

GH 2505: Leadership for Global Health

July – August 2026



LOCATION

AB 6602

DAYS

Wednesday & Friday

TIME

9:00 – 12:30 & 14:00 – 17:30

INSTRUCTOR

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WECHAT

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Key Learnings

Make Tradeoffs

Prioritize across populations, values, and constraints.

Negotiate Coalitions

Create value in bilateral and multilateral negotiations.

Navigate Conflict

Use disagreement to improve decisions, not derail teams.

Protect Integrity

Spot the pressures that quietly bend ethical judgment.

Build Trust

Communicate credibly under uncertainty and scrutiny.

Lead Change

Shape cultures of candor, accountability, and learning.



Course Overview

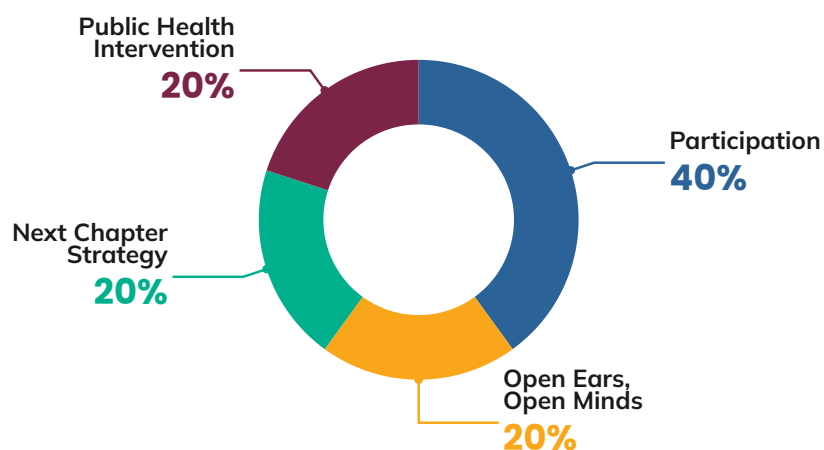
Leaders in global health routinely make consequential decisions under uncertainty, time pressure, and political constraint, with incomplete evidence and real tradeoffs between populations, priorities, and values. This course prepares you to lead effectively in international health organizations and cross-sector partnerships by strengthening core leadership capabilities: ethical judgment, negotiation, conflict management, strategic communication, and organizational change. Using case discussions and interactive simulations, you will learn how to navigate high-stakes dilemmas such as partnering with the private sector, building trust in public-facing communications, and designing behaviorally informed interventions and policies. Throughout the course, we emphasize how psychological biases shape ethical decision-making, how conflict can either improve decisions or derail teams, and how leaders can build cultures that support candor, accountability, and learning.

The course is organized around the practical realities of leading in global health systems that span governments, NGOs, and private-sector actors. We begin by clarifying what good “leadership” means in public health, and why the private sector can be a strong partner. We then build a negotiation toolkit and apply it to a multilateral negotiation in a public health context. We then focus on leadership as a behavioral challenge: motivated reasoning and organizational pressures can distort judgment even among well-intentioned professionals. We connect these psychological dynamics to disagreements and conflicts and learn strategies for managing them. We then turn to leadership in the public eye: how attention, narratives, and trust shape the impact of public health decisions. Finally, we integrate behavioral science and policy design, examining how to create interventions that work at scale while remaining ethical and evidence-based. We close with organizational culture and change: how leaders shape effective organizations that motivate people and achieve success.

Course Objectives

This course will strengthen your ability to make and defend difficult tradeoffs across populations, priorities, and values while maintaining legitimacy. You will build skills for cross-sector collaboration, diagnosing stakeholder incentives and designing partnerships that advance public goals, and sharpen your ability to negotiate in global health settings, including bilateral and multilateral contexts. The course also prepares you to recognize and mitigate psychological pitfalls that undermine ethical decision-making, to manage disagreement and organizational conflict, and to sustain public trust through clear communication. By the end, you will be able to apply behavioral science to programs and policy, translating evidence into scalable interventions, and to shape organizational culture and lead change in mission-driven institutions.

