

THE PHILOSOPHY OF ETHICS PRESENCE IN THE  
MANAGEMENT ACTIVITY

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**Keyword** - management activity evaluation, ethics in management, ethics philosophy, decision making, management science.

**Introduction:** From the beginning to the end of his life, man naturally perceives and tends to ethical values; therefore, ethical research has always been one of the main concerns of scholars. Today, the technological development of industrial societies and the complexity of human relationships, as well as the emergence of ethical crises in such societies, have necessitated more research and in various aspects of ethics (Sharifi, 2005)<sup>1</sup>. Managers as those who are in higher levels and responsibilities will need to adhere to ethical principles and issues more than others. In the field of ethics, various sciences have emerged, each of which deals with a particular aspect. One of these is the science of ethics philosophy. Philosophy of ethics is a science that deals with the conceptual and deceptive principles and general good and bad criteria in

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<sup>1</sup> **Ahmad HosseinSharifi**, The book “Ayin e zendegi ( akhlaghekarbordi). p. 5-15.

ethics (Teacher 2004)<sup>1</sup>. In our time, one of the most challenging topics in management topics is the philosophy of ethics. The philosophy of ethics discusses the good and bad things about the ethical duties and why these assignments are to be done and what is the purpose of these duties (Hussein Zaki,2004)<sup>2</sup>.

Ethics considers a main question: What is right, proper and fair? This question is especially crucial for managers whom their decisions affect the people and society. Ethics in management is based on the fact that how our relationship with the members of the community in which we are active is and how it should be focused. Undoubtedly, the most important and most sensitive issue in management is creating a balance between economic performance and social performance for any ethical decision (Hosmer 2005)<sup>3</sup>. Management science or research in action has made many advances over the past 20 years in the areas of social systems, human systems and soft systems, which indicates that this discipline is directly related to the mission and the concerns of the business ethics movement. In fact, what is called science is a knowledge that identifies various phenomena and overlays

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<sup>1</sup>HasanMoallemi, "Falsafeyeakhlagh", p. 93-80.

<sup>2</sup>HosseinZakiNazer, "Falsafeyeakhlagh", p. 40-42.

<sup>3</sup>Hosmer,L.T. "Ethics in management". p. 90-93.

the relationships between these phenomena and represents quantitative methods and formulas and techniques that can serve as a tool for the principles and basic relationships of management. On the other hand, due to the strategic nature of management science in helping to make decisions in the human domain, this science can affect other classes of society, the environment and nature in comparison to other sciences, and are becoming effectiveness more and more every day.

The most important role of ethics is in the practical decision. Ethics plays a decisive role in shaping the decision and setting the process of its formation. Failure to observe ethics in decision making process causes a lot of damage to the individual and society. Laws and penalties alone have not been able to convince the community of the optimal behavior. In this regard, the ethics based on the divine culture can make the decision-making system optimal and healthy.

Regarding these cases, which express the importance of ethics in all sciences and in particular the science of management, this article answers the fundamental question: "What is the role of philosophy of ethics in management, and in particular the science of management?"

**Ethics Essence in Management:** Ethics are the rules of every society that reflect on its behavior. How to apply ethics to specific cases is the same as practical ethics that includes economic ethics, medical ethics, environmental ethics, scientific ethics, ethics in organization and management, and ethics in management science (operational research).

The scientists of economics and management consider the most important task of management as decision making. This task is considered to be the best and most original role of the director. Making choices become more complex since there are various solutions, widespread outcomes, unpredictable probabilities and job arguments that are inseparable from these decisions. Therefore, it is necessary to use various methods to decide on these issues and solve them.

What we consider as fair, just and right actions should be based on ethical decisions. In order to comply with ethical principles in decision making, we must necessarily analyze the problem with respect to triple methods: economic, legal, and philosophical.

**Philosophy of Ethics in Management Science:** Management has a great concept because it is a human manager who deals with people. Man himself is an inventory which is unknown and has different mental and physical dimensions. Now, the point is that management is

the way to deal with such an inventory and enter into issues that arise from it and the manager is the person who needs to deal with such an inventory. One of the key points in decision making is attention to the social environment and its values. Therefore, in any decision making which are related to the real world of human beings, we will face with a huge number of criteria that make up the complexity of the problem.

