

Leadership Ethics

(MPA 8300-001/26285/Bartley Hall 033)

COURSE INSTRUCTOR: Richard M. Jacobs, O.S.A., Ph.D.
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COURSE DESCRIPTION:

Leadership Ethics (MPA 8300) examines the assumptions implicit in various organizational designs and highlights the importance of fidelity to value-based decision making.

COURSE RATIONALE:

Leadership Ethics (MPA 8300) probes the many ways that ethics shape and define the nature of public professions. Public agencies (e.g., like municipal governments, police and fire departments, social service agencies, hospitals, schools) and their employees are “holders of the public trust,” thus binding them to the broader society. To perform work in a fair and ethical manner, administrators of public agencies need to understand and to deal with ethical dilemmas and the embedded values conflicts encountered in ethical dilemmas. MPA 8300 broadens the students’ understanding of leadership ethics in order to prepare them for dealing with these dilemmas. The study of ethical theories, class discussion, and case analyses will strengthen each student’s ability to identify ethical dilemmas and to develop the skills to approach these conflicts of values honestly, sincerely, and with confidence.

COURSE OBJECTIVES:

1. To become aware of, to identify, and to critique various ethical theories.
2. To examine the ethical terrain of public agencies and to develop competence in reflecting upon it.
3. To strengthen the reasoning and analytical skills required to identify and to deal with ethical dilemmas in public agencies.
4. To identify ethical dilemmas with precision and to explicate the values conflicts embedded in them.
5. To consider how ethics can and does (or does not) impact the behavior of people in public agencies.
6. To locate human responsibility, and thus, ethical leadership, within public agencies.
7. To clarify a pathway to resolve impediments to appropriate ethical action in public agencies.
8. To speak with clarity and conviction about one’s ethical motives and convictions.

CLASS MEETINGS:

<u>Class:</u>	<u>Day:</u>	<u>Date:</u>	<u>Tentative Readings/Class Topics:</u>
01	Wed.	08/29	Introduction to Leadership Ethics, Ethical Dilemmas, and The Presumed Relationship Between Ethics and Religion Readings: R – pp. 1-13; 53-61; Course Webpage
	Wed.	09/05	No Class: LABOR DAY
02	Wed.	09/12	<u>Topic:</u> Natural Law and The Principle of Double Effect Readings: R – pp. 57-61; Course Webpage Due: ¶ Statement of Ethics (Preliminary Draft)
03	Wed.	09/19	<u>Topic:</u> The Utilitarian Approach; The Debate over Utilitarianism Readings: R – pp. 97-123; Course Webpage
04	Wed.	09/26	<u>Topic:</u> Ethical Subjectivism Readings: R – pp. 16-51, 68-88; Course Webpage
05	Wed.	10/03	<u>Topic:</u> Absolute Ethical Rules Readings: R – pp. 117-140; Course Webpage (“The Categorical Imperative”) Due: ¶ Statement of Ethics (Revision)
	Wed.	10/10	No Class: FALL BREAK
06	Wed.	10/17	<u>Topic:</u> The Idea of a Social Contract Readings: R – pp. 141-159
07	Wed.	10/24	<u>Topic:</u> Rawls’ Theory of Justice; the Difference Principle; the Veil of Ignorance Readings: Course Webpage
08	Wed.	10/31	<u>Topic:</u> Kohlberg’s Stages of Moral Development Course Webpage
09	Wed.	11/07	<u>Topic:</u> Feminism and the Ethics of Care Readings: R – pp. 160-172; Course Webpage
10	Wed.	11/14	<u>Topic:</u> Virtue Ethics Readings: R – pp. 173-190; Course Webpage
	Wed.	11/21	No Class: THANKSGIVING BREAK
11	Wed.	11/28	<u>Topic:</u> The Dynamics and Framework of Administrative Evil Unmasked; Masking and Unmasking Administrative Evil Readings: A/B – pp. 1-72; 73-130 Due: ¶ Code of Ethics Critique
12	Wed.	12/05	<u>Topic:</u> Ethics for Individual Administrators and in the Organization Readings: C – pp. 1-130; 131-258 Due: ¶ Statement of Ethics (Final Draft)
13	Wed.	12/12	<u>Topic:</u> A Satisfactory Ethical Theory and Leadership Ethics Readings: R – pp. 191-203; Course Webpage

R = Rachels text

C = Cooper text

A/B = Adams and Balfour Text

REQUIRED COURSE TEXTS:

Adams, G. B., & Balfour, D. L. (1999). *Unmasking administrative evil*.
Thousand Oaks, CA: Sage Publications, Inc.

Cooper, T. L. (2006). *The responsible administrator: An approach to ethics for
the administrative role* (5th ed.). San Francisco, CA: Jossey-Bass Publishers.

Rachels, J., & Rachels, S. (2010). *The elements of moral philosophy* (6th ed.).
New York: McGraw Hill.

(Though not a required text, it is highly recommended that each student purchase the
Publication Manual of the American Psychological Association, 2009 [6th edition, spiral
bound: ISBN 978-1433805622]. *The Concise Rules of APA Style* is **not** recommended as
an alternative. All work submitted for MPA 8300 must conform with and will be
graded according to APA guidelines.)

STUDENT REQUIREMENTS:

To complete this course successfully, each student will:

- a. complete the required readings *prior to* class sessions,
- b. attend and participate intelligently in all class sessions;
- c. present in-class case study application; and,
- d. complete the course project.

It is the policy of Villanova University to make reasonable academic accommodations for qualified individuals with disabilities. If any student has a disability and wishes to request accommodations to complete the course requirements, please make an appointment with Fr. Jacobs as soon as possible to discuss the request. Since there are documentation requirements, students with disabilities should contact the Office of Learning Support Services (610-519-5636) or visit the Office in Geraghty Hall *prior to* scheduling a meeting with Fr. Jacobs.

COURSE PROJECT:

All information concerning the course project can be found on the course webpage:
[http://www83.homepage.villanova.edu/richard.jacobs/MPA
%208300/index.html](http://www83.homepage.villanova.edu/richard.jacobs/MPA%208300/index.html)

STUDENT EVALUATION:

		<u>GRADE:</u>	<u>POINTS:</u>
(1)	Code of Ethics Critique:	40%	"A" □ 90% top 10%
(1)	Statement of Leadership Ethics:	40%	"B" □ 80% top 20%
(15)	Class Participation:	<u>10%</u>	"C" □ 70% top 30%
	FINAL GRADE:	<u>100%</u>	"F" □ 60%
			"N" = incomplete