 5- Luck and Chance
September 24- Consequences and Moral Mathematics
Parfit- Five Mistakes in Moral Mathematics
September 26- Risk and the ethics of taking chances
Hanna- Moral Luck Defended
September 27- Essay #1 Due
Week 6- When is partiality justified?
October 1- Is partiality compatible with universal moral principles?
Velleman- Love as a Moral Emotion
October 3- The moral value of relationships
Scheffler- Relationships and Responsibilities

Part 3: Obligation, Obedience and Authority

Week 7- Choosing and following political leaders
October 8 - Public Goods, and a defense of obligation
Nozick- The Principle of Fairness
Klosko, ‘Presumptive Benefit & Political Obligation’
October 10- Democracy
Brennan- Polluting the Polls (RR 3d)

Week 8- What is the basis of a leader's authority?
October 17 Fall Break!
October 19- Why we should question authority
Huemer- What if there is No Authority?
(Optional- Huemer Psychology of Authority)

Part 4: Justice and Leadership

Week 9: Everyday Justice
October 22- Social Justice
Hill- Bystanders and the Duty to Resist Oppression
October 24- Economic Justice
Frankfurt- Equality as a Moral Ideal
Van Parijis-A Basic Income for All

Week 10: Global Justice
October 29- Global Business Ethics
Zwolinski- Sweatshops, Choice, and Exploitation
October 31- Military Leadership
McMahan- The Moral Responsibility of Volunteer Soldiers
Critical Replies to McMahan and Responses

Part 5: Meaningful Leadership: Self-Interest and Character
Week 11: What kind of character should a leader have?
November 5- Civic Virtue
Landemore- Open-Mindedness as a Civic Virtue
November 7- Why Faith in Humanity is a Virtue
Preston-Roedder- Faith in Humanity
November 9: Essay #2 Thesis, Outline, and Summaries Due
Week 12: Morality and Personal Projects

November 12: Moral Saintliness
Wolf- Moral Saints
Buss- Needs, Projects, and Reasons

November 14: ... Moral Danger
Cocking and Kennett- Friendship and Moral Danger

November 16: Essay #2 Due

Week 13: The Meaning of Life

November 19- Class Canceled
November 21- Meaninglessness and Morality
Langton- Duty and Desolation

Week 14:
November 26: Future generations as a source of meaning
Scheffler- The Afterlife
November 29: Thanksgiving

Week 15: Meaning and Absurdity

December 3: Meaninglessness and Success
Setiya- The Midlife Crisis
December 5: Morality and Absurdity
Nagel- Birth, Death, and the Meaning of Life

This syllabus may be revised throughout the semester. Please check Blackboard and your email for updates.