

Leadership and Ethics: Moral Leadership in Organizations and Society

COURSE B OUTLINE

Moral leadership happens when individuals mobilize other people to make positive change in the world. The big idea of the course is that moral leadership is practiced within organizations and societies--where leadership interventions might impact 10 people, 10 thousand, or 10 million. Leadership practitioners must distinguish between the goal of promoting public value (the greater good) and the goal of respecting social justice (individual rights), then decide which to pursue. By the end of this course, learners will be equipped to set explicit goals for mobilizing people to work toward positive change within the implicit and explicit norms of organizations and societies.

	Topic	Content	Assignments
Week 1	Public Value and Social Justice	<p>Moral leadership promotes both public value and social justice. Knowing when they align and when they diverge is crucial to decision-making. Develop your capacity for this moral reasoning.</p> <p>Framework: the behavioral science of emotions and decision-making</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • Writing assignment • Quiz • Discussion <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group case analysis
Week 2	Promoting Public Value and Social Justice within Organizations	<p>Moral reasoning in organizations can be derailed by bias. Changing the choice architecture of an organization makes it easier for people to make positive change.</p> <p>Tool: behavioral nudges</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • Writing assignment • Case analysis • Discussion <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group peer consultations
Week 3	Seeking Public Value and Social Justice in Society	<p>Sometimes an organization meant to protect people actually harms them. Managing the negative emotions provoked by this injustice is crucial.</p> <p>Use cognitive reappraisal to get distance from negative emotions.</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • 2 case analyses <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group case analysis

	Topic	Content	Assignments
Week 4	Debate in Society: Civil Disagreement	<p>People who will never agree must find ways to work together. Behavioral science techniques can help opposing sides work together to make positive change.</p> <p>Framework: civil disagreement</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • Writing assignment • Quiz <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group case analysis
Week 5	Individual Ethics: Facing Corruption	<p>Corruption can make positive change seem impossible. Evaluate possible moral trade-offs so you can make acceptable compromises that promote positive change.</p> <p>Framework: moral trade-offs</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • Simulation debrief • Case analysis <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group simulation
Week 6	Practicing Leadership in Organizations and Society	<p>Begin your practice of moral leadership in the public sphere. Get final takeaways and concrete next-steps for taking action in organizations and society.</p>	<p>Individual assignments</p> <ul style="list-style-type: none"> • 2 writing assignments • Live debrief event <p>Group assignments</p> <ul style="list-style-type: none"> • Synchronous hour meeting • Group debrief

Materials

All course materials will be provided each week, including videos, readings, and assignment templates.

Scoring

Course performance is not assigned a letter grade, but instead a designation of Pass or No Pass. Approximately the top 10% of the course (not necessarily those who score above 90%) are recognized with Pass with Distinction.

50%: Individual Assignments and Quizzes

25%: Group Assignments

10%: Case Analysis Companions

10%: Discussion Posts

5%: Feedback Surveys

Course Policies

See onlinelearning.hks.harvard.edu for full FAQs.