

A STUDY ON ETHICAL ISSUES IN OPERATIONS MANAGEMENT

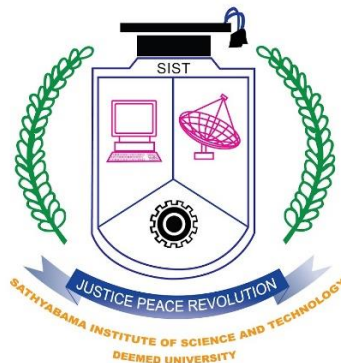
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MASTER OF BUSINESS ADMINISTRATION

by

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**DEPARTMENT OF BUSINESS ADMINISTRATION SCHOOL OF
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INSTITUTE OF SCIENCE AND TECHNOLOGY

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DECLARATION

I **ABINAYA. A (42410209)** hereby declare that the Project Report entitled “**A STUDY ON ETHICAL ISSUES IN OPERATIONS MANAGEMENT**” done by me under the guidance of **DR.K. SANTHANALAXMI** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

This study delves into the complex landscape of ethical issues within operations management, recognizing their critical impact on organizational integrity and sustainability. The research employs a multifaceted approach, combining literature review, case studies, and empirical analysis to comprehensively explore and understand the ethical challenges prevalent in contemporary operations management. The investigation begins with an extensive review of existing literature to establish a theoretical foundation and identify key ethical frameworks pertinent to operations. Through this, the study aims to build a comprehensive understanding of the ethical landscape within the field. Subsequently, real-world case studies are examined to uncover nuanced ethical dilemmas faced by organizations in their operational processes. The empirical aspect of the research involves surveys, interviews, and data analysis to gain insights from practitioners, employees, and stakeholders. By employing a mix of qualitative and quantitative methods, the study seeks to identify patterns, prevalence, and severity of ethical issues in diverse operational contexts. Ethical considerations are woven into the research methodology, ensuring adherence to ethical guidelines and promoting the responsible conduct of the study. This approach not only contributes to the credibility of the research but also aligns with the overarching goal of addressing ethical concerns within operations management. The findings of this study aim to offer practical insights for organizations, policymakers, and scholars seeking to navigate and mitigate ethical challenges in their operational practices. By unravelling the intricacies of ethical issues in operations management, this research strives to contribute to the development of effective strategies that foster a culture of integrity, transparency, and responsibility within organizations. Ultimately, the study aspires to advance the discourse on ethical considerations in operations management, emphasizing their integral role in achieving sustainable and ethically sound business practices.

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CHAPTER 1

INTRODUCTION

1.1. INTRODUCTION:

Innovations in technology have resulted in the development of manufacturing capabilities of organisation. Moreover, the study and application of management techniques in managing the affairs of the organisation have also changed its nature over the period of time. Therefore, managing a service system has become a major issue in the global competitive environment. Operations Management has been a driving force in the improvement of business practice around the world. Operations Management leads the way for the organizations to achieve its goals with minimum effort. Operations management is recognized as an important factor in a country 's economic growth. Operation management is the crucial area in the functioning of organizations and therefore, an in-depth study of the subject matter becomes essential. Operation is concerned with the transformation of inputs into the required output or services. Management is the continuous process, which combines and transforms various resources used in the operations system of the organization into value added services. Operation Management is the set of interrelated management activities, which are involved in manufacturing of certain products or services.

Operations strategy is only one part of overall business or corporate strategy, but it's crucial for competitiveness and success. Without a strong operations strategy, companies fail to keep up with changing markets and lose out to more strategic competitors. Many companies, big and small, have struggled with operations strategy, often lacking in comparison with technologically savvy competitors. For example, Amazon, while constantly advancing technology such as drones for delivery, has pushed aside myriad brick-and-mortar retailers. To be effective and competitive, all parts of a company must work together. All departments should contribute to the company mission and have strategies underlying the overall corporate/business strategy. In addition to having an operations strategy, they should also have functional area strategies in finance, IT, sales, marketing, human resources, and possibly other departments, depending on the type of business. "An operations strategy should guide the structural decisions and the evolution of operational capabilities needed to achieve the desired competitive position of the company as a whole," says Tim Laseter in his article "An Essential Step for Corporate Strategy. Operation Management is a part of management sciences. Operation Management is concerned with the production of quality goods and services and ensures that the business operations are performed smoothly, efficiently, effectively. It is a field of management that deals with effective planning, scheduling, use and control of a manufacturing or service organisation. Operations management is the business function that plans organizes, coordinates, and controls, the resource needed to produce a company's goods and services. Operations Management is the process whereby resources, flowing within a defined system, are combined and transformed by a controlled manner to add value in accordance with policies communicated by management.

i) ETHICS IN OPERATIONS MANAGEMENT

All activities that are involved in the process of converting inputs into products or services come under the pursuit of operations management. Though the term 'operation' was originally used in conjunction with the production or manufacturing units, the scope of the term has evolved and is now vast and covers all business activities that result in output from goods to services. Operations managers are responsible for developing strategies, setting objectives, processes and design layout to designing of products and services, and employee motivation. Operations strategy should be formulated on ethical standards. The consequences of not formulating it like wise would lead to negative impact and workers may be discouraged to support it eventually. The main objective of the operations management is to ensure that products and services are delivered to customers at best quality but at lowest costs. Some huge organizations have separate operations management departments that do operations activities while some companies do not have, but regardless of this fact, all organizations have operations endeavours and every organizational member is involved in operations in some way. A company's operations management function is headed by the operations manager who has the primary duty of managing resources involved in operations. Some of the areas of decision making that are included in the duties of a company's operations management are formulation of operations strategy, setting of operations performance objectives, configuring process types, ensuring prompt service, layout design, planning for long-term capacity, facility location, technology to be adopted, designing of products and services, designing processes, and employee motivation.

Business activities which are considered as operations include manufacturing, supply, transport, and service. Manufacturing activity involves the conversion of raw materials to final products which are eventually sold to customers. Supply is another business activity which involves the change of ownership of a certain physical good from the company to the customer. This is a usual business activity among the companies in the retail distribution industry. Third business activity described as included in operations is transport. This refers to the process of transferring of goods from one place to another. Finally, service is an operations activity which involves changing of the condition of the customers. Operations of a certain company may not only be limited to only one of the mentioned activities. For example, a company which manufactures a certain product also supplies the same to the end customers. In this company, several operations management activities involved are manufacturing, supply, and transport.

Different organizations belonging to different industries adopt operations strategies that fit their businesses. However, some approaches adopted by different organizations in their operations strategies tend to be common and similar to each other. Certain requirements for an effective operations strategy include appropriateness, comprehensiveness, coherence, consistence, credibility, and ethicality. Appropriateness refers to the alignment of the operations strategy with the company's competitive strategy. This is especially necessary when operations strategy is formulated for the purpose of connecting the company's operations to its goal of developing a competitive edge over the competitors. An operations strategy is also required to be comprehensive where all aspect of operations is tackled. Operations management is included in a company's complex process of business and achieving excellent performance which makes it necessary for every strategy to deal with

every aspect of operations rather than limiting tactics on minor operational decisions. Furthermore, it is not enough that operations strategy be comprehensive, it must also be coherent. Every element of the strategy which refers to specific operations function must point to the same direction for the strategy to be effective. From period to period, operations strategy may be modified but one important thing is noted, it should be consistent through time. Credibility is another factor for an effective operations strategy. It is important that every strategic goal is realizable to maintain credibility. A strategic objective which the operations management failed to achieve may give a negative impact on the strategy and the employees may be discouraged to support it subsequently. Finally, an effective operations strategy should be ethical. An operation strategy may have consequences after its implementation which makes it necessary to be formulated based of ethical standards.

The role of ethics in operations management is important especially in world-class operations and it should be considered in corporate responsibility. This claim is based on the fact that most of the ethical issues in businesses originate from the operations level. Another reason for importance of ethics is the ethical consequences that arise from the strategy of some companies to obtain cost advantage by outsourcing. Ethics in operations management is concerned on the way how profit is obtained rather than on the quantity of profit which is considered enough. The tension is between profits and the responsibilities of the company.

ii) ETHICAL ISSUES IN OPERATIONS MANAGEMENT

Ethical issues arise usually out of ethical dilemmas where a decision needs to be taken from two or more equally urgent yet incompatible alternatives. This could give rise to ethical issue of opportunism. This is considered an unethical behaviour as it refers to the abuse of opportunity.

ABUSE OF OPPORTUNITY In operations management, managers or leaders might get involved and become vulnerable to unethical choices due to a number of opportunities that may be abused. It could be either due to the pressure for cost reduction or impractical strategic objectives. Such an area vulnerable to opportunism is procurement where the worker assigned in this job role handles a significant amount of company resources. It also has more exposure to external environment out of the business entity that makes it easily prone to the conduct of unethical act.

For example, Procurement officers might face the situation where many suppliers compete and offer different favours and gifts just to create a business deal. An abuse of this opportunity creates a severe ethical issue as it directly tarnishes business reputation dealing with third parties.

FAVOURITISM Favouritism is another ethical challenge where the employee acts as intermediaries who tend to exaggerate the problem of either the buyer or the supplier in order to obtain a business deal, giving preferential treatment to certain parties, allowing certain personalities to interfere with business deals, engaging in reciprocity, and seeking and

providing information of different business quotes from different competitors either in a fair or unfair manner. These deeds might be carried out for material or personal gain that result in unethical code of operations management.

BRIBERY Yet another ethical issue that arises in operations is bribery. It is the act of offering payments, services, products or opportunities in exchange of getting things in favour. It cannot be treated under the pursuit of gifting. Accepting gifts from people who have direct influence on the operations functions maybe considered as unethical. This is seen as an ethical issues as the person being gifted and have the ability to satisfy the interest of person offering the gift. Other ethical issues to consider in operations are breach of confidence, negligence, and fraud.

Corporate Responsibility

One of the latest and emerging view on business ethics links corporate responsibility and ethics. The Green Movement in businesses is an example of ethical consideration. According to this movement, companies are seen responsible for the environment as part of their ethics. For example, a business that is into paper making could take up planning a tree per number of batches of paper produced. This also helps in sustainability of the environment instead of causing harm to it.

iii) ETHICAL ISSUES IN PRODUCTION

1. There are ethical problems arising out of use of new technologies that are harmful to health, safety and environment. This includes technological advancements like genetically modified food, radiations from mobile phones, medical equipment etc.
2. Defective services and products or products those are innately deleterious like alcohol, tobacco, fast motor vehicles, warfare, chemical manufacturing etc.
3. Animal testing and their rights or use of economically or socially deprived people for testing or experimentation is another area of production ethics.
4. Ethics of transactions between the organization and the environment that lead to pollution, global warming, increase in water toxicity and diminishing natural resources.
5. There are certain processes involved in the production of goods and a slight error in the same can degrade the quality severely.
6. Usually many manufactures are involved in the production of same good.

iv) OVERCOMING ETHICAL ISSUES

- The best and practical way to help operations managers to control ethical issues is by establishing a code of conduct within the organization. This helps to create a sense of awareness and discipline among the employees and consequences of not abiding it. Every business is left with the liability to serve the public in an ethical manner. Hence, they need to maintain public trust and reputation to survive in the market. Developing and adhering strictly to ethical code of conduct will help to overcome the ethical issues faced by them.
- Leadership too has its role to play when it comes to wiping off ethical issues. Ethical leadership could be viewed as a vital factor to promote ethics in organizations. As many incidents involve the acts of a few employees in such unethical incidents, ethical leadership will help tackling this. Ethical leaders can chalk out practical ways by instilling a sense of trust and integrity among employees and formulating ethical strategies to drive operations of a business. The increasing number of companies being involved in ethical controversies that have brought the business down have made it possible for the others to understand the significance of integrating ethics in operations management to ensure market sustenance and profitability.
- Ethics is critical to the success of any business organization. All decisions made in operations must be framed from an ethical point of view. Ethics in business operations should be viewed as the responsibility of every manager concerned. Upholding ethical standards ensures a healthier business atmosphere that helps to boost brand image, gain public trust and enjoy market share and reputation.
- Ethics in business management involves the social responsiveness of any company or business unit during its course of operation. It tags the business discipline of carrying out the business activities with moral responsibility and social commitment. It comprises of a set of moral principles and behaviour that should guide and lead business decision makers and management in their day to day operations.

v) ETHICS IN BUSINESS

Ethics in business is not a new trend. In fact, it is already present for over four thousand years now. With the changing trends in the business world, the society is getting more concerned about the corporate responsibility of businesses. Debates have also been conducted focusing on the social issue of poverty among the workers and the corresponding responsibility of the employers about the issue. Even in the ancient times, issues on ethics in business can be observed just like in the teachings of Aristotle about the harmful effects of the gaps that exist between the economical utilization of goods and the profit making objective of many merchants. At present, the rise of the concept of corporate social responsibility among the business sector constitutes corporate initiatives of integrating several ethical aspects such as establishment of codes of conduct, environment management system measures, health and safety in the workplace, compliance to financial reporting standards, certifications schemes, company partnerships with community groups, and support for projects that are aimed for community development.