Therefore, any decision in the human or socio-economic framework should be effective on three indicators: logic, mentality and ethics. In fact, in each process of modeling associated with research in operations and decision making, in order to guarantee the ethics of any decision, in addition to the logic, it should be considered simultaneously with two other indicators. Therefore, in order to improve decision-making efficiency, decision-makers should be free to act, and patterns must include mentality, feelings, experience, and judgment of decision-makers. On the other hand, the rationale and rationality of the optimal answer to social-economic decision making is not appropriate. In every human socio-economic framework, not only is the issue of maximizing profit, but also criteria such as social welfare, management of wasting and pollution minimization, are important as well. Figure 1

shows how the decision of individuals is under the influence of three indicators of logic, ethics, and mentality.

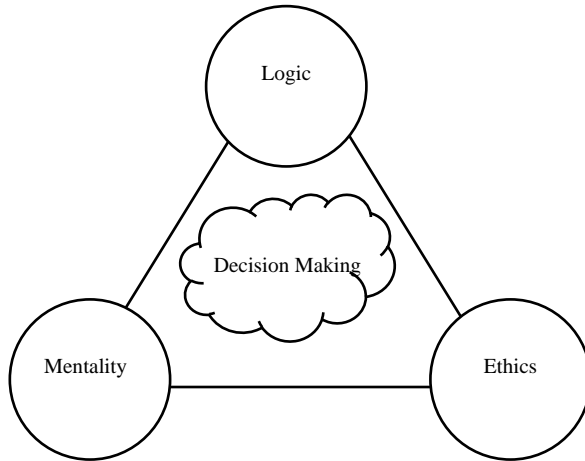


Figure 1. three effective indicators on managers' decision-making <sup>1</sup>

Also, considering that the main framework of management science is based on modeling, one of the important ethical issues in OR is morality in modeling. Ethics discusses modeling of topics such as codes and ethical standards for modelers, the correctness and accuracy of the template (stable algorithm). Ethical guidelines state the general accepted behavioral principles that members of each profession pursue in their professional tasks,

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<sup>1</sup> Composed by author

whether in research, or education (Gass, 2009)<sup>1</sup>. Also, value means what is important to us. This means that values must be the driving force behind our decisions, and the time and effort that is used to make decisions must be based on values.

Ethical philosophy searches for appropriate answers to dozens of questions that arise from ethical propositions and explains questions such as the nature of the moral act and the criterion and criterion of moral value. In the light of this management, the manager can choose the right path and appropriate methods for any ethical solution by introducing values and ethical principles in decision making tools and models.

On the other hand, some scholars identify a number of ways in which they can combine ethical issues with the logos (Brooksby, 2009)<sup>2</sup>. Three major approaches have been proposed in this regard, which is described below:

- The method of removing undesirable options: Suppose that set A contains all possible options for follow-up.  $A = \{a_i, i=1,2,\dots,n\}$  and n are the number of available options, then one of the methods is those choices that are not sufficiently consistent with the values and defined principles can be deleted from the beginning ; that “ $a_i$ ” that does not match the values are being

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<sup>1</sup>Gass SI, Ethical guidelines and codes in operations research, Ethics and Operations. p.1104.

<sup>2</sup>Brocksby J (2009). Ethics beyond the model: How social dynamics can interfere with ethical p. 1037- 1082.

deleted from the beginning and are not taken into the decision making process. This method is one of the simplest methods that can easily be used to achieve ethical goals. (Sajjadpoor, 2005)<sup>1</sup>

- Adding additional constraints to the decision-making pattern: The second approach to determining values and ethics in the decision-making process, is adding the Indicators called Guiding Principles to the pattern and to the Limits as new constraints. In this case, it can be admitted that achieving the optimal solution passes just through the evaluation of ethical issues and values. In operational research patterns, to account for such factors, a new mathematical limitation can be added to the model to include specific cases. Take an example in this regard, in which the decision issue is only due to a single-criterion linear programming is modeled:

$$\text{MIN } \{ Cx / Ax > b, x > 0 \} \text{ and } x: \{ x_1, x_2, \dots, x_j, \dots, x_n \}$$

