

POL 556/654 Section 80

Political Ethics: The Dynamic Dilemmas of Contemporary Leadership

Professor Jonathan West

January 2020

Office: 1300 Campo Sano Avenue, Room 110B; Classroom: Memorial TBA; Phone: (305) 284-2500

January 2-4; 6-11, Days RFSMTWRFS 8 a.m. to 12:15 p.m.

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THIS COURSE COUNTS AS 3 CREDITS TOWARD THE POL/PA MAJOR OR MINOR AND TOWARD THE MPA.

COURSE DESCRIPTION AND OBJECTIVES:

This course is designed to give students intensive exposure to issues in political ethics, including scandal, deception, conflicts of interest, misconduct, fraud, waste, whistle-blowing, and abuse of power. Topics will include discussion of moral issues related to political goals and how the method of achieving those goals can sometimes lead to unethical or illegal activity. Among the dilemmas addressed are official disobedience, deception and secrecy, privacy of officials, manipulation, liberty and morality, affirmative action, negative campaigning, distributive justice, money and politics, liberty and life, and others. Our attention will span personal, professional, organizational and societal levels of ethics analysis. We will review ethical theories and apply them to actual cases, which focus on public policy and the officials who create and implement it. Students will learn principles of ethical conduct, to clarify personal values, how morally questionable means are used to achieve political ends, ethical problems in determining and implementing public policy, complexities and ambiguities in moral judgment, and how to make government more accountable and responsive. Profiles of moral exemplars in public life will be examined.

Student learning objectives include:

- *to identify ethical issues and understand their significance
- *to resolve ethical dilemmas by analyzing real cases
- *to identify moral exemplars and comprehend their contributions
- *to apply ethical theories to real-world ethical problems
- *to clarify personal values
- *to learn and appreciate principles of ethical conduct
- *to develop critical thinking skills
- *to demonstrate written and oral communication skills

REQUIRED BOOKS

J. Bowman and J. West, *Public Service Ethics: Individual and Institutional Responsibilities*, (Routledge, 2018, 2nd edition. (JB/JW)

M. Bazerman & A. Tenbrunsel. *Blind Spots*. (Princeton University Press. 2011. (BT)

BASIS FOR EVALUATION

The final grades will be based on the following dimensions:

Dimensions	Points Possible
Final Exam (take-home essay exam due January 21)	40
Final Paper (due March 16; approx. 10-15 pages) first Monday after Spring break	40
Articles/Cases/Discussion Presented	40
Written Abstracts or Slides (2 pp. ea.)(brief summaries of oral presentations)	10
Quizzes (in class quizzes on readings & lectures)	40
Class Participation & involvement (attendance is required at each session; participation is expected)	10
Movie Assignment	20
Total	200

COURSE ASSIGNMENTS

1. Each student will be asked to read, analyze, and report on three topics—(1) a case and (ii) an article/book chapter and (iii) to lead discussion of one other assigned article/book chapter. In each instance students should prepare a PowerPoint handout (10 slides) for distribution to the class. Assignments (i) and (ii) and (iii)--the case and the chapter and the discussion topic-- should be presented orally (approximately 10 minutes) on the date assigned. When the sign-up sheet for cases is circulated the first time, only one student should select a case from each of the 8 subject areas highlighted in bold/capital letters. (Cases are listed on the next pages of this handout). Each case is available from your

instructor. The student preparing the oral report should present the case and chapter to the class and lead the discussion of the ethical issues contained in the material. Report assignments will be made on the first day of class.

2. The second report (oral, approximately 10 minutes) will be on an assigned chapter in your *Blind Spots* textbook or an assigned article. These chapter/article reports should also include a PowerPoint handout (10 slides) for distribution to the class. Chapter or article assignments will be made during the first class meeting.
3. The third assignment is for you to lead the discussion of one of the 15 assigned readings posted on Blackboard. Each student is expected to read all articles or chapters listed as “reading” for each week. This is in addition to the assigned text chapter reading. On the first day of class you will be asked to select one of the “readings,” the discussion of which you are responsible for as the discussion leader.
4. Quizzes, final exam, final paper, and final project will be discussed in more detail on the first day of class. Details about class presentations will also be discussed.