There are several factors for the demand of the society for business ethics as a corporate responsibility. Some of these include the changing social role of corporate entities, globalization, developments in technology, and moral authority democratization. In the past,

the responsibility or regulating all aspects of social life rests in the hands of the government. However, with the evolution of time, some duties are being moved from the government to the other sectors of the society including the individuals, the social groups, and the business sector. With this trend, corporate entities are required to establish their own self-regulation policies especially that the government has recognized the fact that fully controlling the business sector is not always an efficient way of influencing corporate behaviour. Increased pressure is put on the business sector about the possible consequences of their policies on the society.

Business Ethics



Globalization is another driving factor for the society's demand of business ethics among the business sector. Currently, many businesses enter the international market and corporations tend to invest worldwide since this gives them more opportunities to grow. However, with the trend of entering in different foreign markets, there are complex things to consider including ethics. Customs and traditions in foreign lands differ from each other and some business practices that may be acceptable to one nation may not be accepted in the same sense in another. Businesses are often expected to adapt with the customs and values of the foreign land that they are trying to penetrate. Pressure on company's corporate social responsibility is high since there is still no firm and effective supervision governing the international business behaviour.

Developments in technology seem to be a great source of questions of morality. Technology at the current time is considered advanced and it provides a way for people to experience things that are thought to be impossible before. Technological development brings convenience to the society and contributes to the establishment of a kind of life that is better than before. Ethics come to picture as the society examines the real consequences of technology to the way of life. The effect of technology to the world is complex and the government has not enough capacity to handle the issues accompanying it which makes it necessary for the business sector to take actions on whatever consequences their own technology may bring.

In the past, moral authority often rests among a few groups in the society including the Church, the government, and the theorists. At present, the opinions of the mentioned authorities are now considered as a regular opinion which can be aligned with the opinions of a regular entity. The power and control they once had over judging and handling ethical

issues has faded and now there is a democratization of moral authority. This again puts pressure on the business sector to manage their ethical affairs seriously since everyone seems to have the authority to criticize their business practices and compliance to ethical standards. Businesses are compelled to open their policies to the public when questioned about their business ethics. Moreover, with the intrusion of media, the businesses are more exposed to the public which makes them susceptible to any ethical criticism.

The relationship of a business to its stakeholders is the primary concern of business ethics. Stakeholders may include all the entities that have interest in a company or are influenced by the company such as the shareholders, the customers, the employees, suppliers, competitors, the government, and others. Seeking business strategies that will consider the interest of all the stakeholders is not an easy task for a company but an important mission of every manager and all the high ranking company officials. Like any other company managers, operations manager has one of the most important duties of handling decision making processes regarding ethics in operations management.

vi) PRINCIPLES OF ETHICAL DECISION MAKING

After ethical intensity, a thoughtful manager will consider the principles that might apply to an issue. There is no one set of principles to check off, but the seven listed here are common to most people.



- **Legal and regulatory requirements** set the minimum standard for behaviour. Any company or individual can disagree with the law, but given the consequences, it must be done carefully. The Hobby Lobby stores refused, on religious grounds, to follow the Affordable Care Act requirements for certain health benefits. The US Supreme Court found in their favour in 2014.
- **Long-term self-interest** means the pursuit of outcomes that will benefit the self in the long run. For example, a company must make choices to ensure its continued existence. The costs and harm from failure are substantial.
- **Personal virtue** refers to conformity to a standard of righteousness. You should make choices that are honest and truthful individually. The good of the company does not justify lying.
- **Utilitarianism** seeks the greatest benefit for the maximum number of people. This is often difficult to judge over large groups of people.
- **Individual rights** are related to the freedom to act and think without punishment through regulatory, legal, or societal means. For example, we make individual health decisions to smoke or drink beverages loaded with sugar even though the health costs are borne by many through private and government insurance programs.
- **Distributive justice** is the fairness of the outcomes. That is, how are the benefits shared or distributed among the individuals in a group? The US market system can have winner-take-all outcomes. Our welfare system redistributes a little to the losers in the market game who are also part of our society.
- **Religious injunction** is the main moral and ethical guide for many people.

vii) Operations management, Ethical strategies include:

1.Transparent Communication: Clearly communicate ethical standards and expectations to all stakeholders involved in operations.

2.Compliance with Regulations: Ensure adherence to legal and regulatory requirements, fostering a culture of compliance within the organization.

3.Employee Training: Provide ongoing ethics training for employees to enhance awareness and understanding of ethical issues relevant to operations.

4.Supplier Ethics: Establish ethical guidelines for dealing with suppliers and partners, promoting fair and responsible business practices throughout the supply chain.

5.Environmental Responsibility: Integrate sustainable and environmentally friendly practices into operations to minimize ecological impact.

6.Fair Labor Practices: Prioritize fair treatment of workers, ensuring safe working conditions, fair wages, and adherence to labour laws.

7.Continuous Monitoring: Implement systems for monitoring and evaluating ethical performance within operations, allowing for timely identification and resolution of ethical concerns.

8. Whistleblower Protection: Develop mechanisms that protect employees who report unethical behaviour, encouraging a culture of accountability.

9. Social Responsibility: Engage in socially responsible initiatives that contribute positively to communities and society at large.

10. Continuous Improvement: Establish a feedback loop for ongoing assessment and improvement of ethical practices within operations.

viii) ETHICAL MODELS IN OPERATIONS MANAGEMENT

1. Utilitarianism: Focuses on maximizing overall happiness or well-being. Decisions are evaluated based on the greatest good for the greatest number, considering the consequences of actions.

2. Deontology: Rooted in duty and moral rules. Decisions are made based on adherence to ethical principles and rules, regardless of the consequences.

3. Virtue Ethics: Emphasizes the development of good character traits. Decision-makers consider what a virtuous person would do in a given situation, aiming for moral excellence.

4. Rights-Based Ethics: Centers on respecting and protecting individual rights. Decisions are evaluated based on their impact on the rights and freedoms of those involved.

5. Justice-Based Ethics: Focuses on fairness and equity. Decisions aim to distribute benefits and burdens fairly among stakeholders, considering principles of distributive, procedural, and retributive justice.

6. Sustainable Ethics: Considers the long-term environmental and social impact of decisions. Decisions are made with a focus on sustainability, aiming to balance present needs with future generations.

7. Corporate Social Responsibility (CSR): Involves integrating social and environmental concerns into business operations. Organizations consider the impact of their actions on various stakeholders and aim to contribute positively to society.

8. Stakeholder Theory: Recognizes the interests of all stakeholders—employees, customers, suppliers, communities, etc. Decisions are evaluated based on their impact on the well-being of these stakeholders.

- Applying these models can help operations managers navigate complex ethical dilemmas, ensuring that decisions align with established ethical principles and contribute to responsible business practices.

ETHICAL ISSUES IN INDUSTRY

1.2. COMMON ETHICAL ISSUES IN INDUSTRIES ENCOMPASS:

1.Labor Practices: Exploitative working conditions, child labour, and unfair wages.

2.Environmental Impact: Pollution, resource depletion, and lack of sustainable practices.

3.Discrimination: Unfair treatment based on factors like race, gender, or age.

4.Supply Chain Ethics: Ensuring suppliers adhere to ethical standards, avoiding sourcing from unethical providers.

5.Product Safety: Ensuring products meet safety standards and providing accurate information to consumers.

6.Privacy Concerns: Ethical use of consumer data and protection of privacy rights.

7.Corruption: Bribery, fraud, and other corrupt practices.

8.Marketing Ethics: Avoiding deceptive advertising and manipulative marketing tactics.

9.Intellectual Property: Respecting patents and copyrights, avoiding plagiarism and infringement.

10.Technological Ethics: Responsible use of emerging technologies, like AI and biotechnology, to prevent misuse.



Lack of diversity and discrimination, harassment, favouritism or nepotism, health and safety, environmental responsibility, data privacy, social media, and accounting-related problems are all examples of ethical issues. Local rules and statutes, for the most part, establish criteria for establishing proper workplace behaviour. Having said that, both employers and employees have been known to act carelessly and break the rules and regulations set by the authorities

on a number of occasions. You can avoid future business troubles by correctly mitigating these concerns and learning about how to prevent them.

Discrimination: Discrimination is one of the most important ethical challenges facing the corporate sector in 2023. Many companies have been under scrutiny in recent months for not having a diverse workforce, which is sometimes due to discrimination. Discrimination, on the other hand, can occur in firms of all sizes. It refers to any activity that causes an employee to be treated unfairly. Discrimination is not only unethical; it is also unlawful in certain circumstances. Employees are protected by laws that prohibit discrimination based on age, gender, ethnicity, religion, disability, and other factors. Nonetheless, pay disparities between men and women suggest that discrimination persists. Other prevalent forms of discrimination include terminating employees when they reach a specific age or offering ethnic minorities fewer promotions.

Harassment: Harassment, which is frequently linked to racism or sexism, is the second significant ethical challenge that businesses face. Verbal abuse, sexual abuse, teasing, racial slurs, and bullying are all examples of this. Harassment can come from anyone in the organization, including customers. If a supervisor is aware of client harassment and does nothing to stop it, it is an ethical concern for the company. Harassment, in addition to creating a hostile workplace, can force employees to leave the company early, which is a second reason why some companies lack diversity. Harassment has a long-term effect on employees, both psychologically and financially, and it can even affect a person's entire career path.

Nepotism and favouritism: Due to a personal connection, some business owners choose to hire someone they know or are connected to a particular individual. While this isn't usually a problem as long as the regulations are followed, some employees may perceive it as nepotism or favouritism. Favouritism can also arise when senior managers treat some employees better than others for no reason. These types of ethical difficulties in the workplace can demotivate other employees, lowering productivity. Furthermore, job satisfaction may suffer as employees believe they must work longer or harder than others to be rewarded. This is why human resources and hiring are such important aspects of business structures. To minimize nepotism and favouritism among employees, it's critical to carefully assess all applicants based on talent.

Safety and Health: According to the International Labour Organization, almost 2.3 million people die each year as a result of workplace accidents or diseases. Health and safety issues are brought to light by a lack of fall protection, weight and resistance regulations, safety equipment, and uncontrolled risks. Important necessities like electricity and wiring procedures are frequently overlooked. Leaving electric cables in damp environments, for example, might result in serious accidents and even death. Injuries from sliding, falling, and being bitten by animals are also prevalent. Mental health disorders, such as stress and headaches, can potentially cause ethical issues in the workplace. Low job satisfaction, a lacklustre reward system, and excessive hours can all contribute to undesirable lifestyle choices, such as alcohol consumption. Prioritizing the health and safety of your employees is critical for promoting a healthy atmosphere and optimum performance.

Social Media and Whistleblowing: Because of the growing use of social media, what employees do online has become a factor in their employment status. The ethics of

terminating or penalizing employees for their online posts is a difficult one to answer. When an employee's online activity is deemed to be disloyal to their employer, however, a boundary is frequently established. This means that while a Facebook post complaining about employment may not be punishable on its own, it may be if it reduces business. Similarly, business owners must be able to recognize and not penalize employees who report wrongdoing to regulatory agencies or on social media. This suggests that employees should be rewarded for raising awareness of workplace breaches online rather than punished. For example, a Yelp employee wrote an article for the blogging platform Medium about the "terrible working circumstances" she claims to be suffering at the online review organization. She was then fired from Yelp for breaking the company's terms of service. The ambiguity of her case, and whether her post was justified or nasty and disloyal, highlights the significance of establishing explicit social media policy inside a company.

Privacy of Data and Abuse of technology: It may appear that using your company's internet connection to surf the web is harmless. Most businesses monitor their internet connections and track their employees' surfing habits. This is usually stated in your job contract and can have an impact on performance reports. This is lawful because it shows that the company's technology and resources have not been abused. It also demonstrates that working hours are being abused, costing the company time and money if the employee surfs about non-company related activities. Companies have been known to mishandle sensitive data obtained from employees and customers. If this data enters into the wrong hands, it might cause serious ethical problems in the workplace. We've all heard stories about data breaches and hacking. Unfortunately, even well-established businesses have been targeted, with customer and staff information being released online. Data and technology could cause legal, financial, and reputational harm if sufficient security measures and access limits are not in place.

Accounting related Ethics: All businesses must follow proper bookkeeping procedures. Organisations, particularly publicly traded firms, are concerned about "cooking the account books" and other unethical accounting practices. The Satyam computer services accounting scandal that took place in 2009 is a classic example. It was a Hyderabad based company that mainly provided IT services and back-office accounting facilities to its clients. After a series of investigations by India's Central Bureau of Investigation (CBI) in 2009, it was discovered that the organisation misrepresented its total revenue for several financial years, and the total amount of revenue fraud was \$1.5 billion. To this day, this is the largest accounting scandal that took place in India. Apart from revenue misrepresentation, the founder of the company, Ramalinga Raju, has falsely stated profit margins and the overall cash balances of the company for a number of years. As a result of this scam, the overall corporate governance landscape of India was completely restructured.