$x$  represents a certain level of  $j$  activity . If in this model, the value and ethical requirements (such as observance of environmental issues) prevent the development of  $n$  activities to a maximum total equivalent of  $K$ , then to apply this requirement, the following restriction may be added to the following restrictions:  $a_1x_1 + a_2x_2 + \dots + a_jx_j + \dots + a_nx_n < k$ .  $a_j$  is the amount of

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<sup>1</sup>Mehdi Sajjadpoor, “jāyghā e arzsh ha vaosul e akhlaghidarayandenegariefannavari”. P 61-84.

pollution caused by an activity unit  $j$ . Such additional restrictions can also be considered for other factors. Considering such a restriction in the pattern will make the justified area more limited, difficult but ultimately decided to conform to the real world situation

- Evaluate and prioritize the options: Suppose that the decision maker has converted its decision to a multi-criteria equation,  $k$ :

$$F_j(\cdot), k=1,2,\dots,k$$

Suppose that  $A$  is a selectable and limited choices set as:  $A: \{a_i, i=1,2,\dots,n\}$ .

The method that Dr. Burns introduces as the "Guy's Promise", solves it by adding new information to this multi-criteria question. This information includes, a: information between the criteria (weight of the relative importance of each criterion or  $W_i$ ), and b: information within the criteria (the preferred function of each decision a relative to the other decision b). In the following, Gaia's prompting method, by comparing the pair of options, decides to prioritize them and, through the software, analyzes inputs, and thus and after prioritization of decision choices can be made to choose the right ones. Now, with these discussions, choosing the right options to involve a variety of values in decision making should be chosen.

**Conclusions:**

- The most important task of management is decision making. Management provides tools for managers to make better decisions.

- Managers' decisions have a lot of impact on humans and the surrounding environment, and if managers are only considering logical indicators in their decisions, it may be possible to bring serious harm to the social strata and even the surrounding environment to achieve these pure logical issues.

- Ethics in management science by providing some ethical principles and standards for designers of decision-making models can help to create patterns that are in the public interest

- Ethical issues create standard patterns for managers in any profession which following them by managers makes the interests of society and the environment perceived and, in other words, makes a balance between economic and social performance.

- Providing ethical codes for any business by the management system is considered as a crucial task. Ethical codes help in two sides, first. They make the corporation possible inside the organization. Second, these codes, correspond the organization's goals and activities with the social and environment interest

**Նոննա Խաչատրյան, Ֆարնուշ Խոշբակտ, Էթիկայի  
դրսևորման փիլիսոփայությունը կառավարման**

**գործառույթներում** - Հոդվածում փորձ է արվում ներկայացնել էթիկայի հիմնախնդիրները, որոնք առնչվում են կառավարման գիտության շրջանակում սոցիալական արժեքների մեկնաբանմանը, որոշումներին եւ սկզբունքներին Կարեւորվել է կառավարման գիտության դերը որոշումների կայացման գործընթացում եւ դրա մեջ վարքագծային սկզբունքների պահպանման անհրաժեշտությունը: Արդյունքում մեկնաբանվել է կառավարման գործառույթներում էթիկայի դրսևորման փիլիսոփայության էությունը: Հետազոտության արդյունքներն ընդգծում են կառավարման գիտության մեջ էթիկական արժեքների օգտագործման անհրաժեշտությունը, նպատակ ունենալով բարելավելու կառավարումն ու իրատեսական որոշումների կայացումը, հիմնված համայնքային արժեքների վրա: Այս առումով, կառավարման մոդելներում որոշումներ կայացնելիս առաջարկվում է վարքագծային մի շարք մոտեցումներ:

**Нонна Хачатрян, Фарнуш Хошбахт, Философия проявления этики в функциях управления** - В статье предпринята попытка представить этические проблемы, связанные с интерпретацией, принятием решений и принципами социальных ценностей в рамках науки управления, а также роль науки управления в процессе принятия решений и необходимость поддержания поведенческих принципов. Сущность философии этики в

управленческих функциях была истолкована. Результаты исследования подчеркивают необходимость использования этических ценностей в науке управления с целью улучшения управления и реалистичного принятия решений на основе общественных ценностей. В связи с этим в моделях принятия решений предлагается ряд поведенческих подходов.