

MGMT 5590: Responsible Leadership & Ethics

Spring 2024

(2 Credits, Letter Grade)

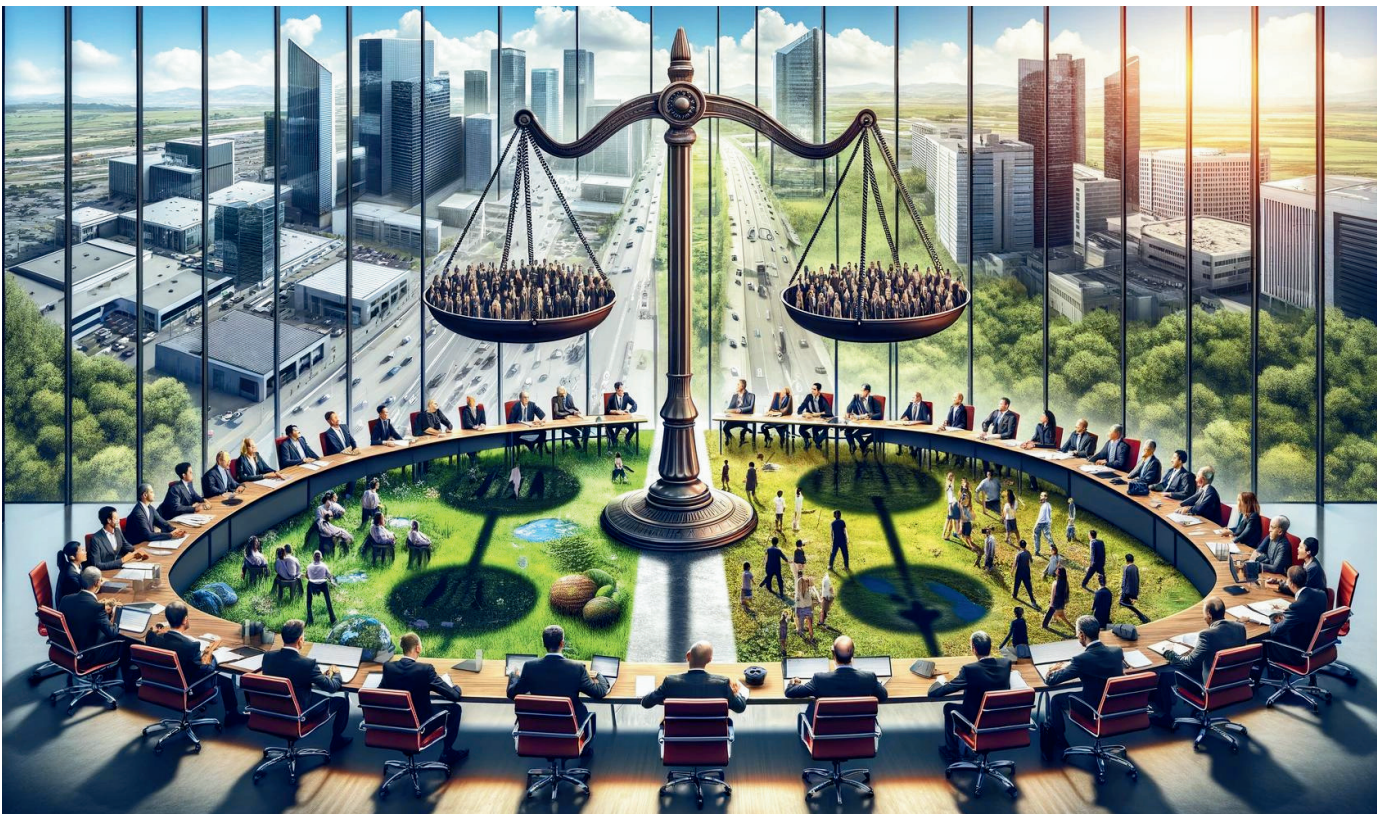
Instructor: Prof. David Hagmann

Email: hagmann@ust.hk

WhatsApp: +1 (646) 912 – 8602

WeChat: davidhagmann

Leaders frequently face difficult choices with no clear right or wrong answer. How can they make tradeoffs between different beneficiaries (such as shareholders vs. stakeholders)? To whom are they accountable? And how do they manage the inevitable conflict?



