

COURSE SYLLABUS

TS 6305:

MORAL DIMENSIONS OF LEADERSHIP AND CONFLICT TRANSFORMATION

Course Mentor: Wm. Martin Sloane; 717-249-1069; william.sloane@atlanticuniv.edu

Fall Semester 2015: Begins on September 7, 2015, and ends on December 13, 2015

Course Description: Any activity that involves the interaction of human beings is bound to have ethical implications. The purpose of this course is to reflect upon the ethical implications of leadership and conflict transformation. Essentially, this course asks students to consider the questions of how one ought to behave as a leader or in the face of conflict. The course will examine the meaning of morality with case studies on how moral principles guide us in our attempts to resolve situations.

Learning Outcomes:

- The student will be able to evaluate and describe the main philosophical theories regarding the determination of moral rightness and wrongness that are covered in this course and to illustrate these philosophical theories with selected case studies.
- The student will be able to examine the relationship of ethical thinking to leadership and conflict transformation and to illustrate that relationship with possible real-world examples.
- In a collaborative effort with other students, the student will be able to examine and evaluate the application of ethical theories to a specified case study.

Required Texts:

Joanne B. Ciulla (2003). *The Ethics of Leadership*. Belmont CA: Wadsworth–Thomson. ISBN: 0-15-506317-0 (Paperback Edition)

Bowen H. "Buzz" McCoy (2007). *Living into Leadership: A Journey in Ethics*. Stanford CA: Stanford University Press. ISBN-13: 978-0-8047-5576-4

It is a good idea for you, as you read, to keep notes in a journal since that will help you write your discussion posts and the papers that are required in the course. What you write in your journal is for you alone. You will not be asked to turn in your journal or share your journal with anyone. There will be additional web-based resources introduced throughout the course.

Grading Information:

There are 10 posting assignments, four writing assignments, and a [final paper](#) in this course. The posting assignments are worth 4 points each (4% of the final grade) and the

written assignments are worth 10 points each (10% of the final grade). The [final paper](#) is worth 20 points (20% of the final grade).

The grading for each assignment is based upon the following criteria:

- (1) Content = 80% of the grade – how well does what you have written respond to the assignment? (A = excellent response; shows an in-depth and creative response to the assignment) (B = very good response; shows a strong grasp of the material upon which the assignment is based) (C = good response; shows a basic understanding of what the assignment calls for) (F = poor response; shows a flawed understanding of the material).
- (2) Form (grammar, punctuation, spelling) = 10% of the grade (A = hardly any mistakes in form) (B = some minor mistakes in form) (C = some important mistakes in form) (F = multiple mistakes in form).
- (3) Punctuality = 10% of the grade (A = assignment completed by the deadline) (B = assignment completed within one day after the deadline) (C = assignment completed within two days after the deadline) (F = assignment either not completed or completed more than one week after the deadline).

Grades will be posted on Moodle and can be viewed by the student once posted.

If you are taking this course as a non-credit course, you are required to complete the 11 posting assignments in a satisfactory manner in order to receive a grade of SC. You are not required to complete any of the papers. You will receive a grade for each posting and, if the average of those grades is C or better, you will receive a grade of SC.

Week 1 Assignments:

INTERNET ASSIGNMENT 1

Go to the following websites and examine their definitions of ethics. What conclusions can you draw from these definitions? Do they accord with your own understanding of ethics?

<http://www.scu.edu/ethics/practicing/decision/whatisethics.html>

<http://www.iep.utm.edu/ethics/>

Give some thought to similarities and differences you find between these two definitions.

READING ASSIGNMENT 1

Read Joanne B. Ciulla, *The Ethics of Leadership*, pp. xi to xv; and Bowen H. McCoy, *Living into Leadership: A Journey in Ethics*, Preface, pp. ix-xiii, and Part One, pp. 1-59.

DISCUSSION POST 1

In at least two paragraphs (in complete, grammatical sentences), present on the Discussion Post 1 your understanding at this stage of the meaning of ethics and leadership and how they are related. This post is due no later than Thursday (September 10) at 11:59 p.m. EST. Then, write a response to another student's post. Your response is due no later than Sunday (September 13) at 11:59 p.m. EST.

Week 2 Assignments:

READING ASSIGNMENT 2

Read Bowen H. McCoy, *Living into Leadership: A Journey in Ethics*, Part Two, pp. 61-68; Joanne B. Ciulla, *The Ethics of Leadership*, Introduction, pp. xvi-xviii.

DISCUSSION POST 2

Select one question from Ciulla's list of questions regarding The Parable of the Sadhu on page xviii and indicate on Discussion Post 2 how you would respond to the question you have selected. Your post should be at least two paragraphs long (in complete, grammatically sound sentences). This post is due no later than Thursday (September 17) at 11:59 p.m. EST. Then, write at least one paragraph in response to another student's posting. This post is due no later than Sunday (September 20) at 11:59 p.m. EST.