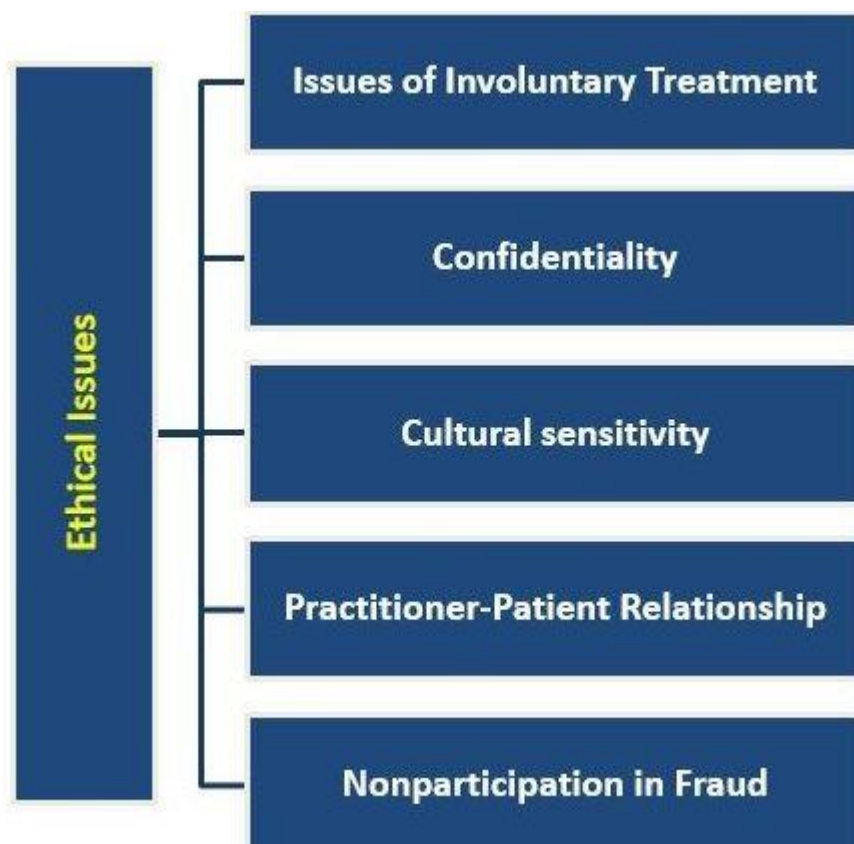
Non Disclosure: Many firms are concerned about current and former employees stealing information, including customer data that could be exploited by competitors. Corporate problems occur when intellectual property is stolen or confidential customer information is illegally disclosed. To deter these types of ethical issues, businesses may implement mandatory nondisclosure agreements with stiff financial penalties if they are breached.

1.3. DIFFERENT INDUSTRIES

ETHICAL ISSUES AND THEIR MANAGEMENT IN INDIA

The ethical principles that guide the practice of psychology in India are based on the codes of conduct and guidelines established by the Indian Psychological Association and the Board of Psychology. These codes of conduct and guidelines aim to ensure that the rights and welfare of individuals are protected and that psychological services are provided responsibly and ethically.

According to Agarwal (2019), ethical issues in this field arise in the following sectors –



All therapeutic relationships involve parties with similar degrees of autonomy regarding what treatment modalities are used. Psychotherapy and psychiatry differ in this regard as the practitioner hold a significant degree of authority over the patient as there is an implicit assumption that the person is incapable of making sound decisions. This power dynamic puts a great deal of responsibility on the practitioner, who has to ensure that the treatment is carried out purely for the patient's benefit. They also need to ensure that the patient, as they are in a vulnerable state, is not exploited emotionally, physically, financially, and sexually in due course of treatment.

The relationship between the therapist and patient is intimate, as the former is privy to the personal details of one's life. What may follow is the development of feelings of love or hatred on one or either side, and the therapist should be equipped to navigate them.

Issues of Involuntary Treatment

Unlike treatment for physiological illnesses, psychological treatment does not have clear lines of consent. A person assumed to be incapable of making sound decisions will not know whether a fourth treatment is needed or not. There may be a possibility that the person lacks insight into their illness and deny that they need treatment.

The Mental Healthcare Act of 2017 has considered the possibility of this condition and declared the provision of involuntary hospitalization with the consent of a caring relative or through legal procedure. Unfortunately, most mentally ill are treated either as outpatients or in psychiatric units of general hospitals. These patients are either treated with a relative's consent or made to sign a consent that they do not understand. Szasz calls this practice of voluntary admission an unacknowledged example of medical fraud. The current situation in India can lead to unethical practices where a person's autonomy is restricted without legal safeguards.

Confidentiality

Confidentiality is an important issue in psychology, as it protects sensitive information shared by clients during therapy sessions or assessments. This information may include personal details, mental health diagnoses, and other sensitive information that should not be shared without the client's consent.



Psychologists have a professional and ethical responsibility to maintain confidentiality and protect their client's privacy. However, exceptions exist, such as if the client poses a danger to themselves or others or if there is a court order to disclose information. The cases where the ethics of confidentiality may be ordered are –

- Patients consent to release information to third parties for documentation purposes.
- **Tarasoff duty** – When a patient's acts are likely to harm others, it is the doctor's responsibility to protect others from harm.
- **Emergencies** – When a patient's life is at stake.
- **Mandatory reporting** – Whenever any human rights violation is observed, like child abuse or female abuse, it must be reported to the appropriate authorities.
- **Court order** – A practitioner can disclose information to the court only after consent from the client.
- **The patient initiates litigation against the psychiatrist** – The psychiatrist can reveal confidences that are directly relevant to the case.

Cultural Sensitivity

India differs greatly from individualistic Western countries where psychotherapy and psychiatry were initially formalized. Therapist has to adapt themselves to the niches of Indian culture to provide effective therapeutic intervention. Cultural sensitivity also includes being aware of one's own cultural biases and how they may affect the therapeutic relationship or research findings.

It also involves being knowledgeable about the cultural background and beliefs of clients or participants and using this knowledge to tailor interventions and research methods in a culturally appropriate manner. For example, the smallest social unit in India is usually the family rather than the individual. Cultural sensitivity is important in providing effective and ethical psychological services and research.

Practitioner-Patient Relationship

All therapeutic relationships involve parties with similar degrees of autonomy regarding what treatment modalities are used. Psychotherapy and psychiatry differ in this regard as the practitioner hold a significant degree of authority over the patient as there is an implicit assumption that the person is incapable of making sound decisions. This power dynamic puts a great deal of responsibility on the practitioner, who has to ensure that the treatment is carried out purely for the patient's benefit. They also need to ensure that the patient, as they are in a vulnerable state, is not exploited emotionally, physically, financially, and sexually in due course of treatment.

The relationship between the therapist and patient is intimate, as the former is privy to the personal details of one's life. What may follow is the development of feelings of love or hatred on one or either side, and the therapist should be equipped to navigate them.

Nonparticipation in Fraud

Fraud in psychology refers to any instance of deception or dishonesty in the conduct of psychological research or practice. This can take many forms, including –

- Fabricating or falsifying data
- Plagiarism
- Falsifying research credentials
- Misrepresenting research findings
- Providing false information on grant applications

Fraud in psychology is considered a serious ethical violation and can have serious consequences for both the individuals involved and the field. It can damage the reputation of the individuals and institutions involved and call into question the validity of the research or treatment being conducted. It is common to hear clinical psychologists promote themselves through a brand image akin to an astrologist rather than a scientific practitioner. They may often use scientifically questionable practices like Neurolinguistic Programming and promote such as a quick cure for mental disorders.

It is important to note that psychological research is often self-regulated, meaning it is up to the scientific community to police itself and identify and report any instances of fraud. In addition, professional organizations in psychology have codes of ethics that prohibit fraud and provide guidance for detecting and preventing it.

ETHICAL ISSUES IN MEDIA

New Media ethics outline how we act online and help us decide about our netiquette. These are essential because the information is being transferred at a rapid and massive scale. Both new media users and producers must be conscious of their ethical responsibilities in the internet environment. While there are legal rights to protect authors of the material, the regulations protecting online content users are in embryonic stages.

A significant lot of content is being generated online, and it is crucial that the internet stays open and transparent and safeguards the rights of persons contributing to sharing and exchanging knowledge. This allows people to generate material freely and stimulates creativity while making information available to everybody. The term "independent" refers to someone who does not work for the government.

WHAT IS MEDIA ETHICS?

The Media decides who is known, to what extent, and according to whatever interpretation. The media has so much power that it is not an exaggeration to argue that journalists make everyday decisions for people. There is always a tension between the public's right to know the truth and an individual's claim to privacy. Those judgments are anchored in ethical decision-making instruments that may include a formal Code of Ethics.

Media ethics strives to prevent any monopoly over information dissemination; promotes pluralism rather than the uniform gloss over media content that authoritarian regimes typically impose; and maintains objectivity by providing multiple perspectives on an issue, allowing audiences to form their own opinions and increasing levels of truthfulness in reporting.

Causes of Ethical Concerns

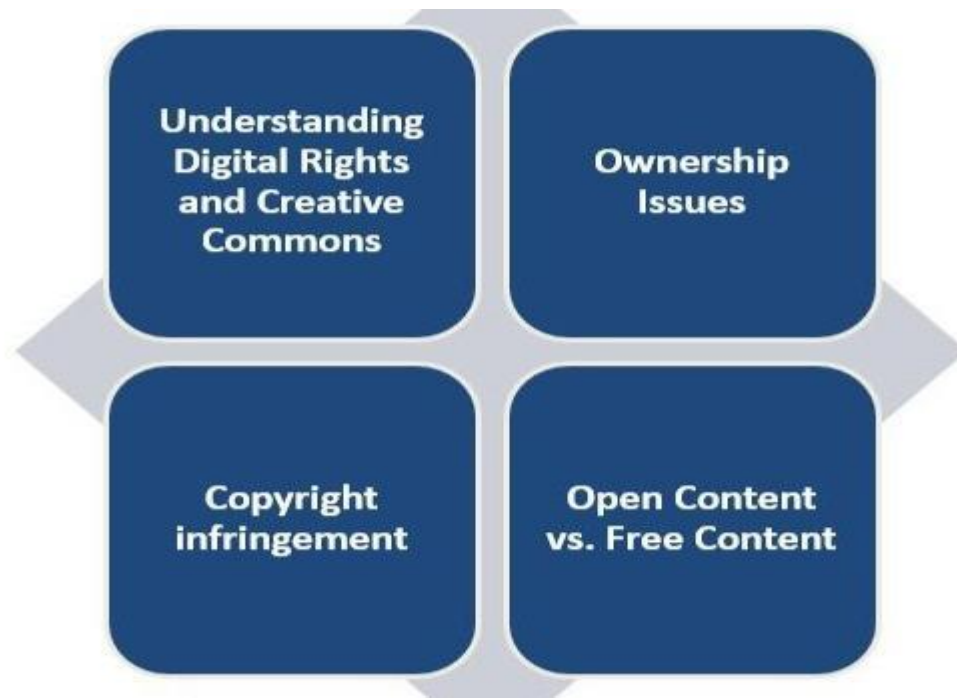
News dissemination has become nearly instantaneous owing to the international web, 24x7 global internet services, cell phones, messaging, etc. Reporters and news correspondents are continually required to satisfy the exacting standards and criteria set by news media organizations to meet the audiences' wants, expectations, and demands for news and more news. To meet the expanding scales and standards of speed, accuracy, and impartiality, the news media is regularly confronted with various difficult conditions and criteria.

Furthermore, ensuring that what the news media presents to the public is objective, true, verifiable, just, unbiased, and most importantly, up to a fraction of a second is incredibly difficult under normal conditions for anybody. In emergencies, these might be considerably harsher and more crucial.

Reporters must adapt to any situation and race against the clock to fulfill impossible deadlines while dealing with minimal feedback from news sources. An untimely fire or murder event, for example, will inevitably keep the news media on its toes. Furthermore, in order to make a report accurate and comprehensive to the last detail, collecting and packing all the facts, writing the piece as objectively as possible, and turning it in time for publication or broadcast turns out to be an exacting challenge that media news reporters must meet daily in order to meet audiences' expectations from them.

Rights and Ethical Responsibilities of Content Creators

Copyright Law protects persons from having their work duplicated illegally. At the same time, the Information Technology Amendment Act 2008 contains a small portion dedicated to dealing with cyber offenses such as sharing obscene material or impersonating online. Because the regulations have evolved slower than the media, it is critical to adhere closely to the ethical norms.