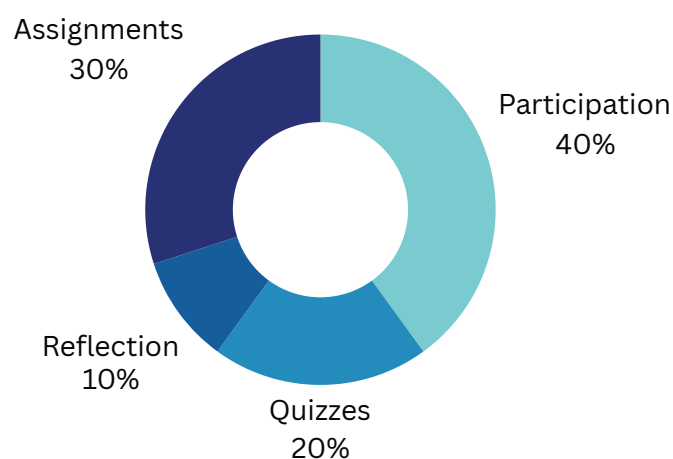
Course Overview

In the first week, we examine the role of the firm in society and the evolving expectations for corporate conduct. Is “doing good” a selfless act, or are there material benefits to the firms that consider their broader impacts? In Week 2, we look at human psychology and what it can teach us about (un)ethical decision making. We see how we naturally interpret unclear information in ways that benefits us, and how this can give rise to conflict. In Week 3, we look at the consequences of conflict and how we can deal with it when it arises. We learn to recognize good conflict, which emerges naturally when working with people, and the kind of disruptive conflict that requires an intervention. Finally, in Week 4, we look at pressing ethical challenges: the widespread adaptation of artificial intelligence and predictive algorithms, and how organizations can reform their organizational culture to meet the public’s changing expectations.

Course Objectives

In this course, you will learn about the expectations of leaders in the 21st century. In addition to profitability, investors, employees, and consumers increasingly demand that firms make a positive contribution to society. But what does that mean, and why would you let that get in the way of maximizing profits? After taking this course, you will have gained an understanding of why responsible leadership is not at odds with profitability, why conflict emerges and how you can navigate it. You will be able to better navigate challenging situations, having experienced them through cases and interactive simulations and having had the chance to reflect on those experiences.

Grading



Academic Integrity

Responsible leadership depends on integrity, and one cannot pass this class while engaging in academic misconduct. The course has a zero-tolerance policy toward plagiarism, cheating on assessments, and any other form of misconduct. Any such act, no matter the weighting of the assignment, will lead to an F for the entire course.

Use of ChatGPT and other generative AI tools is allowed without restrictions, and indeed encouraged to help you clarify your thinking and improve your writing. Note that ChatGPT as of now does not produce responses to the assignments that would constitute a passing grade. Therefore, you should use it as a tool to improve and engage with your thoughts, rather than as a substitute for your own engagement.

Course Readings

There is no textbook for this class. Short readings are available via Canvas.

Time Commitments

You should expect to spend approximately 1-2 hours on readings in advance of each Week of classes. In addition, there will be two field assignments (Week 3 and Week 4) that you should anticipate spending six hours on.

Assignments

What Is Responsible Leadership?

April 6, 08:00

Assignment #1: Have a Disagreement

May 12, 08:00

Assignment #2: Core Goals

May 26, 08:00

Course Reflections

June 2, 23:59

Course Schedule

Assigned readings for the week are listed below. Please complete these readings prior to the class.

Week 1: The Responsible Leader (April 7, 2024)

Creating “Value?” Responsible Leadership and Why It Matters

- Managing for Shareholders and the Purpose of Business
- EcoMatcher: Daring to Make a Difference

Corporate Social Responsibility

- Merck & Co., Inc: Addressing Third-World Needs (A)

Week 2: (Un)Ethical Decision-Making (April 21, 2024)

Behavioral Ethics

- Sons and Daughters: Guanxi as a Double-Edged Sword

The Dark Side of ESG

- Turing Pharmaceuticals: The Ethics of Drug Pricing

Week 3: Navigating Conflict (May 12, 2024)

The Cost of Conflict

- Morllex: Leading a Technology Start-Up in a Fast-Changing Environment
- Employee Activism

Dealing with Disagreement

- Bad Blood on the Senior Team

Week 4: Ethical Challenges (May 26, 2024)

Ethics in the Digital Era

- Facebook: Can Ethics Scale in the Digital Age?
- TraceTogether

Organizational Culture

- Rob Parson at Morgan Stanley (A)