ACADEMIC HONESTY

Academic honesty is expected of each student. Cheating, plagiarism, handing in the same assignment for credit in two different classes, and other forms of academic dishonesty will result in a failing grade for the course and be referred to the UM Honor Council.

PROFILE OF INSTRUCTOR

Jonathan P. West, Ph.D., Northwestern University. Dr. West, a Professor, is Director of the Master of Public Administration program. Teaching interests include American Politics, Public Policy and Public Administration, and Ethics. Professor West has taught at American University, the University of Houston, and the University of Arizona. He served as a management analyst in the U. S. Surgeon General’s Office Department of the Army, Washington, D. C. Professor West has published over 1A0 articles, monographs, and book chapters which have appeared in journals such as Public Administration Review, Administration & Society, Political Research Quarterly, Polity, Policy Studies Journal, and Review of Public Personnel Administration. His most recent co-authored books are titled, Public Service Ethics: Individual and Institutional Responsibility (Routledge, 2018), American Public Service: Radical Reform and the Merit System (Taylor and Francis, 2007) and Achieving Competencies for the Public Service: The Professional Edge (M.E. Sharpe, 2004, 2010). His other books, Quality Management Today: What Local Government Managers Need to Know (1995) and The Ethics Edge (1998, 2007) were published as part of the Practical Management Series by the International City/County Management Association. Sage published his co-authored book, Human Resource Management in the Public Service (2001, 2006, 2010, 2013, 2015, 2019). His co-authored book titled, American Politics and the Environment, 2nd ed. was published by SUNY Press in 2016. Dr. West is a member of the American Political Science Association and the American Society for Public Administration. He has received numerous teaching awards, including the Award for Excellence in Teaching in the Executive MBA Program. He was the Managing Editor for 16 years of a journal titled, Public Integrity published by M.E. Sharpe (now Routledge) and co-sponsored by the American Society for Public Administration, the

Council of State Governments, the Council on Government Ethics Laws, and the International City/County Management Association.

Date	Reading Topic	Reading to be Read Before Day Assigned
Day 1 Jan 2 8:00-12:15 Thursday	Introduction: Set Up Obligations of Public Service Moral Minimum/Kew Gardens Principle Public Integrity	None
Day 2 Jan 3 8:00-12:15 Friday Quiz 1	Introduction: Foundations: Pertinence, Practicality & Poppycock Perspectives on Ethics: Macro, Meso, Micro Reports: A-1 Ethics Time to Revisit the Basics#; A-2 The Gap Between Intended and Actual Ethical Behavior Video: The Ethical Edge; Do Unto Others	JB/JW, chs 1,2; BT, pp. 1-23 Articles on Blackboard The Child in the Basement; The Personal Ethical Threshold
Day 3 Jan 4 Quiz 2 8:00-12:15 Saturday	Values, Ethics and Dilemmas Moral Development Theory Reports: A-3 Moral Compassing#; A-4 Why Traditional Approaches to Ethics Won't Save You Cases: Interrogating Detainees, George Bush and Nuclear Weapons; Daniel Ellsberg and the Pentagon Papers; George Schultz and the Polygraph Video: Damon Horowitz "Moral Operating System; Philip Zimbardo: The Psychology of Evil; Marc Hauser-Human Morality Part 1 & 2; Neuroethics & the Trolley Dilemma; Moral Development	JB/JW, chs. 3,4; BT, pp. 24-37 Articles on Blackboard: Administrative Ethics: Ideas, Sources and Development; How the Mighty Have Fallen
Day 4 Jan 6 8:00-12:15 Quiz 3 Monday	Problem-Solving Method: Results and Rule Approaches Virtue Theory Reports: A-5 Political Prudence and Ethical Leadership#; A-6 When We Act Against Our Own Ethical Values Cases: The Risks of Asarco, Defunding Organ Transplants in Arizona Video: Monica Lewinsky: The Price of Shame	JB/JW, chs 5,6; BT, pp. 38-60 Articles on Blackboard: Refining the Sense of Duty; Faith and Moral Courage