Understanding Digital Rights and Creative Commons

In this information era, digital rights have become extremely crucial. The rights of both the material provider and the consumer or reader must be safeguarded. There are several issues because most internet users are prosumers (producer + consumer), and they must be on the lookout for ethical transgressions as both makers and consumers of internet information. Because establishing ownership is easy, the rights of the content producer are usually hotly debated. New approaches known as Digital Rights Management (DRM) have been developed to safeguard this.

Ownership Issues

The web conveniently displays information, and everything we want is available with a single click. This is also true for photographs, music, graphics, songs, and any other information we want. However, this raises the issue of preserving our rights as artists. Though the Copyright Law protects us legally, we are ethically constrained by concerns of ownership and copyright on the web. New types of copyright are now available online.

Copyright Infringement

Several websites provide paid material online. This guarantees that artists and writers who produce content are rewarded and motivated to continue contributing. However, certain file-sharing services allow unauthorized downloading and sharing of data, which leads to piracy. Music piracy is a huge issue, as is the act of duplicating digital commodities such as audio files, movies, reports, essays, and so on without the authorization of the person who owns the

copyright. As users, we tend to be reckless about copying and pasting wanted information, infringing on the copyright of our fellow netizens.

Open Content vs. Free Content

Open content is any online material that may be viewed, edited, reused, redistributed, remixed, and saved for later use. This suggests that even if the content is free, it can be 'open,' meaning that free content differs from 'open' content. Because free indicates that one may access the content for free, whereas 'open' means that users can download, change, and distribute the content without any ethical or legal constraints. Individuals can use and benefit from free content, produce and distribute copies of it, study and apply it, and even disseminate derivative products.

Universal Ethical Concerns

News media organizations adhere to widely recognized ethical norms and standards. Global media ethics aims at building a complete set of principles and norms for journalism in an age of global news media. He claims that because news reports transmitted via satellite or the internet reach people all over the world and influence the actions of governments, militaries, humanitarian organizations, and warring ethnic groups, responsible media ethics is required in a world where news media brings together people of various religions, traditions, and ethnic groups.

Global journalism ethics is an extension of journalism ethics - to regard journalism's 'public' as the world's citizens and to interpret the ethical principles of impartiality, balance, and independence in an international fashion. Journalism ethics is becoming increasingly 'cosmopolitan' in tone and perspective. According to him, the components of global media ethics should be—

- Global re-interpretation of the ethical role and aims of journalism.
- Global re-interpretation of existing journalism principles and standards - objectivity, balance, and independence.
- Construction of new norms and 'best practice' as guides for the practice of global journalism".

ETHICAL ISSUES IN FASHION

Ethical fashion raises fundamental concerns in the fashion business about exploitation, working conditions, animal welfare, fair trade, and the environment. Businesses are becoming more aware of the value of corporate social responsibility and are making the required adjustments to satisfy customers. There has been a considerable increase in consumer ethical concern over the past few decades, which has resulted in a rise in the demand for “ethical” options in the marketplace. The textile and clothing industries, which are primarily driven by labor-and resource-intensive practises and leave the largest carbon footprint of all value chains, are two of the sectors with a significant impact on our planet’s

ecological and social footprints. Hence, this sector also faces significant ethical issues in the fashion sector.

Major Ethical Issues In Fashion

- **Animal abuse**
- **Damage to environment**
- **Child labour**
- **Increased waste and consumerism**
- **Low wages**
- **Risk to health and safety**
- **High utilisation of natural resources**
- **Poor working conditions**

Damage to the Environment

Dresses are lovely to wear, but there are several issues with how they are made. The dumping of nuclear waste, changes in the environment, global warming, the extinction of some species, and other issues are closely watched, and they are mostly linked to human activities. The fashion industry bears some of the blame, and opinions on the effects that human activity has on the environment vary. Chemical treatments are used to soften and colour a variety of textiles. Such substances can harm the environment and perhaps result in skin conditions. Chemicals used in the treatment of textiles include lead, nickel, chromium, and aryl amines.

Child Labour

Major fashion labels frequently move their production facilities to impoverished regions of the world, primarily in the Second and Third World, in their pursuit of low-cost manufacturing. Anyone and everyone who is capable of working in a factory is employed here, even children. The families of these disadvantaged youngsters know better than to criticise the standard of care given to their children or to demand that they be given worker's rights because of their poverty and lack of knowledge. Child fashion workers are deprived of their fundamental right to school in addition to being forced to labour in appalling circumstances all day.

Increased Waste and Consumerism

The present fashion industry mostly uses the take-make-dispose model, which involves the extraction of large amounts of non-renewable resources to create clothing that is frequently worn for a few times before being discarded in landfills. The Ellen MacArthur Foundation's research "A New Textiles Economy: Redesigning Fashion's Future" points out that apparel is vastly underused. The average number of times a garment is worn globally has dropped from 15 years ago to only 7 to 10 times, a 36% decline. We shouldn't be surprised that "one garbage truck full of textiles is landfilled or burned every second" when only 1% of materials are recycled into new garments.

Low Wages

Although a living wage has been deemed a fundamental human right by the International Labour Organization (ILO), salaries frequently fall short of even meeting workers' most basic requirements, let alone covering emergencies. As a result, garment workers are compelled to work overtime and are unable to refuse assignments due to illness, pregnancy, or unsafe working circumstances. In countries in the Third and Second Worlds, the fashion sector claims to provide jobs. When the average worker's annual salary is calculated and the working circumstances of his position are hypothesised, employment generation is, nevertheless, of little significance. Major fashion brands typically use contractors who typically pay below-minimum rates to their employees in many nations.

Risks to Health and Safety

In addition to depriving countless men, women, and children of their fundamental human rights and paying their employees insufficient wages, the fashion industry puts the lives of its employees and workers in danger because many of these businesses are known for constructing their apparel production facilities in developing and third-world countries on the cheap and shoddily. The majority of cotton farmers and sweatshop employees are exposed to pesticides, lead-based dyes, and chemical poisoning over an extended period of time, and as a result, they frequently experience chronic vomiting, headaches, tremors, lack of coordination, loss of consciousness, respiratory diseases, impaired memory, concentration difficulties, extreme depression, palpitations, seizures, and even death. This happens as a result of their disregard for the welfare of their employees, which eventually causes them to fail.

Animal Abuse

The fashion industry engages in two types of animal abuse: the first involves directly torturing the animal by objectifying it for its fur, skin, or hide; the second endangers animals by contaminating their habitats and upsetting their food chains. Both situations prevent these creatures from living in the wild and free due to the methods used in the fashion industry. Many animals are reared in captivity, matured to a certain age, and then their fur is removed by employees. Once their fur has been removed, live animals are frequently mutilated. Some creatures, like snakes and crocodiles, are purposely raised to be killed and have their skin removed for products like shoes, handbags, and other accessories.

High Utilisation of Natural Resources

The majority of natural resources used in the fashion industry are still non-renewable, which greatly contributes to climate change. The clothes we wear every day have been chosen for their particular utility and economic efficiency, but they have noticeable drawbacks in terms of the land, water, and fossil fuels needed for production. The production of textiles made of plastic requires a lot of energy, but the production of natural materials requires extensive use of pesticides and fertilisers (unless organic farming is used) as well as a lot of water, frequently in locations with limited water supplies.

Poor Working Environment

The great majority of clothing that is sold every day is made in hazardous and demanding conditions in underdeveloped nations. The collapse of the Rana Plaza plant in Bangladesh and the fire at the Tazreen Fashion clothing factory, which together claimed the lives of more than 1,200 garment workers, were merely the tip of the iceberg. Despite the issues receiving public notice, there are still businesses that keep hiring people in dangerously subpar conditions who are also subjected to toxic chemicals and physical and emotional abuse.

1.4. STATEMENT OF THE PROBLEM

The study of research purpose is to know the ethical issues in operations management revolve around the challenge of balancing efficiency and profitability with social and environmental responsibility. As companies strive to optimize processes, concerns arise regarding fair labour practices, environmental sustainability, and the overall impact on various stakeholders. This problem statement highlights the need for businesses to navigate the complexities of operations management ethically, ensuring that decisions prioritize not only financial gains but also the well-being of employees, communities, and the planet.

1.5. OBJECTIVES OF THE STUDY

The study of ethical issues in operations management is a critical endeavour that encompasses several key objectives. Firstly, it seeks to establish a framework for ethical decision-making within the realm of operations. This involves identifying potential dilemmas, assessing their impact on various stakeholders, and developing strategies to address them ethically. Additionally, the study aims to foster a corporate culture that prioritizes social responsibility and environmental sustainability. By exploring ethical considerations in the supply chain, production processes, and distribution systems, the objective is to minimize negative consequences and enhance positive impacts on society and the environment. Moreover, the study endeavours to create awareness among operations managers about the ethical dimensions of their decisions, encouraging a proactive approach to ethical problem-solving. Ultimately, the comprehensive examination of ethical issues in operations management is geared towards promoting transparency, accountability, and responsible conduct in the pursuit of organizational goals.

1.6. NEED FOR STUDY

1.Societal Impact: Operations management decisions can have profound effects on society, including employment conditions, environmental sustainability, and community well-being. Understanding and addressing ethical issues ensures a positive societal impact.

2.Stakeholder Trust: Ethical operations build trust among stakeholders, including customers, employees, investors, and communities. A study in this area helps businesses establish and maintain positive relationships.

3.Legal Compliance: Many ethical considerations overlap with legal requirements. Studying ethical issues helps organizations understand and comply with relevant laws, minimizing legal risks and potential liabilities.

4.Long-Term Sustainability: Businesses that integrate ethical considerations into their operations are more likely to achieve long-term sustainability. Ethical practices contribute to environmental conservation, employee satisfaction, and overall business resilience.

5.Reputation Management: Ethical lapses can lead to reputational damage. A study on ethical issues in operations management helps companies proactively manage their reputation by identifying and mitigating potential ethical challenges.

6.Global Expectations: In an interconnected world, businesses are increasingly expected to adhere to global ethical standards. A study in this field enables organizations to align their operations with international expectations and norms.

7.Employee Morale and Retention: Ethical operations positively impact employee morale and retention. Employees are more likely to be engaged and committed to a company that values ethical practices in its operations.

8.Competitive Advantage: Ethical practices can be a source of competitive advantage. Consumers are increasingly making choices based on ethical considerations, and businesses that align with these values can stand out in the marketplace.

1.7. SCOPE OF THE STUDY

1.Labor Practices: Examining fair wages, working conditions, and worker rights to ensure ethical treatment of employees in the operational processes.

2.Supply Chain Management: Investigating the ethical sourcing of materials, fair treatment of suppliers, and promoting transparency throughout the supply chain.

3.Environmental Sustainability: Assessing the environmental impact of operations and exploring ways to minimize resource depletion, pollution, and overall ecological harm.

4.Technology and Data Ethics: Analyzing the ethical use of technology in operations, including issues related to data privacy, cybersecurity, and responsible AI implementation.

5.Corporate Social Responsibility (CSR): Evaluating the integration of ethical considerations into corporate strategies, including community involvement, philanthropy, and social impact initiatives.

6.Ethical Decision-Making: Studying frameworks for ethical decision-making within operations management, including the identification of potential ethical dilemmas and the development of solutions.

7.Regulatory Compliance: Understanding and ensuring compliance with relevant laws and regulations governing operations to prevent legal and ethical conflicts.

8.Employee Relations: Exploring ethical aspects related to employee relations, including diversity and inclusion, equal opportunities, and fair treatment in hiring and promotions.

9.Consumer Relations: Investigating ethical considerations in product development, marketing practices, and ensuring transparency and honesty in interactions with consumers.

10.Global Considerations: Examining ethical issues in a global context, considering cultural variations and international standards for responsible business practices.

11.Risk Management: Identifying and managing ethical risks associated with operational decisions, considering potential consequences on the company's reputation and financial stability.

12.Training and Development: Assessing the role of ethical training programs in enhancing awareness and promoting ethical behaviour among employees involved in operations.

CHAPTER 2

REVIEW OF LITERATURE

2.1. REVIEW OF LITERATURE

The literature on ethical issues in operations management provides a comprehensive exploration of the intricate challenges inherent in balancing efficiency and profitability with ethical considerations. Scholars have extensively investigated labour practices, shedding light on fair wages, safe working conditions, and the broader implications of unethical treatment of workers. Supply chain ethics has emerged as a critical theme, with studies emphasizing the need for fair sourcing, transparent supplier relationships, and sustainable practices throughout the supply chain. Environmental sustainability in operations management is a focal point, examining the ethical implications of resource depletion, pollution, and the imperative for green initiatives. The intersection of technology and data ethics is another significant area of inquiry, with research addressing privacy concerns, cybersecurity, and the responsible use of innovative technologies. Corporate social responsibility (CSR) is a key dimension, with studies exploring how ethical considerations are integrated into operational strategies, influencing stakeholder perceptions and organizational reputation. Ethical decision-making frameworks within operations management have been a subject of scholarly attention, offering insights into identifying and resolving ethical dilemmas. Overall, the literature underscores the pressing need for businesses to navigate operational complexities ethically, fostering responsible practices that extend beyond financial considerations to encompass the well-being of employees, communities, and the environment.

