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company that it be undertaken. By so doing, the company can make an informed decision about the need for additional testing and its effects on the public health, safety, and welfare.”

In reaching this conclusion, the board suggests the engineer should focus solely on safety, leaving consideration of other nontechnical matters (such as financial impacts) to management. Yet the board also concludes that the recommendation should be for further testing. As authors, we do not find that conclusion altogether obvious from the facts presented. Much depends on exactly what the risks and circumstances are, and here we need further information.

The case also can be used to suggest that there are sometimes better or worse decisions, perhaps both of which are permissible in the situation. By “better or worse” we mean that two (or more) options are morally permissible—“all right”—but that one is likely to bring about more good than the other. Because multiple moral values are involved, one decision might be better in some respects, and the other decision better in other respects.

Perhaps the public health and safety might well be served by having the company do the further tests even at the risk of severe economic hardship or even bankruptcy. It would be better, however, for employees and customers that this not occur. The paramountcy clause apparently requires bankruptcy rather than imposing unacceptable and severe risks on the public, but it is unclear that such risks are posed in this case. Hence, there might be two morally permissible courses of action: do the tests; do not do the tests. Each option might have further options under it. For example: do the tests, but interrupt them if economic conditions worsen; or do the tests, but devise a quicker version of them; or do the tests, but go ahead with the present sale, being willing to make modifications if the tests raise concerns. In a moment, we return to the possibility of more than one permissible option in resolving dilemmas.

DISCUSSION QUESTIONS

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