	Under Orders/Under Fire, Part 1	
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<p>Day 5 Jan 7 Quiz 4 8:00-12:15 Tuesday</p>	<p>From Classical Rationalism to Psychological Realism in Ethical Decision-making Behavior Organizational Ethics</p> <p>Reports: A-7 Fatal Choices: The Routinization of Deceit, Incompetence and Corruption#; A-8 Why You Aren't As Ethical As Your Think You Are?</p> <p>Cases: Rationing: The Oregon Health Plan, Welfare Reform in Wisconsin</p> <p>Video: Under Orders/Under Fire, Part 2; Sandel "Justice"; To Defend a Killer</p>	<p>JB/JW, chs 7,8; BT, pp. 61-76</p> <p>Articles on Blackboard: Codifying Duty and Ethical Perspectives</p>
<p>Day 6 Jan 8 Quiz 5 8:00-12:15 Wednesday</p>	<p>Corruption Control Whistleblowing</p> <p>Reports: A-9 Ethics Training in U.S. Cities#; A-10 When We Ignore Unethical Behavior</p> <p>Cases: Death and Taxes, Affirmative Action and AT&T; The Vouchers that Made Milwaukee Famous</p> <p>Video: The Whistleblower or Citizen Four</p>	<p>JB/JW, chs 9,10; BT, pp. 77-99</p> <p>Articles on Blackboard: Elevating Ethical Behavior; The Organizational Context of Moral Courage</p>
<p>Day 7 Jan 9 Quiz 6 8:00-12:15 Thursday</p>	<p>Ethics and Elected Officials Falsification and Performance Measurement</p> <p>Reports: A-11 Private Life and Public Office#; A-12 Placing False Hope in the "Ethical Organization"</p> <p>Cases: Affirmative Action at the Michigan Law School; Decriminalizing Medical Marijuana</p> <p>Video: Jonathan Haidt: Moral Roots of Liberals and Conservatives; Dan Ariely: "Our Buggy Moral Code:</p>	<p>JB/JW, chs 11,12; BT, pp. 100-127</p> <p>Articles on Blackboard: Mandating Duty; Guerrilla Government</p>

Note: # = all chapters with this symbol are available on course website in posting labeled The Ethics Edge. Each of these chapters is combined into one document.

Day 8 Jan 10 8:00-12:15 Friday	At-Will Employment Open Government: A Pay Disclosure Study Reports: A-13 Why We Fail to Fix Our Corrupted Institutions; Cases: Regulating Abortion Late in the Term, Administering Abortion Policy Video: The Ghosts of Abu Ghraib	JB/JW, chs 13,14; BT, pp. 129-151; Articles on Blackboard: Giving Voice to Values; I Defy With A Little Help from My Friends
Day 9 Jan 11 Quiz 7 8:00-12:15 Saturday	Future History Reports: A-14 Narrowing the Gap: Interventions for Improving Ethical Behavior Student Reports Video: TBA Distribute Final Exam Questions	JB/JW, ch15; BT, pp. 152-172

Note: # = all chapters with this symbol are available on course website in posting labeled The Ethics Edge. Each of these chapters is combined into one document.

Reports on Cases:

Date	<i>Government Case</i>	Name
	1. DECEPTION AND SECRECY	None
Jan 4	George W. Bush and Nuclear Weapons	
	2. VIOLENCE	None
Jan 4	Interrogating Detainees	
	3. OFFICIAL DISOBEDIENCE	None
Jan 4	Daniel Ellsberg and the Pentagon Papers; George Schultz & the Polygraph	
	4. POLICY ANALYSIS	None
Jan 6	The Risks of Asarco	
Jan 6	Defunding Organ Transplants in Arizona	
	5. DISTRIBUTIVE JUSTICE	None
Jan 7	Welfare Reform in Wisconsin	
Jan 7	Rationing in Public: The Oregon Health Plan; Welfare Reform in Wisconsin; Death and Taxes	
	6. EQUAL OPPORTUNITY	None
Jan 8	Affirmative Action at AT&T	
Jan 8	The Vouchers that Made Milwaukee Famous	
	7. LIBERTY AND MORALITY	None
Jan 9	Decriminalizing Marijuana for Medical Use	
	8. LIBERTY AND LIFE	None
Jan 10	Regulating Abortion Late in the Term	
Jan 10	Administering Abortion	

Note: These cases will be provided by your instructor

Note: Depending on course enrollment, additional cases might be listed..