Ethical Considerations in Enhancing Quality Performance: A Comprehensive Review of the Role of Employee Empowerment & Involvement, Communication, Knowledge Management - Kim Ki Tommy Leung, Chen Ling Tan, Nabsiah Abdul Wahid 2023

The aim of this study is to provide a conceptual model that links several key variables including employee empowerment & involvement and communication of organisational factors (OF), knowledge management (KM) and organisational culture (OC) to enhance quality performance (QP) of Hong Kong watchmaking industry. Literature review was conducted extensively, and the approach employed was conceptualized into a proposed conceptual framework. A conceptual framework was suggested in this paper to enhance QP of Hong Kong watchmaking industry through employee empowerment & involvement and communication of OF, a mediator KM and a moderator OC. The literature review was performed extensively to provide four hypotheses including 1) the OF-KM relationship, 2) the KM-QP relationship, 3) the OF-QP relationship through a mediator KM, and 4) the KM-QP relationship through a moderator OC. More opportunities were provided in this study for researchers to expand further the research in QP of Hong Kong watchmaking industry on the basis of the theories from knowledge-based view and Hofstede's cultural dimensions in the organisations. The study attempted to explore good employee empowerment & involvement and communication together with strategic KM and OC to enhance QP of Hong Kong watchmaking industry. According to this study, the mediator KM and the moderator OC for

the OF-QP relationship can be expected to enhance QP of Hong Kong watchmaking industry. KM mediates the OF-QP relationship whereas OC moderates the OF-QP relationship with existence of the mediator KM. In this connection, the study is significant with both theoretical perspective and practical perspective. A research gap is existed to find out a moderating role of OC in the OF-QP relationship if KM mediates the OF-QP relationship.

Ethical Issues in Social CRM: a Literature Review - Julio A Viana, Eric Scisly, Olaf Reinhold 2022

The concept of ethics and its application to businesses should be considered in different fields. Information Systems should not ignore ethical dimensions and their consequences in the use of technologies. Social CRM is a relevant field that could be affected by ethical issues, as its processes require building relationships with customers and analyzing their data. This work examines the literature on ethics and Social CRM to identify potential ethical issues and understand how they affect the different tasks within the different levels of the integrated Social CRM framework. An overview of the ethical issues in each level is provided, as well as an analysis of five best practices identified and selected from the literature.

Ethical Issues in Business Management - Shankar Jha 2021

Ethical issues is a problem (issues) or a situation which requires a business organization or a person to select the choices that have to be examined as a ethical (right) or unethical (wrong) ways. The ethical issues needed full of ideas, reflection, understanding, logical thinking thoughts, and a great planning to be resolved in unfolded solutions. The utmost basic and necessary ethical issues in business management are confronting of integrity (honesty) and trust. The fundamental concept of honesty includes the understanding of managing and regulating and run the business affairs with righteousness, promises, and commitments to handle each stakeholders fairly and reasonably. The ethical issues in business management have often been synchronized and coincided. Also the kinds and measures have been replaced in the current global business scenario. Moreover, the digitalization and globalization of business management has changed the ethical issues and also stressed as an indication and confirmation by the broadening of the issues and grievances. In the changing global business scenario, now-a-days business management becomes more complicated, at the same time, a numerous of ethical issues have emerged concurrently. Hence, an extensive considerate of ethical issues and precognitive of alleviate alternatives is needed, so accordingly for these analyses, consequences have been attempted. Earlier, the perception of the ethical issues in business management had linked to the administrative rules and regulations in the business organizations. But currently ethical issues are inconsistent in nature, for instance, employee's rights issues and professional ethics. Today's business environment, the ethical issues like honesty, fairness, and justice are the important and main issues that are constituting a complicated dilemma and impasse to the business management. Some of the ethical issues in business management are diversity issues; decision-making issues; compliance and grievance issues; health and safety issues; social networking ethics; harassment and discrimination in the work place; social media rants; ethics in accounting practices; whistleblowing; non-

disclosure and corporate espionage; toxic work place culture; technology and privacy practices; questionable use of company technology; unethical leadership; and conflicting goals, etc. The objective of this research paper is to study the various aspects of ethical issues in business management and provide a way of resolving them.

Ethical issues invoked by industry 4.0 - Harjinder Rahanu, Elli Georgiadou, Kerstin Siakas, Margaret Ross, Eleni Berki 2021

Industry 4.0 is universally referred to as the fourth industrial revolution. It is a current trend of automation and data exchange in manufacturing technologies. The computerisation of manufacturing includes, amongst other, cyber-physical systems, the Internet of Things (IoT), cloud computing and cognitive computing. There are many challenges in the realisation of Industry 4.0. In order to adopt a “smart factory” and improved (software) processes many ethical considerations need to be identified and considered if a company is to obtain an ethical development and deployment of Industry 4.0. The purpose of normative ethics is to scrutinise standards about the rightness and wrongness of actions, the ultimate goal being the identification of the true human good. A rational appeal can be made to normative defensible ethical rules in order to arrive at a judicious, ethically justifiable judgement.

In this position and constructive design research paper steps are: First report on the findings of a broad literature review of related research, which refers to the current challenges in the realisation of Industry 4.0. Second, identify and list some basic generic Deontological and Teleological ethical principles and theories that can serve as normative guidelines for addressing the challenges identified in the initial step. Third, prescribe a set of ethical rights and duties that must be exercised and fulfilled by protagonists/stakeholders in Industry 4.0 implementation in order for them to exhibit ethical behaviour. Each of these suggested actions are substantiated via an appeal to one, or a number of the normative guidelines, identified in the second step. By identifying and recommending a set of defensible ethical obligations that must be fulfilled in the development and deployment of smart factories, protagonists such as: employers, project managers, technology suppliers, trade unions, (on a microscopic level) and chambers of commerce, local and national government (on a macroscopic level) and other can fulfil their ethical duties. Thus, a deployed Industry 4.0 solution can result in technological change, social change and changes in the business paradigm, which are all ethically justifiable. Ultimately all the improvement processes of Industry 4.0 implementation must be underpinned with ethical consideration.

A conversation-based perspective for shaping ethical human–machine interactions: The particular challenge of chatbots - Grazia Murtarelli, Anne Gregory, Stefania Romenti 2021

The use of chatbots to manage online interactions with consumers poses additional ethical challenges linked to the use of artificial intelligence (AI) applications and opens up new ethical avenues for investigation. A literature analysis identifies a research gap regarding the ethical challenges related to chatbots as non-moral and non-independent agents managing non-real conversations with consumers. It raises concerns about the ethical implications

related to the progressive automation of online conversational processes and their integration with AI. The conversational approach has been explored in the organisational and management literature, which has analysed the features and roles of conversations in managing interactions ethically. This study aims to discuss conceptually the ethical challenges related to chatbots within the marketplace by integrating the current chatbot-based literature with that on conversation management studies. A new conceptual model is proposed which embraces ethical considerations in the future development of chatbots.

Emerging ethical challenges of leadership in the digital era: a multi-vocal literature review- Narayan Bhatta 2021

The purpose of this study is to undertake a multi-vocal literature review (MLR) regarding how leadership work has transformed as a result of digitalization and what kinds of ethical challenges organizational leaders are facing in the digital era, particularly from 1985 to 2020. Hence, a total of 83 literature are reviewed, drawing up on the method of MLR. The findings of this study suggest that the digitalization of leadership work, i.e., delegation of personal (leadership) responsibilities to digital systems, is being accelerated by the ever increasing use of technologies based on Artificial Intelligence (AI) in organizational governance and operation, particularly during the last two decades. In the reviewed literature, ethical challenges of leadership in the digital era are often discussed in subtle forms, from the viewpoint of the ethics of digitalization in general and its apparent consequences in organizational systems – Specifically, an apparent lack of industry standards, codes of ethics and professional conduct, for AI-based digital technologies. Likewise, disruptions and complexities caused by digitalization trends in conjunction with globalization, climate change and sustainable development goals are noticed as posing further significant challenges for leaders, particularly in relation to ethical organization systems design in the digital era. Hence, this study outlines the three main conceptual fields of discussion towards deepening our understanding of the transformation of leadership work and emerging ethical challenges to leaders in contemporary organizations caused by the increased use of advanced digital technologies.

Exploring the ethical implications of business analytics with a business ethics canvas – Richard Vidgen, Giles Hindle, Ian Randolph (2020)

The ethical aspects of data science and artificial intelligence have become a major issue. Organisations that deploy data scientists and operational researchers (OR) must address the ethical implications of their use of data and algorithms. We review the OR and data science literature on ethics and find that this work is pitched at the level of guiding principles and frameworks and fails to provide a practical and grounded approach that can be used by practitioners as part of the analytics development process. Further, given the advent of the General Data Protection Regulation (GDPR) an ethical dimension is likely to become an increasingly important aspect of analytics development. Drawing on the business analytics methodology (BAM) developed by Hindle and Vidgen (2018) we tackle this challenge through action research with a pseudonymous online travel company, EuroTravel. The

method that emerges uses an opportunity canvas and a business ethics canvas to explore value creation and ethical aspects jointly. The business ethics canvas draws on the Markkula Center's five ethical principles (utility, rights, justice, common good, and virtue) to which explicit consideration of stakeholders is added. A contribution of the paper is to show how an ethical dimension can be embedded in the everyday exploration of analytics development opportunities, as distinct from a stand-alone ethical decision-making tool or as an overlay of a general set of guiding principles. We also propose that value and ethics should not be viewed as separate entities, rather they should be seen as inseparable and intertwined.

Ethical Factors Affecting the Financial Market - Surajit Sarbabidya, Trina Saha 2020

The development trends of the global economy witnessed over the world as the result of globalization, free market economy, etc., except few occasions are the positive outcome. But such forces also brought so many challenges as people are becoming materialistic in achieving their targets in any manner even if that is unethical. It has often been stated that financial crisis in which the world economy has been deeply involved since mid-2007 is an ethical crisis. It has also been argued that this crisis is a crisis of leadership or governance in a wide range of institutions, and this, in turn, reflects the failure of an economic and social model based on certain ethical assumptions. The present study, in this regard, is the result of motivation to review the ethical issues of the banking, insurance and investment industries representing the financial market.

Ethical Challenges in International Business - Uzoma Ebubechukwu Osita-Ejikeme 2020

In recent times, management has gained great importance in societies. As businesses become increasingly global where companies enter international markets with varied cultures and traditions, ethical consideration becomes difficult to control. One noteworthy reason of an organisation's decision to go internationally is to maximise their goals and objectives. Ethics is an everyday occurrence in the corporate world as it is with individuals. With increasing globalisation, businesses are competing to acquire more. In the process to acquire more they do things contrary to the acceptable norms of the society. This paper seeks to examine the ethical challenges in global business management and identify the ethical influence of globalisation on international functional areas. The action of a business in regards of being ethical or unethical are determined by three models; utilitarian model (produces the greatest good for the greatest number of people), right model (maintains and protects the fundamental rights and privileges of the people) and justice model (administering fair and equitable decisions among stakeholders). The study is descriptive and data was collected through secondary sources. Major ethical challenges faced in global business management are: employment practices, time management, corruption, moral obligations, business meetings and dressing, human rights, and environmental regulations. To be ethically correct is not a simple task for global management as a result of diversity in cultural values. Global

businesses are to enact, embrace and support values that include human rights, labour standards, the environment, and anti-corruption.

Ethical issues in the COVID era: doing the right thing depends on location, resources, and disease burden - Peter G Stock, Anji Wall, James Gardner, Beatriz Domínguez-Gil, Steve Chadban, Elmi Muller, Ian Dittmer, Stefan G Tullius, TTS Ethics Committee 2020

Complex ethical considerations for transplantation during such a pandemic will inherently vary greatly by country, region, and culture—and be dynamic over time, and affected by both COVID-19 disease burden and trajectory. But the broad principles of nonmaleficence, beneficence, distributive justice, and respect for autonomy must continue to guide these difficult decisions. Nonmaleficence, for example, may dictate that living donor operations be held in heavily affected areas because of the potential risk of COVID-19 infection in donors. Indeed the same concern applies to transplant recipients, whose immunosuppression may put them at increased risk of infection posttransplant. Conversely, beneficence might suggest that successful kidney transplantation could, in addition to its other benefits, prevent the need for further dialysis center visits, potentially reducing the risk of nosocomial COVID-19 transmission. From a distributive justice perspective, by contrast, programs may need to curtail certain transplant activity simply as a result of resource constraints imposed by an overwhelming pandemic disease burden. Finally, autonomy dictates that programs communicate both the known and unknown risks of COVID-19 infection—and the policies we are each enacting as a result—to their transplant patients allowing them to make informed decisions about their care.

