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74-5/50

FACULTY SENATE
CURRICULUM COMMITTEE
Course Approval Form

Approved 7/24/75
SLC# 74-75-50
(R)

Department Administrative Studies

Title Values in Managerial Decision Making

Sponsor(s) Dr. Robert Pritchard, Chairman No. of Credits 3

Approved by the department Graduate ()

Not recommended by the department Undergraduate ()

Information copies forwarded: Academic Dean; Chairman; Curriculum Committee

Robert Pritchard
Signature: Department Chairman

ACADEMIC DEAN

Consultation on proposal has been held

Comments: I have reviewed this course with Dr. Pritchard, Dr. Lynch and members of the Administrative Studies faculty and agree that it is a much needed course in the Management program.

Alfred B. Brown
Signature: Academic Dean

CURRICULUM COMMITTEE

Proposal received 4/15

Open Hearing held 5/2

Returned to the department for the following reason(s): See top of folder
See #10 in folder - under prep

Approved by the Curriculum Committee 5/20/75

Presented to Executive Committee of the Faculty Senate as information

Notifications forwarded: Academic Dean; Department Chairman

J. Fisher
Signature: Chairman, Curriculum Committee

Approved
SLC #
74-75-50

ACADEMIC DEAN

I have reviewed the final documents as approved and concur with same.
Budget, faculty and library resources are adequate for immediate implementation.

I have reviewed the final documents as approved and concur with same.
Budget, faculty and/or library allocations for the current academic year
are inadequate for immediate implementation or implementation in the next
fiscal year. The earliest that the proposal might be implemented would be

HEGIS Taxonomy Number: _____

Signature: Academic Dean

Copies forwarded: Chairman, Curriculum Committee; Department Chairman;
Provost; Registrar

REGISTRAR

Approved course description received

Signature: Registrar

PROVOST

Official copy and approval sheet filed

Signature: Provost (or designee)

- Note:
- 1) Course proposal format is attached
 - 2) A copy of this approval form should accompany each proposal
 - 3) A copy of a proposed catalogue description of the course must accompany the proposal as a separate page.

7/11/75

COURSE PROPOSAL

I. Title of Course: Values in Managerial Decision Making

Department: Administrative Studies

Sponsor: Dr. Robert E. Pritchard, Chairperson

Key Personnel: Dr. Robert Lynch, Dr. Thomas Michael

II. Essence:

1. Undergraduate Course Offering
2. Semester hour credits - 3
3. Course level: Upper division
4. Prerequisite: Introduction to Management, Introduction to Administrative Studies, and Process of Management.
5. Position in the Curriculum: In the process of making decisions the manager is faced with many conflicting values including personal values, corporate or organizational values, consumer values, social values and the many values of the individual employee and employee organization such as unions. This course is offered as a management elective or as part of the in-depth management program providing a much needed course in decision making.
6. Suggested time of implementation: Fall Semester, 1975

III. Other Details:

1. Adequacy of present staff and resources: Dr. Lynch who has spent a major part of his career in executive management positions will initially teach the course. In addition to his corporate experience, Dr. Lynch has been responsible, this year, for coordination of a Chamber Foundation program "Profits as Viewed by the Humanist and Businessman". This has resulted in a significant source of material as well as academic and business leaders who have expressed concerns in this area. In addition Dr. Thomas Michael has background as an ordained minister and actively is involved in organizational development. A bibliography is attached showing the continued interest in this field and availability of resource material.
2. Library Facilities and Other Needs: Adequate in terms of reference material available, i.e. Harvard Business Review, Business Week, Wall Street Journal, New York Times etc.
3. Space Needs: A classroom for 2½ hours per week.
4. Uniqueness of the Course: There is now no course designed specifically to provide Administrative Studies students with a close look at the many value systems now existing in the managerial process of the business and public area.

5. Specific Objectives (Course Description): This course will deal objectively with value systems, not so much as to teach values, but to make the student aware of the values which do exist and expose him to the conflicting views of different parts of society affected by value judgments and decisions. The consequences of the managers actions in choice of values will be explored through case studies and contacts with business and public organizations.

The following general topics will be included:

- (1) Basic Responsibilities of the manager, i.e. to organization, employee, society and community
- (2) Evolution of the work ethic toward the social ethic
- (3) Sources of value systems
- (4) Personal values
- (5) Organizational values
- (6) Consumer values
- (7) Social values
- (8) Case studies
- (9) Marketing and Advertising values
- (10) Productivity
- (11) Seniority
- (12) Health and the environment
- (13) Fringe Benefits, Unemployment compensation
- (14) Unions, strikes, professional organizations
- (15) Trade associations
- (16) Monopolies, oligopolies - market control or resource control
- (17) Technology
- (18) Pollution

- IV. Rationale: The business and public sectors as well as many schools have lost the confidence of the public with exposure of scandals, tax frauds, illegal campaign contributions, strikes, runaway plants, pollution and excessive use of natural resources. Some of this lack of confidence is justified since there are many misguided efforts in the name of seeking public or private goals. Many students of business will go into the organization world and immediately accept the values of the organization they join. In doing so the student may not even consider alternative values. This course will draw his attention to the many alternatives so that in accepting organization values he is at least aware that other values do exist and will be prepared to resolve personal conflicts in the best interest of the society in which he lives.

A BIBLIOGRAPHY FOR
VALUES IN MANAGERIAL DECISION MAKING

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- Petit, Thomas. "The Moral Crisis in Management" New York: McGraw-
Hill Book Co., 1967.
- Selekman, Sylvia and Selekman, Benjamin. "Power of Morality in a Business
Society" New York: McGraw-Hill Book Co., 1956.
- Votaw, Dowa and Sethi, S. Prakash, "The Corporation Dilemma, Traditional
Values versus Contemporary Problems" Englewood Cliffs, N.J.: Prentice
Hall, Inc. 1973
- Walton, Clarence C. "Ethos and The Executive: Values in Managerial
Decision Making" Englewood Cliffs, N.J.: Prentice Hall Book Co. 1969
- Bowen, Howard. "The Social Responsibilities of The Business Man"
New York: Harper and Bros., 1953
- Childs, Marquis and Carter, D.E. "Ethics in a Business Society"
New York: Harper and Bros. 1954
- Leys, Wayne, A.R. "Ethics for Policy Decision" Englewood Cliffs, N.J.:
Prentice-Hall, Inc. 1952
- Houser, T.V. "Big Business and Human Values" New York: McGraw-Hill
Book Co. 1957
- Selekman, Sylvia and Benjamin. "Power and Morality in a Business Society"
New York: McGraw-Hill Book Co. 1959
- "The Business Conscience" Englewood Cliffs, N.J.: Prentice-Hall, Inc.
1963
- Albert Z. Carr "Is Business Bluffing Ethical?" Harvard Business Review
Jan-Feb 1968 pp 143-153
- "The Dangers of Social Responsibility" Harvard Business Review
Sept-Oct 1958 pp 41-60
- "Business Can Satisfy The Unintellectual" Harvard Business Review
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- "The Trouble With Profit Maximization" Harvard Business Review
Nov-Dec 1960 pg 126
- "Moral Hazards of an Executive" Harvard Business Review
Sept-Oct 1960 pp 71-79
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"Are Advertising and Marketing Corrupting Society?"
Advertising Age - Oct 6, 1958 pg 89

"The Businessman's Moral Failure", Fortune,
September, 1968, pg 115

"Creating an Ethical Code," Manage,
August 1968, pp 28-33