1. Record Nr. UNINA9910463090303321 Autore Werhane Patricia Hogue Titolo Obstacles to ethical decision-making: mental models, Milgram and the problem of obedience / / Patricia H. Werhane, Laura Pincus Hartman, Crina Archer, Elaine E. Englehardt, and Michael S. Pritchard [[electronic resource]] Cambridge:,: Cambridge University Press,, 2013 Pubbl/distr/stampa **ISBN** 1-107-23389-5 1-107-30116-5 1-107-30543-8 1-107-30624-8 1-107-30844-5 1-107-31179-9 1-299-00891-7 1-107-31399-6 0-511-67591-7 Descrizione fisica 1 online resource (xii, 246 pages) : digital, PDF file(s) 174/.4 Disciplina Soggetti **Business ethics** Decision making - Moral and ethical aspects Lingua di pubblicazione Inglese Formato Materiale a stampa Livello bibliografico Monografia Title from publisher's bibliographic system (viewed on 05 Oct 2015). Note generali Nota di bibliografia Includes bibliographical references and indexes. Nota di contenuto Machine generated contents note: 1. Introduction; 2. The role of mental models in social construction; 3. The Milgram studies: obedience, disobedience, and ethical context; 4. Obstacles to ethical decisionmaking in the perception of ethical context; 5. Obstacles to ethical decision-making in impact analysis and action; 6. Managing ethical obstacles; 7. Problematic mental models: some applications; 8. Conclusion. Sommario/riassunto In commerce, many moral failures are due to narrow mindsets that preclude taking into account the moral dimensions of a decision or action. In turn, sometimes these mindsets are caused by failing to

question managerial decisions from a moral point of view, because of a

perceived authority of management. In the 1960s, Stanley Milgram conducted controversial experiments to investigate just how far obedience to an authority figure could subvert his subjects' moral beliefs. In this thought-provoking work, the authors examine the prevalence of narrow mental models and the phenomenon of obedience to an authority to analyse and understand the challenges which business professionals encounter in making ethical decisions. Obstacles to Ethical Decision-Making proposes processes - including collaborative input and critique - by which individuals may reduce or overcome these challenges. It provides decision-makers at all levels in an organisation with the means to place ethical considerations at the heart of managerial decision-making.