Identifying ethical considerations for machine learning healthcare applications - Danton S Char, Michael D Abràmoff, Chris Feudtner 2020

Along with potential benefits to healthcare delivery, machine learning healthcare applications (ML-HCAs) raise a number of ethical concerns. Ethical evaluations of ML-HCAs will need to structure the overall problem of evaluating these technologies, especially for a diverse group of stakeholders. This paper outlines a systematic approach to identifying ML-HCA ethical concerns, starting with a conceptual model of the pipeline of the conception, development, implementation of ML-HCAs, and the parallel pipeline of evaluation and oversight tasks at each stage. Over this model, we layer key questions that raise value-based issues, along with ethical considerations identified in large part by a literature review, but also identifying some ethical considerations that have yet to receive attention. This pipeline model framework will be useful for systematic ethical appraisals of ML-HCA from development through implementation, and for interdisciplinary collaboration of diverse stakeholders that will be required to understand and subsequently manage the ethical implications of ML-HCAs.

Ethical issues in modern business management - Mohammed T Nuseir, Ahmad Ghandour(2019)

The ethical issues in business management have always been co-existing, but their type and quantum have been changed in the present digital world. The globalisation and digitisation of business have not only altered the ethical issues but also their gravity, as evidenced by the widening of problems and complaints. In the 21st century, business management is becoming more complex while a multitude of ethical issues appears simultaneously. Thus, an in-depth understanding of ethical problems and identification of mitigating options is required, for which these review efforts have been undertaken. Highly relevant research studies were selected from the literature and presented in a critique style, elaborating both sides of the picture. Significant findings were documented logically with consequent conclusions.

Diversity and ethical issues in the organizations - Miebaka Dagogo Tamunomiebi, Iyioribhe Ezekiel Ehior 2019

Diversity and ethics are component of every society and they are major challenge that has turned into a losing situation for all involved, leading to demoralization of organization. No doubt many believe societal diversity and ethics are the fundamental for organizational efficiency when properly managed. In every organization, there are diverse beliefs, culture, religion, age, gender and educational background among employees, manager and executives in organizations need to know what are the most ethically appropriate or inappropriate courses of actions to take in their daily workplace situations. Diversity is the ways people differ in an organization which can affect task or relationship of the employees. While ethics is the study of moral obligation, or separating right from wrong and includes acts such as ethical decisions and social responsibility acts. The focus of this study is on diversity and ethical issues in an organization. This research work is a descriptive study in nature. The secondary information have been collected from different scholars' and researchers' published books, articles published in different journals, periodicals, conference paper, working paper and website which examine literature in the area of organizational diversity and ethics. I will therefore recommend that management must modify their styles to manage diversity and ethics in the organization. It is also important that management assess the current level of diversity within the organization beginning with culture, ethnicity and education. Management should adopt a high diversity culture for continuous change and improvement in the organization.

Ethical issues in qualitative data collection and management - Cees Th Smit Sibinga 2019

Qualitative data collection is largely defined by the personal experience and opinions of the examinee. The examinee is central in the approach, and not so much the researcher. The essence is a communication between the researcher and the examinee, where interpretation of both the questions asked and the answers provided serves the purpose of understanding. This type of research is interpretative and almost exclusively subjective, because the personal or subjective way of understanding and interpretation is central. However, there is certainly a

serious possibility for external influence on the answers to be provided or even the way answers are interpreted. Additionally, there is a fair chance that the questions are phrased towards expected answers. There are various moments where ethics are paramount to the quality and acceptability of the research. To protect objectivity, ethical professionalism and professional morale are important. This chapter aims to describe and discuss ethical issues related to collection and management of data from qualitative research.

Moral intensity, ethical decision making, and whistleblowing intention - Sean Valentine, Lynn Godkin 2019

Given the importance of organizational whistleblowing, the purpose of this study is to investigate the relationships among individuals' perceptions of moral intensity, ethical decision making, and whistleblowing intentions. Using information collected from employees' working for varied firms, the analysis indicates that several dimensions of moral intensity, predominantly seriousness of consequences and social consensus, are positively related to components of ethical decision making, namely the recognition and perceived importance of an ethical issue, ethical judgment, and ethical intention. The results also show that the recognition and perceived importance of an ethical issue and ethical judgment are positively related to whistleblowing intention. Finally, seriousness of consequences is positively related to whistleblowing intention. The managerial implications of these findings are discussed, including the development of an ethical work context and programs that enhance ethical sensitivity. The research limitations and suggestions for future research are also highlighted.

Evolution of supply chain management: Ethical issues for leaders - Ramesh G Soni, Bina Soni 2019

The field of Supply Chain Management (SCM) from the mid-19th century till the present day. Over the years, SCM has evolved in its scope and has undergone various name changes: Industrial Management, Production Management, and Operations Management. The changes in supply chain today is taking place at a very fast pace, given the rapid advances in the application of SCM technologies, such as ERP, RFID, Robotics, Artificial Intelligence, IOT, big data and data analytics. It is predicted that, in the future, SCM will run smoothly and effectively without any need for human interventions and result in huge job losses as we progress through what is termed as the fourth industrial revolution (Schwab, 2017).

Ethical sourcing: An analysis of the literature and implications for future research - Seongtae Kim, Claudia Colicchia, David Menachof 2018

The purpose of this study is to present a rigorous, focused review on how this field of ethical sourcing research has grown and evolved over the decades, providing implications for future research. We combine two research methodologies in this study: a systematic literature review and a citation network analysis. The former is used as a scientific tool to select the

most relevant ethical sourcing articles, while the latter is then applied as a research technique to analyse these selected articles. Such a combined approach allows for a rigorous investigation into this field of research in a more scientific and objective way. Based on this approach, we identify (1) distinctive features of ethical sourcing studies such as growth trends and content issues; (2) important articles that have played a significant role in developing this field; (3) evolutionary paths that show how its knowledge has been created and transferred; (4) emerging trends that have received growing attention in the recent literature; (5) main research areas that underlie the entire ethical sourcing studies; and (6) major implications that need to be pursued in future research. The results of this study provide not only the current status of the literature but also the patterns of evolution in this field of research, thus contributing to the existing literature.

Sustainability and corporate social responsibility in supply chains: The state of research in supply chain management and business ethics - Anne M Quarshie, Asta Salmi, Rudolf Leuschner 2016

Sustainability has become a popular topic, not only in business research at large, but specifically in the supply chain management (SCM) discipline. In addition, the business ethics (BE) field has an extensive stream of literature focusing on supply chain topics. While some exchange of ideas can be witnessed, the two streams developed largely independently. A key purpose of this article is to examine and contrast existing research and knowledge creation, focusing on sustainability and corporate social responsibility (CSR) issues in supply chains.

Sustainable operations management: recent trends and future directions - Professor Helen Walker, Professor Stefan Seuring, Professor Joseph Sarkis, Professor Robert Klassen 2014

Increasingly, organisations are interested in managing corporate social responsibility (CSR) and sustainability as part of their operations management (OM). OM practices and research must respond to demands to address sustainability. This response is triggered by climate change and other environmental concerns, the well-being of workers and communities, and other broad social demands. We define sustainable OM as the pursuit of social, economic and environmental objectives—the triple bottom line (TBL)—within operations of a specific firm and operational linkages that extend beyond the firm to include the supply chain and communities. Many different aspects of OM can be considered from a sustainability perspective. These aspects encompass product design and eco-design, adoption of environmental and social standards, process improvement and lean operations, purchasing, supply chain management (SCM), logistics including recycling and closed-loop systems, performance measurement and risk management.

Ethical issues in the reuse of qualitative data: Perspectives from literature, practice, and participants - Sarah J Yardley, Kate M Watts, Jennifer Pearson, Jane C Richardson 2014

Ethical issues in qualitative secondary analysis through a comparison of the literature with practitioner and participant perspectives. To achieve this, we integrated critical narrative review findings with data from two discussion groups: qualitative researchers and research users/consumers. In the literature, we found that theoretical debate ran parallel to practical action rather than being integrated with it. We identified an important and novel theme of relationships that was emerging from the perspectives of researchers and users. Relationships were significant with respect to trust, sharing data, transparency and clarity, anonymity, permissions, and responsibility. We provide an example of practice development that we hope will prompt researchers to re-examine the issues in their own setting. Informing the research community of research practitioner and user perspectives on ethical issues in the reuse of qualitative data is the first step toward developing mechanisms to better integrate theoretical and empirical work.

Ethical issues and role duality in insider action research: Challenges for action research degree programmes - Rosalie Holian, David Coghlan 2013

Insider action research describes the process when a member of an organisation undertakes an explicit action research role in addition to the normal functional roles they hold in an organisation. Real-world work-based research is relevant and important to many full-time managers, consultants and members of organisations including those who choose to undertake higher degrees in business as part-time postgraduate students. Within these programmes a proposal for an insider action research project is often associated with important and interesting research projects that have already arisen in an organisation where the researcher works full-time, and are part of their existing role and established working relationships with key stakeholders. Ethical issues in organisationally located insider action research can differ from other forms of action research because of role duality, i.e. that the researcher holds an ongoing work role and power relationships associated with this as well as the action research role. Ethical issues can be associated with choices about alternative options, expected impacts and outcomes on the researcher, participants, organisation and stakeholders, and these are important considerations for academic supervisors, institutional review boards and human research ethics committees.

Moral intensity, issue importance, and ethical reasoning in operations situations – Sean Valentine, David Hollingworth (2012)

The perceived importance of an ethical issue can influence individual ethical decision making. However, prior research has not explored how the various dimensions of moral intensity might differentially affect PIE, or how moral intensity might function together with (or in the presence of) PIE to influence ethical decision making. In addition, prior work has also not adequately investigated how the operational context of an organization, which may

embody conditions or practices that create barriers to ethical decision making, may differ from other functional areas of an organization. Consequently, this study investigated the relationships among moral intensity, perceived ethical issue importance, and three stages of the ethical reasoning process: recognition of an ethical issue, ethical judgment, and ethical intention. Using an internet-based, self-report survey containing two operations management scenarios and various ethics measures, information was collected from business professionals working for a Midwestern financial services organization. The hierarchical regression results indicated that some dimensions of moral intensity were positively related to PIE, ethical issue recognition, and ethical judgment, and that PIE was associated with increased ethical issue recognition and ethical judgment. The steps of ethical reasoning were also positively interrelated.

E-government: Public participation and ethical issues - Sharma Gajendra, Bao Xi, Qiang Wang 2012

E-Governance is the application of information and communication technology (ICT) for delivering government services, exchange of information and communication between government and public. Government services are made available to the citizens in a convenient, efficient and transparent manner through e-Governance. E-Government is a means for governments to use the most innovative ICTs through electronic networks with more convenient access to government information and services. The objective of this paper is to present how public participation is significant to enhance quality government services and need of ethical issues on e-Government practices and for formation of good governance. The current study is review of various literatures relating to e-government, public participation for e-governance, challenges and ethical issues. The key benefits of e-Governance include efficiency, improved services, better accessibility of public services, and transparency. The e-governance requires a considerable increase in regulation and policy making abilities, with all the expertise and opinion-shaping processes.

Ethical Practices towards Employees in Small Enterprises - Sraboni Dutta, Sharmistha Banerjee 2011

With the expanding role of small and medium businesses in the globalised era, an ethical approach towards business is becoming an imperative for them. The unique opportunities and challenges which these SMEs encounter often induce them to diverge from ethical practices when interacting with their stakeholders, especially the employees. This research utilises the stakeholder theory as a conceptual basis to scrutinise the extent to which SMEs attach significance to ethical practices towards their employees. An ethical index has been constructed to identify the extent of ethical behaviour in the firms' interactions with their employees. This index was tested with the use of empirical data, collected from small firms in West Bengal, India. This study attempted to identify the qualitative and quantitative parameters, which significantly explain the small firms' commitment to ethical practices towards employees.

Ethical issues in management research - Lambodar Saha, Vinod Ramakant Kulkarni 2011

This explanation attempts to go deeper than the usual descriptions of ethical organisations, because ethics in work and business are both a reflection of and influenced by ethical aspects of life and the wider world. The aim of this article not to tell you what's ethical and what's not. The aim is to help you to determine better for yourself what is ethical and what is unethical. This article describes the importance of developing adequate, appropriate ethical practices in management research. It also tells about the analysis of current practices reveals problems related to number, quality of training, distribution and utilization of various categories of industrial personnel. Here major ethical issues in the management research process, Human Resource Functioning, Marketing, Corporate Social Responsibility, Academic, etc. each stage of the research there may be ethical problems issues may arise from the research project itself to the nature of the participants so, therefore, the researcher has to consider a procedure informed consent is the ethical procedure. Management academics have tended to rely on ethics codes developed by social researchers in related fields to inform their research practice. The point of this paper is to question whether this remains a viable approach in the current climate that is characterized by a significant increase in ethical regulation across the management. We suggest that management researchers face ethical issues of a different nature to those most frequently confronted by other researchers, and argue for more explicit acknowledgement of contextual factors involved in management research.