Reports on Chapters/Articles

(see meaning of (*) and (#) at bottom of page)

DATE	ARTICLE/ CHAPTER	NAME
Jan 3	A-1 Ethics: Time to Revisit the Basics#	
Jan 3	A-2 The Gap Between Intended and Actual Ethical Behavior*	
Jan 4	A-3 Moral Compassing#	
Jan 4	A-4 Why Traditional Approaches to Ethics Won't Save You*	
Jan 6	A-5 Political Prudence and Ethical Leadership#	
Jan 6	A-6 When We Act Against Our Own Ethical Values*	
Jan 7	A-7 Fatal Choices: The Routinization of Deceit, Incompetence, and Corruption#	
Jan 7	A-8 Why You Aren't as Ethical as You Think You Are*	
Jan 8	A-9 Ethics Training in U.S. Cities#	
Jan 8	A-10 When We Ignore Unethical Behavior*	
Jan 9	A-11 Private Life and Public Office#	
Jan 9	A-12 Placing False Hope in the "Ethical Organization"*	
Jan 10	A-13 Why We Fail to Fix Our Corrupted Institutions*	
Jan 11	A-14 Narrowing the Gap: Interventions for Improving Ethical Behavior*	

Note: = (*) These chapters are found in your textbook *Blind Spots, 2011*; (#) these items are posted on the course website labeled The Ethics Edge—all # chapters are consolidated in this one document.

Student-Guided Discussions of Articles/Chapters Posted on Blackboard:

Date	Article/Chapter Title	Student Name
Jan 3	The Personal Ethics Threshold	
Jan 4	Administrative Ethics: Ideas, Sources and Developments	
Jan 4	How the Mighty Have Fallen	
Jan 6	Refining the Sense of Duty	
Jan 6	Faith and Moral Courage	
Jan 7	Codifying Duty and Ethical Perspective	
Jan 8	Elevating Ethical Behavior	
Jan 8	The Organizational Context of Ethical Behavior	
Jan 9	Mandating Duty: External Measures to Promote Ethics	
Jan 9	Guerrilla Government	
Jan 10	Giving Voice to Values	
Jan 10	I Defy with A Little Help from My Friends	

POL 556/654—Inter-session 2019—Politics and Ethics

Quiz Schedule*

Quiz 1 (Thurs) Day 2 Jan 3

Covers BT ch 1, JB/JW chs 1,2 plus lectures/discussions, reports, videos, handouts

Quiz 2 (Fri) Day 3 Jan 4

Covers BT ch 2, JB/JW chs 3,4 plus lectures/discussions, reports, videos, handouts

Quiz 3 (Sat) Day 4 Jan 5

Covers BT ch 3, JB/JW chs 5,6 plus lectures/discussions, reports, videos, handouts

Quiz 4 (Mon) Day 5 Jan 7

Covers BT chs 4, JB/JW chs 7,8 plus lectures/discussions, reports, videos, handouts

Quiz 5 (Tues) Day 6 Jan 8

Covers BT ch 5, JB/JW chs 9,10 plus lectures/discussions, reports, videos, handouts

Quiz 6 (Wed) Day 7 Jan 9

Covers BT ch 6, JB/JW chs 11,12 plus lectures/discussions, reports, videos, handouts

Quiz 7 (Fri) Day 9 Jan 11

Covers BT chs 7, 8 JB/JW chs 13-15 plus lectures/discussions, reports, videos, handouts

***Note: The lowest quiz grade is dropped**