Week 3 Assignments:

READING ASSIGNMENT 3

Read Joanne Ciulla, *The Ethics of Leadership*, Chapter 1, pp. 1-30; 44-52.

WRITING ASSIGNMENT 1

Write a 1000- to 1500-word paper (4 to 6 double-spaced pages) in response to the case study on pp. 28-30 ("The Ring of Gyges"). At the end of the case study, the author has included four questions. Indicate in your paper how you would respond to questions 3 and 4. How would an ethical egoist respond to this case? What would a transpersonalist say about that response?

This paper is due no later than 11:55 p.m. EST on Tuesday of the fourth week (September 29) using the Writing Assignment #1 activity.

Week 4 Assignments:

READING ASSIGNMENT 4

Read Bowen H. McCoy, *Living into Leadership: A Journey in Ethics*, Part Two, Chapter 4, pp. 69-85.

DISCUSSION POST 3

Select one of the four values McCoy explains in Chapter 4 and, on Discussion Post 3, explain his position (at least one paragraph). Then, give your considered evaluation of his position (at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (October 1). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (October 4).

Week 5 Assignments:

INTERNET ASSIGNMENT 2

Go to the following site and read about the basics of virtue ethics:

<http://plato.stanford.edu/entries/ethics-virtue/>. Then, make some notes in response to what you read, raising any questions you have and giving your preliminary reaction to virtue ethics.

READING ASSIGNMENT 5

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 2, pp. 53-68.

DISCUSSION POST 4

Select either the reading from Aristotle or the reading from Buddha and, on Discussion Post 4, write one paragraph, briefly describing the author's main points. Then, in a second paragraph, give your thoughtful response to the author you selected. This posting is due no later than 11:59 p.m. EST on Thursday (October 8). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (October 11).

Week 6 Assignments:

READING ASSIGNMENT 6

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 2, pp. 68-81.

WRITING ASSIGNMENT 2

Write a 1000- to 1500-word paper (4 to 6 double-spaced pages) in response to either the case study entitled "Sleazy or Stupid?" or the case study entitled "Does personal morality matter?"

If you choose the first case study, respond in your essay to questions 1, 3, and 4 at the end of the case.

If you choose the second case study, respond to questions 1, 2, and 3 at the end of the case. Include in your essay some consideration of (1) whether you think that an ethics of virtue provides the best foundation for responding to this case and (2) whether an ethics of virtue includes transpersonal elements.

This paper is due no later than 11:55 p.m. EST on Tuesday of Week 7 (October 20) using the Writing Assignment #2 activity.

Please note: If you are doing this assignment as a team, the length of the paper is increased to 1500 to 2000 words.

Week 7 Assignments:

READING ASSIGNMENT 7

Read Bowen H. McCoy, *Living into Leadership: A Journey in Ethics*, Part Three, Chapter 7, pp. 139-161.

DISCUSSION POST 5

Based upon your reading of Chapter 7, explain on Discussion Post 5 what McCoy means by 'ethics as contextual' (at least one paragraph). Then, give your considered evaluation of his position (at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (October 22). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (October 25).

Week 8 Assignments:**INTERNET ASSIGNMENT 3**

Go to the following site and read the basics about the ethics of duty: <http://plato.stanford.edu/entries/ethics-deontological/>. Then, make some notes in response to what you read. Think about your initial reaction to the deontological theory and raise any questions you have about that position.

READING ASSIGNMENT 8

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 3, Introduction and first reading, pp. 93-109.

DISCUSSION POST 6

Select one of the examples Kant cites on pp. 103-104 and, on Discussion Post 6, evaluate Kant's analysis of that case (in at least one paragraph). Then, give a brief explanation of how you would analyze that case (in at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (October 29). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (November 1).

Week 9 Assignments:**READING ASSIGNMENT 9**

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 3, Cases and second and third reading, pp. 110-139.

DISCUSSION POST 7

Select one of the two readings assigned for this week and, on Discussion Post 7, explain the author's main points (at least one paragraph). Then, discuss how, in your view, these main points relate to the theme of leadership (at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (November 5). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (November 8).

WRITING ASSIGNMENT 3

Write a 1000- to 1500-word essay in response to one of the case studies in Chapter 3.

If you choose the first case study (“Innocent or Guilty?”) (p. 110), respond to questions 2, 3, and 4 at the end of the case.

If you choose the second case study (“On ‘Women’ and ‘Girls’”) (p. 111), respond to questions 1, 2, and 3 at the end of the case.