Grading



AI Policy

You are welcome to use ChatGPT and other generative AI tools in this course. Used well, they are thinking partners, not ghostwriters: ask them to challenge your assumptions, argue the other side of a position, or point out what your draft leaves unclear. Used as a shortcut, they defeat the purpose — if AI writes your reflection, you skip exactly the thinking the assignment is meant to build. Whatever you submit should sound like you: audiences value authenticity more than polish, and simple words are always preferable to technical jargon.

Assignments

JUL
13

First Impressions

Post on the Canvas discussion board. This should take about 10 minutes and is not graded.

JUL
23

Open Ears, Open Minds

Have a 20-minute conversation with someone who sees an important issue differently, complete short pre/post surveys, and submit an 800-1,100 word reflection. Plan for about four hours.

AUG
18

Next Chapter Strategy

Clarify what matters most in the next chapter of your career, build a scoring system for weighing future opportunities, discuss it with a trusted stakeholder, and submit an 800-1,200 word reflection. Plan for about four hours.

AUG
25

Public Health Intervention

Design and refine an intervention on a public health topic. Your task will be to write a report for a busy policymaker. This is a group project. More details will be announced in class. Plan for about six hours.

Course Schedule

You will receive a physical copy of *Negotiation Genius*. All other readings are available on Canvas. Please complete the assigned readings before class. Plan on about one hour of preparation per class day.

JUL
15

The Responsible Leader

MORNING
**Responsible Leaders for
Public Health**

ARTICLE

The Social Responsibility of Business Is to Increase Its Profits

ARTICLE

Managing for Shareholders and the Purpose of Business

AFTERNOON
**A Role for the Private
Sector in Public Health?**

CASE

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

JUL
17

Introduction to Negotiation

MORNING
**Fundamentals of
Negotiation**

BOOK

Introduction & Chapter 1

IN CLASS

Appleton v. Baker

AFTERNOON
**Creating Value Through
Negotiation**

BOOK

Chapter 2

IN CLASS

A1.Training

JUL
22

Becoming an Advanced Negotiator

MORNING
**Strategies for Successful
Negotiations**

BOOK

Chapter 12

IN CLASS

Bullard Houses

AFTERNOON
Multilateral Negotiations

IN CLASS

The Beijing Coordination Meeting

JUL
24

Navigating Conflict

MORNING

Organizational Costs of Conflict

CASE

Google LLC: The Diversity Manifesto and Leader Candour

ARTICLE

Google's Ideological Echo Chamber
(read this after the Google LLC case)

AFTERNOON

Dealing with Disagreement

CASE

Bad Blood on the Senior Team

TWO-WEEK BREAK

AUG
12

(Un)Ethical Decision-Making

MORNING

Psychological Challenges for Ethical Leadership

NO READINGS

AFTERNOON

Attention & Strategic Communication in Public Health

CASE

Turing Pharmaceuticals: The Ethics of Drug Pricing

AUG
14

Promoting Global Health

MORNING

Building Trust in Public Health Communications

ARTICLE

Pentagon ran secret anti-vax campaign to undermine China during pandemic

ARTICLE

Meta is earning a fortune on a deluge of fraudulent ads, documents show

AFTERNOON

Psycho-Behavioral Tools to Promote Health Behavior

RESEARCH

Optional: A Megastudy of Text-Based Nudges Encouraging Patients to Get Vaccinated at an Upcoming Doctor's Appointment

CASE

CVS Health: Promoting Drug Adherence

AUG
19

Policymaking for Global Health

MORNING

Behavioral Public Health Policy

RESEARCH

Optional: A Behavioral Blueprint for Improving Health Care Policy

CASE

Trace Together

AFTERNOON

Organizational Culture

CASE

Rob Parson at Morgan Stanley

CASE

Amir Dan Rubin: Success from the Beginning