Researching operations management - Christer Karlsson Routledge, 2010

Researching Operations Management fills the growing need for a comprehensive textbook and reference on doing quality research in the field of Operations Management (OM). It addresses the particular problem—especially for advanced students and beginning researchers—that many academic departments specialize in just one or a few approaches to research. As a result many students and researchers are not exposed to the breadth of possible research approaches in OM. Providing a concise overview of each of the most important research approaches in the field, the book enables researchers and students to understand and practice these methods, thus giving them a platform for choosing appropriate and complementary approaches to their research. With contributions from an international group of leading thinkers in the OM research field, the book covers those methods frequently used in studies of OM as well as adjacent applied management areas such as management of innovation and R&D, logistics, and supply chain management. Included are chapters on surveys, case studies, action research, longitudinal field studies, and models and simulations together with chapters on planning, positioning, assessing, and publishing research. In addition, the contributors also consider ethical and cultural issues in researching operations management.

A review of the recent contribution of systems thinking to operational research and management science - John Mingers, Leroy White 2010

The systems approach, or systems thinking, has been intimately connected with the development of OR and management science initially through the work of founders such as Churchman and Ackoff and latterly through innovations such as soft systems. In this paper we have undertaken a review of the contribution that systems thinking has been making more recently, especially to the practice of OR. Systems thinking is a discipline in its own right, with many theoretical and methodological developments, but it is also applicable to almost any problem area because of its generality, and so such a review must always be selective. We have looked at the literature from both a theoretical and an applications orientation. In the first part we consider the main systems theories and methodologies in terms of their recent developments and also their applications. This covers: the systems approach, complexity theory, cybernetics, system dynamics, soft OR and PSMs, critical systems and multimethodology. In the second part we review the main domains of application: strategy, information systems, organisations, production and operations, ecology and agriculture, and medicine and health. Our overall conclusion is that while systems may not be well established institutionally, in terms of academic departments, it is incredibly healthy in terms of the quantity and variety of its applications.

Ethical issues in transfer pricing - Robert W McGee 2010

Most papers on transfer pricing deal either with technical aspects of the topic or strategy. Research on ethical aspects of transfer pricing is almost totally absent from the business literature and is scantily covered in the ethics literature. The purpose of this paper is to fill that gap. Transfer pricing presents managers with several ethical issues. There is a legal obligation to pay taxes but there is also a fiduciary duty to shareholders to maximize profits. Someone stands to be harmed regardless of what kind of transfer policy is adopted but whether this harm constitutes unethical conduct has not been adequately explored. The author applies ethical theory to resolve these issues.

Modelling complex ethical decision problems with operations research - Pierre Louis Kunsch, Iordanis Kavathatzopoulos, Felix Rauschmayer (2009)

This paper discusses the practical contribution of operations research (OR) techniques to modelling decision-making problems with ethical dimensions. Such problems are frequent in the global world: they frequently appear today in sustainability issues, e.g., in conflicts in the triangle of society, economy and environment. We show that the prerequisites for ethical problem-modelling are: the definition of moral principles, the evaluation of the decision context, the participation of stakeholders, the multidisciplinary collection of data, and the understanding of systemic interconnections. Classical OR instruments, mainly used in logistics and optimisation problems, are not entirely satisfactory for coping with the new ethical dimensions of sustainability. It is recommended to use and to develop more advanced, or combined instruments from the multi-criteria/multi-stakeholder and systemic streams of OR. It is argued that an important added value of using OR techniques for modelling today

ethical issues lies at least as much in the discovery of open questions as in finding closed-form solutions.

Opportunities and pitfalls for ethical analysis in operations research and the management sciences - Emmanuel Picavet (2009)

Operations research (OR) is basically concerned with the relationship between scientific modelling and the application of models in social contexts and social practice. This problematic is also central in core domains of the management sciences (MS). At the level of the relevance criteria for models, and insofar as the specification of goals belongs to the OR/MS domains (which is at least partially the case), these research fields inherit some of the basic, enduring questions concerning prudence, art and science. New ethical challenges must be addressed to promote the understanding of the interplay between social science, institutional design, and expertise. It will be argued that efficiency questions—which lie at the heart of the OR/MS problematic—are best understood against a background of ethical questions. The specificities of the field of ethics, it will also be argued, result in a number of pitfalls.

Emergence of ethical issues during strategic change implementation - Scott Sonenshein 2009

Using qualitative data from a Fortune 500 company undergoing a strategic change, describe the emergence of three ethical issues and build a theory to explain how this emergence unfolds. find that some employees reframe the meaning of strategic issues as involving ethical implications because of trigger points, ambiguity, and the use of an available employee welfare frame. These employees take the meaning of strategic issues and reinterpret them as either leading to harmful consequences or the violation of a right. conclude by discussing the theoretical implications for business ethics and sensemaking research, and the practical implications for responding to ethical issues.

Ethical issues in the use of spiritually based interventions in social work practice - Michael Sheridan 2009

This review of the literature regarding social workers' use of spiritually based interventions, factors predictive of such use, research on ethical issues, and findings related to educational preparation for spiritually sensitive practice. Results show that both social work practitioners and students are utilizing a substantial number of spiritually based interventions, that workers' personal spirituality is influential in intervention use, that there is no evidence of adherence to specific ethical guidelines, and that the majority of social workers receive little or no instruction on religion and spirituality in their professional programs. Recommendations for social work education, research, and practice are proposed for meeting the ethical challenges suggested by these findings.

Empirical business ethics research and paradigm analysis - Vivienne Brand 2009

Despite the so-called ‘paradigm wars’ in many social sciences disciplines in recent decades, debate as to the appropriate philosophical basis for research in business ethics has been comparatively non-existent. Any consideration of paradigm issues in the theoretical business ethics literature is rare and only very occasional references to relevant issues have been made in the empirical journal literature. This is very much the case in the growing fields of cross-cultural business ethics and undergraduate student attitudes, and examples from these fields are used in this article. No typology of the major paradigms available for, or relied upon in, business ethics has been undertaken in the wider journal literature, and this article addresses that gap. It contributes a synthesis of three models of paradigms and a tabulated comparison of ontological, epistemological and methodological assumptions in the context of empirical business ethics research. The author also suggests the likely (and usually unidentified) positivist paradigm assumptions underlying the vast majority of empirical business ethics research published in academic journals and also argues for an increased reliance on less positivist assumptions moving forward.

Business leadership: Three levels of ethical analysis - Daniel E Palmer 2009

Research on the normative aspect of leadership is still a relatively new enterprise within the mainstream of leadership studies. In the past, most academic inquiry into leadership was grounded in a social scientific paradigm that largely ignored the ethical substance of leadership. However, perhaps because of a number of public and infamous cases of failure in business leadership, in recent years there has been renewed interest in the ethical side of leadership in business. This paper argues that ethical issues of leadership actually arise at number of different levels, and that it is important to distinguish between various diverse kinds of ethical issues that arise in the study of leadership. The three levels identified are the level of the individual morality of leaders, the level of the means of their leadership, and the level of the leadership mission itself. We argue that only by fully understanding all of the different levels of ethical analysis pertinent to business leadership, and the distinctive kind of issues that arise at each level, can we fully integrate normative studies of leadership into the field of leadership studies. As such, this paper offers a model that incorporates three different levels of ethical analysis that can be used to study normative issues in leadership studies. Such a model can be used to better understand and integrate ethical issues into research, teaching, and training in leadership.

Ethics problems and problems with ethics: Toward a pro-management theory – Lex Donaldson 2008

The move towards having more teaching of business ethics comes in part from a tendency to view managers negatively, drawing on anti-management theories that are presently popular in business schools. This can lead to a misdiagnosis of the causes of contemporary business problems. Teaching business ethics can, however, be ineffectual and counter-productive. Education in ethical philosophy can lead managers to be indecisive, sceptical or to rationalize poor conduct. The ethics of academics become salient and lapses in them undercut their

claims to authority. The philosophical viewpoint that stresses free choice runs contrary to the social science mission to reveal the causes that determine human behaviour and provide solutions to problems. Pro-management theory offers a more positive appreciation of managers, with its three components of structural functionalism, strategic functionalism and stewardship.

Managerial decision-making on moral issues and the effects of teaching ethics - Vidya N Awasthi 2008

This study uses judgment and decision-making (JDM) perspective with the help of framing and schema literature from cognitive psychology to evaluate how managers behave when problems with unethical overtones are presented to them in a managerial frame rather than an ethical frame. In the proposed managerial model, moral judgment of the situation is one of the inputs to managerial judgment, among several other inputs regarding costs and benefits of various alternatives. Managerial judgment results in managerial intent leading to managerial action. The model and the effects of taking an ethics course on ethical and managerial judgment and managerial intent were then indirectly tested in this study, wherein subjects judged the ethical wrongness, managerial badness, and the managerial intent regarding decisions made in a case. Forty-nine MBA students analyzed a case involving budget-based bonuses and production, in which the ethical issue evolved over three stages. It appears from the Path-analysis results that managerial judgment mediated between moral judgment and the judgment of managerial intent as suggested by the proposed model, and that taking an ethics course directly affected managerial judgment but did not affect the moral judgment. Additionally, in the first stage of decision-making (early stage of a developing “ethical slippery slope”), moral judgment did not significantly influence managerial judgment. However, students with ethics course still were more inclined to judge the decision as managerially bad as compared to others, indicating that they were more aware or sensitive to the moral issues involved.

Ethical issues in qualitative e-learning research - Heather Kanuka, Terry Anderson 2007

In the mid 1980s education researchers began exploring the use of the Internet within teaching and learning practices, now commonly referred to as e-learning. At the same time, many e-learning researchers were discovering that the application of existing ethical guidelines for qualitative research was resulting in confusion and uncertainty among both researchers and ethics review board members. Two decades later we continue to be plagued by these same ethical issues. On reflection on our research practices and examination of the literature on ethical issues relating to qualitative Internet- and Web-based research, the authors conclude that there are three main areas of confusion and uncertainty among researchers in the field of e-learning: (a) participant consent, (b) public versus private ownership, and (c) confidentiality and anonymity.

Ethical work climate - Anke Arnaud, Marshall Schminke 2007

Over the past two decades the concept of ethical work climate has emerged as an important component of organizational work settings. However, although a variety of conceptualizations, antecedents, and consequences of ethical work climate have been explored in the literature, no comprehensive survey and evaluation of this literature exists. This chapter fills that gap by critically reviewing what we know about this important construct, and what remains to be explored. The chapter begins by reviewing various concepts related to the ethical context of organizations. Next, it presents a comprehensive review and assessment of what we know about the causes, consequences, and moderators of ethical work climate. Finally, we offer recommendations for both researchers and practitioners, regarding what remains to be examined and how we might put what we know to work in organizational settings.

Moral awareness and ethical predispositions: investigating the role of individual differences in the recognition of moral issues. Scott J Reynolds 2006

The impact of the role of individual ethical predispositions, preferences for utilitarian and formalistic ideals, on managerial moral awareness was examined in 2 studies. Results suggested that a manager's ethical predispositions influence his or her responses to the characteristics of the moral issue. Both utilitarianism and formalism shaped moral awareness, but formalism demonstrated a greater capacity to do so in that formalists recognized both harm and the violation of a behavioral norm as indicators of the moral issue, whereas utilitarians responded only to harm. These findings provide support for the basic arguments underlying theories of moral development and offer several implications for the study and practice of moral awareness in organizations.

Ethical issues in participatory action research - Päivi Löfman, Marjaana Pelkonen, Anna-Maija Pietilä 2004

The basis of both an empirical study and the research literature, and to discuss how to deal with these issues. The data consist of the experiences and results of three phases of PAR relating to orthopaedic patients with rheumatoid arthritis (RA) and the analysis of 20 articles on the ethics of action research. As a result, the following ethical issues and the ways to treat them were discussed: informed consent, confidentiality and anonymity, protecting an individual from harm, the role of the researcher, the location of 'power' in PAR, and the ownership of the research. The flexibility of PAR in use and its main features are also related to the decisions made and actions taken in response to ethical issues. It is particularly important in PAR to proceed according to the participants, and to involve them from the beginning of the process, in order to insure the equal balance of power between participants and researcher.

