ABSTRACT

Employee participation literature spans well over three decades, while only in the past few years has the literature on student participation begun to accumulate. Unfortunately, much of the student participation literature is made up of opinion articles on whether to encourage participation, and the relatively few empirical investigations available usually consists of descriptive reports of the perceptions and preferences of students, faculty, or administrators. Consequently, a review of the general literature of participatory decision-making may not only improve group decision-making practices in education but may also suggest viable avenues of hard research on which these practices may be soundly based. The references in this bibliography, selected primarily from the fields of business, education, psychology, and sociology, focus on employee, faculty, and student participation. Participation in decision-making is identified as the involvement of subordinates in the decision-making processes within a given formal organization. Special attention has been given to nearly all theoretical and research studies available in English. Some opinion literature and committee reports have been included because of their theoretical or planning value, but most have been excluded. (Author)
PARTICIPATION IN DECISION-MAKING: A Selected Bibliography

Milo C. Pierce
Assistant Professor, Department of Educational Administration
Southern Illinois University, Edwardsville
Introduction

Recent administrative and organizational responses to the upsurges of student unrest in schools, colleges, and universities have been characterized by a rush to include students in the decision- and policy-making processes of the institutions. Frequently, educational administrators are unacquainted with the extent of theoretical literature and research findings available on participation in decision-making. This selected bibliography is intended to help close this gap by leading the reader to sources which will provide him with an understanding of the dynamics of the process and enable him to make it more meaningful and effective.

Employee participation in decision-making is not new and has known previous periods of promotion in response to labor and human relations movements. However, widespread involvement of students in significant decision-making in educational institutions is relatively new in most schools and colleges. Employee participation has a literature that spans well over three decades while only in the past few years has the literature on student participation begun to accumulate. Unfortunately, much of the student participation literature are opinion articles limited to questions of whether to encourage participation and the relatively few empirical
investigations available usually consist of descriptive reports of the perceptions and preferences of students, faculty, or administrators. Consequently, a review of the general literature of participatory decision-making may not only improve group decision-making practices in education but may also suggest viable avenues of hard research upon which these practices may be soundly based.

The references in this bibliography have been selected primarily from the fields of business, education, psychology, and sociology and focus upon employee, faculty, and student participation. Participation in decision-making is identified as the involvement of subordinates in the decision-making processes within a given formal organization and is distinguished from (a) subordinates taking part in executive work tasks—participation in administration—and from (b) policy-making between or among distinct organizations or governmental bodies, which characterizes much participation literature in the fields of political science and public administration. Special attention has been given to include nearly all theoretical and research studies available in English. Some opinion literature and committee reports have been included because of their theoretical or planning value but most have been excluded.

For those who wish to rapidly review the available literature, it is suggested they first consult the publications of Paul Blumberg (1968), Barry E. Collins (1964), James T. Horner (1966), Aaron Lowin (1968), G. Dale Myer (1970), Lora H. Robinson (1970), and Victor Vroom (1960, 1964).
3. CPL Exchange Bibliography #258


5. CPL Exchange Bibliography #258


---


---


Deegan, W.L., T.R. McConnell, K.P. Mortimer, and H. Stull. Joint Participation in Decision-Making. Berkeley, California: Center for Research and Development in Higher Education, 1970. This is one of a group of studies on faculty organization and faculty government. The principal topics investigated are the formal mechanisms and informal practices of faculty participation in university governance, the emergence of oligarchies, and the relationships of these ruling groups to faculty constituencies, administrative agencies, and formal and informal methods of liaison between faculty and administration.


Emery, F.E. and Einar Thorsrud. Form and Content in Industrial Democracy: Experiences from Norway and Other European Countries. London: Tavistock Publications, Ltd., 1969. This is a study of the effectiveness of "industrial democracy" and of various systems of employee representation on company boards in Norway, Yugoslavia, West Germany, and Great Britain. It is distributed in the United States by Barnes & Noble, and was originally published in Norwegian as Industrielt Demokrati by Oslo University Press, 1964.
Faculty Participation in Academic Governance. Washington, D.C.: American Association for Higher Education, 1967. This is a report of the AAHE-NEA Task Force on Faculty Representation and Academic Negotiations, Campus Governance Program.


Foote, Caleb, Henry Mayer, et al. The Culture of the University: Governance and Education. San Francisco: Jossey-Bass Inc., Publishers, 1968. See Chapter VI, "Student Participation", pp. 75-94; Chapter VIII, "Student Participation at the Departmental Level", pp. 110-125; and Chapter IX, "Student Participation Campus-Wide", pp. 126-147. While the above volume discusses the issues in terms of the University of California at Berkeley, it is very useful to examine the thinking, conclusions and suggestions which can be easily applied to many other campuses.


Iklos, E. "Increasing Participation in Decision-Making", Canadian Administrator, Vol. 9, No. 6 (March 1970), pp. 25-29. A discussion of research findings relating to teachers' participation in decentralized decision-making as an organizational response to problems facing the organization.


Mulder, Mark and Henke Wilke. "Participation and Power Equalization", Organizational Behavior and Human Performance, Vol. 5, No. 5, (September 1970), pp. 420-448. This is a research study which criticizes the belief that participation in decision-making will result in power equalization between "haves" and "have-nots".


"Participation". Subject heading Educational Resources Information Center (ERIC), Research in Education, Index Section of the Monthly Abstract Journal.


Robinson, Lora H. and Janet D. Shoenfeld. "Student Participation in Academic Governance." Review No. 1, ERIC Clearinghouse on Higher Education, February, 1970. Available through ERIC, Research in Education No. ED 038 555. This item includes an annotated bibliography of a limited number of references on student participation; several are opinion essays.


"Student Participation in Governance". Subject heading in College Student Personnel Abstracts. Abstracts of many opinion essays and some research.

"Student Participation in Policy-Making". Subject heading in College Student Personnel Abstracts. Abstracts of many opinion essays and some research.


PARTICIPATION IN DECISION-MAKING: A SELECTED BIBLIOGRAPHY

Additional copies available from:

Council of Planning Librarians
Post Office Box 229
Monticello, Illinois 61856

for $1.50