If you choose the third case study (“Is a Lie Always a Lie?”) (p. 118), respond to questions 1, 3, and 4 at the end of the case.

If you choose the fourth case study (“The Accused and Duties of a Law-Abiding Citizen”) (pp. 119-123), respond to questions 1, 2, and 3 at the end of the case.

Regardless of which case you choose, include in your essay some assessment of (1) whether you think that an ethics of duty provides the best framework for responding to cases like the one you chose and (2) whether an ethics of duty includes a transpersonal dimension. This paper is due no later than 11:55 p.m. EST on Tuesday of Week 10 (November 10) using the Writing Assignment #3 activity.

Please note: If you are doing this assignment as a team, the length of the paper is increased to 1500 to 2000 words.

Week 10 Assignments:

READING ASSIGNMENT 10

Read Bowen H. McCoy, *Living into Leadership: A Journey in Ethics*, Part Three, Chapters 8 and 9, pp. 162-191.

DISCUSSION POST 8

Based upon the reading assignments from McCoy's text in this course, give a brief explanation on Discussion Post 8 of the author's main contributions to the topic of ethics and leadership (at least one paragraph). Then, give a reasoned evaluation of the strengths and/or weaknesses of his contributions (at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (November 12). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (November 15).

Week 11 Assignments:

INTERNET ASSIGNMENT 3

Go to the following site and read the basics about the ethical theory of consequentialism: <http://plato.stanford.edu/entries/consequentialism>

Then, make some notes in response to what you read. Speak to your initial reaction to the consequentialist theory and raise any questions you have about that position.

READING ASSIGNMENT 11

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 4, First reading and first two cases, pp. 141-153.

DISCUSSION POST 9

In the selection from Utilitarianism, Mill responds to what he sees as the major criticisms of his ethical theory. Select one of these criticisms and explain on Discussion Post 9 the nature of the criticism and Mill's response to it (in at least one paragraph). Then, give your own assessment of the adequacy of Mill's response (in at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (November 19). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (November 22).

Week 12 Assignments:**READING ASSIGNMENT 9**

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 4, Second reading, third case, and fourth reading, pp. 154-166, bottom of 174-185.

WRITING ASSIGNMENT 4

Write a 1000- to 1500-word essay in response to one of the case studies in Chapter 4.

If you choose the first case study ("Prejudice or Preference?") (p. 152), respond to questions 1, 3, and 4 at the end of the case.

If you choose the second case study ("Corneas in the Congo") (p. 153), respond to questions 1, 2, and 4.

If you choose the third case study ("The Ones Who Walk Away from Omelas") (pp. 161-167), respond to questions 1, 2, and 5.

Regardless of which case you choose, include in your essay some assessment of (1) whether you think that an ethics of the greatest good for the greatest number provides the best framework for responding to cases like the one you chose and (2) whether consequentialist ethics is compatible with the transpersonal.

This assignment is due no later than 11:59 p.m. EST on Tuesday of Week 13 (December 1) using the Writing Assignment #4 activity.

Please note: if you are doing this assignment as a team, the length of the paper is increased to 1500 to 2000 words.

Week 13 Assignments:

READING ASSIGNMENT 10

Read Joanne B. Ciulla, *The Ethics of Leadership*, Chapter 5, Introduction, second reading and fourth reading, pp. 187-188, 202-212, bottom of 219-228.

DISCUSSION POST 10

Select one of the assigned readings and, on Discussion Post 10, give an account of what that reading tells you about the nature of qualities of leadership (at least one paragraph). Then, give a reasoned response to the author's views (at least one paragraph). This posting is due no later than 11:59 p.m. EST on Thursday (December 3). Then, write a response (at least one paragraph long) to another student's posting. This is due no later than 11:59 p.m. EST on Sunday (December 6).

Week 14 Assignments:

INTERNET ASSIGNMENT 4

Go to the Standards of Ethics section. At this site, you will find a document entitled "Standards of Ethics and Professional Responsibility for Certified Mediators." This is an example of the attempt of a state to establish a set of ethical guidelines for mediators to follow in their work. We find many examples of the effort to establish ethical standards in a variety of professions, including the legal and medical professions. This is based on the view that, rather than control professions through a series of laws, professions should be able to regulate themselves by establishing ethical guidelines for their members.

FINAL PAPER

Write a 1750- to 2000-word paper in which you respond to the following issues:

- (1) The ethical theory or combination of theories that you think provides the best framework for human decision-making;
- (2) The approach to leadership and conflict transformation that best fits the ethical theory you support;
- (3) The relationship of your response to (1) and (2) to the transpersonal.

This paper is due no later than 11:59 p.m. on Saturday of Week 14 (December 12) using the Final Paper activity.