Management and business ethics: a critique and integration of ethical decision-making models - Dean Bartlett 2003

This paper critically reviews the literature relating to the management of ethics within organizations and identifies, in line with other authors, a gap between theory and practice in the area. It highlights the role of management (both as an academic discipline and from a practitioner perspective) in bridging this gap and views managers, with their sense of individual ethical agency, as a key locus of ethics within organizations. The paper aims to address the theory–practice gap by surveying the business ethics literature in order to identify, draw together and integrate existing theory and research, with a particular emphasis upon models of ethical decision-making and their relationship to work values. Such an endeavour is necessary, not only because of the relative neglect of management practice by business ethics researchers, but also because of the current lack of integration in the field of business ethics itself. The paper outlines some of the main methodological challenges in the area and suggests how some of these may be overcome. Finally, it concludes with a number of suggestions as to how the theory–practice gap can be addressed through the development of a research agenda, based upon the previous work reviewed.

Strategic and ethical issues in outsourcing information technologies - Randall C Reid, Mario Pascalev 2002

Outsourcing of information technology (IT) is the transfer of a company's information technology functions to external vendors. Ordinarily, such transfer is considered only with regard to its strategic and economic impact on the organization. However, as the recent practice demonstrated, cost-benefit considerations and other strategic considerations are not sufficient to analyze an outsourcing case. Important ethical concerns relating to fiduciary responsibilities, insiders' bidding for outsourcing contracts, and the like, are also pertinent to the analysis of outsourcing. This chapter will identify major ethical problems and will propose guidelines for ethical conduct in the process of outsourcing IT. Such guidelines could have broad practical implications for the practice of outsourcing. The chapter will analyze literature on outsourcing models and professional ethical standards. It will have the following structure. First, the benefits and models of outsourcing information technology will be discussed. Second, ethical literature in general and professional organizations' codes of ethics in particular will be considered. Third, a recent case of IT outsourcing will be presented and analyzed. The ethical standards established in the thesis will be applied to the case. Finally, generalized ethical guidelines will be suggested for outsourcing models.

Ethical issues in modeling: Some reflections - Jack PC Kleijnen (2001)

Ethics are involved in a model's purposes (for example, the purpose might be to increase a heroin dealer's profits). These purposes imply consideration of the various stakeholders (modelers, users, public) and their values. Ethics also concern professional standards of conduct for the modelers. These standards require that the modelers validate the model assumptions. Hence, modelers should provide model documentation. Validation, however, is virtually impossible when the model represents unique events, such as nuclear accidents;

credibility is then the maximum attainable. Anyhow, modelers should try to develop 'robust' models.

Addressing ethical issues in retailing: a stakeholder perspective - Paul Whysall 2000

This paper contends that, despite the dominance of the marketing paradigm in retail studies, benefits may be gained from applying stakeholder analysis to retailing. The development of stakeholder theory is outlined, and its problems and shortcomings reviewed. Notwithstanding these, retailing's stakeholders are defined in relation to "best practice". Examples of issues pertaining to stakeholder groups are given. Several ethical issues in retailing are then examined to demonstrate the benefits that accrue from applying a stakeholder approach. It is suggested that such a framework offers a broader perspective, and in particular that rising concern for ethical issues in retailing is better articulated through such a framework. The paper concludes such issues are better addressed when any retail marketing analysis is paralleled with a stakeholder analysis.

Management of social issues in supply chains: a literature review exploring social issues, actions and performance outcomes - Sadaat Ali Yawar, Stefan Seuring

The social dimension of sustainable development and its impact on supply chains have so far received less attention than the environmental dimension. The aim of the research is to explore the intersection between social issues, corporate social responsibility (CSR) actions and performance outcomes. A structured literature review of social issues in supply chains is presented, analysing the research published so far in peer-reviewed publications. Linking CSR and supply chain management allows the exploration of strategies and performance outcomes with a focus on social issues. The corresponding responsible supply chain actions adopted by firms to address these issues are grouped into communication, compliance and supplier development strategies. Social and economic as well as buyer and supplier performance are identified as the key outcomes, but the interactions among these constructs would require further research. This paper contributes to the understanding of managing social issues in supply chains by linking social issues, responsible supply chain actions and performance outcomes.

Ethical trade: a review of developments and issues - Mick Blowfield 1999

Ethical trade is a fast-growing field both in terms of interest and practice, but one where there is little independent analysis or literature. This paper provides an overview of what is happening in the field, including the unpublished debates of many of ethical trade's key players. In contrast with existing work that explores ethical trade issues in terms of sectors and often tries to separate social and environmental dimensions, the paper identifies the common ground between sectoral approaches, examining, for instance, work from forestry,

fairtrade, agriculture and the apparel industry. It shows the different approaches that are being adopted, and the strengths and weaknesses of these approaches. It also highlights the consequences for developing countries of initiatives that are typically driven by the North, and how existing approaches do not lend themselves to participation by Southern stakeholders. The paper concludes by arguing the need for greater integration of social and environmental issues, and the development of approaches able to identify and reflect the ethical values of the South, particularly of the marginalised people ethical trade is intended to assist.

Identifying ethical problems confronting small retail buyers during the merchandise buying process - Jeanette Jaussaud Arbuthnot 1997

This research was designed to develop an inventory of vendor-related problems experienced by buyers for small retail apparel stores during the merchandise buying process, determine how frequently each difficulty occurs, and identify the experiences perceived to be unethical. Among the 22 vendor-related difficulties examined minimum order requirements, 6 month advance purchase, incomplete orders, late shipments, and shipping overcharges were identified most frequently. Analysis of results suggested that one factor, misleading vendor practices, and eight background variables (annual sales, price line, full- and part-time employees, retail and buying experience, and shopping large or small markets) were associated with unethical experiences. Ethically troublesome experiences mentioned most frequently were padded orders, selling competitor same merchandise, withholding return authorization and credit, shipping overcharges, and dealing with vendor's factor.

Ethical Issues in Operations Management - A. Kitson, R. Campbell 1996

There is an interesting trade-off between the desirability of a high standard of ethical behaviour, both in principle and in operation, and the necessity for cost-cutting and aggressive competition. The drawing up of a corporate ethical policy is a comparatively straightforward affair compared with the multi-faceted possibilities for dysfunction at the operational level. It is a classical application of the differences between 'Whats' and 'Hows'. It is often not a particularly demanding exercise to generate a list of 'Whats' — politicians do it all the time. It is in the transformation process and at the delivery point that greater traumas occur in terms of ethical consideration.

Ethical decision making: A review of the empirical literature - Robert C Ford, Woodrow D Richardson 1994

The authors review the empirical literature in order to assess which variables are postulated as influencing ethical beliefs and decision making. The variables are divided into those unique to the individual decision maker and those considered situational in nature. Variables related to an individual decision maker examined in this review are nationality, religion, sex, age, education, employment, and personality. Situation specific variables examined in this

review are referent groups, rewards and sanctions, codes of conduct, type of ethical conflict, organization effects, industry, and business competitiveness. The review identifies the variables that have been empirically tested in an effort to uncover what is known and what we need to know about the variables that are hypothesized as determinants of ethical decision behaviour.

Executive attitudes, organizational size and ethical issues: Perspectives on a service industry - Paul R Murphy, Jonathan E Smith, James M Daley 1992

Methodologies in empirically-based ethics research, this paper develops propositions — based on both previous ethics research as well as the larger organizational behaviour literature — examining the impact of attitudes, leadership, presence/absence of ethical codes and organizational size on corporate ethical behaviour. The results, which come from a mail survey of 149 companies in a major U.S. service industry, indicate that attitudes and organizational size are the best predictors of ethical behaviour. Leadership and ethical codes contribute little to predicting ethical behaviour. The paper concludes with an assessment of the relevant propositions, as well as a delineation of future research needs.

Ethical issues in the selection interview - Clive Fletcher 1992

This article evaluates various aspects of the selection interview in terms of the major principles of business ethics. It looks at both interviewer and interviewee behaviour and examines the ethical questions that arise around five key themes: Preparation for the interview; Openness, disclosure and the invasion of privacy; Honesty and impression management; Power relationships in the interview; The use of interview information in decision making. It is argued that clear guidelines for ethical behaviour in the interview are needed and would actually serve to increase the effectiveness of the method. Various topics that require empirical investigation are identified, and some parallels drawn with research on other assessment methods.

Student views of “ethical” issues: A situational analysis - William A Jones 1990

This paper reports on selected attitudes of a sample of third-year undergraduate business students in a major urban university. The focus of the research is on respondent perceptions of certain aspects of the employee-employer relationship. Such issues as use of the company car for a personal trip, use of the company copy machine for personal copies, calling in sick when some personal time is needed, eating at the very best restaurant on a business trip and others are explored. Half of the students surveyed were asked to respond as though they were employees of the company. The other half were asked to respond as though they were the President of the company. Both groups seemed to reflect a certain amount of “flexibility” in their responses to the issues presented. The assumed position of the respondent, the “situation,” did influence the responses given.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find Ethical issues in operations management. This multifaceted approach aims to capture both the broader ethical landscape and specific instances of ethical challenges within operations management. Additionally, ethical considerations will be integrated into the research design, ensuring the study adheres to ethical guidelines. Data analysis will involve both qualitative coding for thematic patterns and quantitative measures to identify prevalence and severity of ethical issues. The findings will contribute to a deeper understanding of ethical challenges in operations management, offering insights for practitioners, policymakers, and scholars in the field.

3.2. RESEARCH DESIGN:

DESCRIPTIVE RESEARCH DESIGN

Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables. Descriptive research methods can include surveys, observational studies, and google forms and questionnaire and the data collected can be qualitative or quantitative. The findings from descriptive research provide valuable insights and inform future researcher and explain the current state or condition of a particular topic.

DATA COLLECTION

Data collection methods are techniques and procedures used to gather information for research purposes. These methods can range from simple self-reported surveys to more complex experiments and can involve either quantitative or qualitative approaches to data gathering. The main techniques for gathering data are observation, interviews, questionnaires and google forms.

3.3. SAMPLING TECHNIQUE:

1.Random Sampling: Involves selecting individuals or elements from the population purely by chance, giving each member an equal opportunity to be included. It helps minimize bias. It's useful

2.Systematic Sampling: Involves selecting every nth element from a list or a sequence. when there is a natural order to the elements.

3. Convenience Sampling: Involves selecting participants based on their availability and accessibility. It's quick but can introduce bias.

3.4. SOURCES OF DATA

In this research, internal and external source of data are used. Collected raw materials through facts and figure of researcher's works, articles, literatures.

In data collection, there are 2 types

- **Primary Data**

It is a source of collecting data by first-hand information through observation, direct communication or personal interviews of workers from various industries. In this, questionnaire is used for conducting personal interviews and for collecting the data.

- **Secondary Data**

It is collected from standard books, magazines and newspapers and articles and also collecting data from external and internal sources from various industries.

3.5. STRUCTURE OF QUESTIONNAIRE:

Data analysis using questionnaire

Data Entry and Cleaning: Transcribe or enter the responses from the questionnaires into a digital format, such as a spreadsheet or statistical software.

Check for missing or inconsistent responses and address them, either by contacting participants for clarification or using imputation techniques.

Data Interpretation: Interpret the results of analysis in the context of the research objectives and hypotheses.

Data analysis using Google forms

Create the Survey: Design the survey questionnaire using Google Forms, including various types of questions (multiple-choice, scale, open-ended) to collect the needed data.

Data Collection: As responses come in, they are automatically stored in a Google Sheets spreadsheet connected to the Google Form. Interpret the results of the analysis in the context of the research objectives.

- Perception Questions
- Likert scaling Questions
- Working Conditions Questions

3.6. SAMPLE SIZE

The sample size for this research project is 150

SAMPLE DESIGN

It is a particular definite plan formulation before collecting the data from population. The research should select a particular sample. In sampling, there are 2 types-probability sampling and non-probability sampling. In this research, only non-probability sampling is used.

❖ Sampling

- Sampling design : Non-probability sampling
- Sampling technique: Convenience sampling
- Sample unit : Employees/Workers
- Sample size : 150 respondents

3.7. PERIOD OF STUDY

The period of the study is to determine that research process is carried out for 3 months.

3.8. AREA OF THE STUDY:

The targeted people are the employees and workers from various industries and organisations.

3.9. HYPOTHESIS

Hypothesis – 1

Null Hypothesis (H0): There is no significant relationship between demographic factors (such as age, gender, education, and experience) and ethical issues in operations management.

Alternative Hypothesis (H1): There is a significant relationship between at least one demographic factor (age, gender, education, or experience) and ethical issues in operations management.

Hypothesis – 2

Null Hypothesis (H0): There is no significant correlation between ethical considerations in operations management and employee morale, customer trust, or overall organizational performance, indicating that ethical practices do not have a measurable impact on these operational outcomes.

Alternative Hypothesis (H1): There is a significant positive correlation between ethical considerations in operations management and improved employee morale, enhanced customer trust, and superior organisational performance, suggesting that ethical practices play a crucial role in shaping positive outcomes within operational contexts.

3.10. TOOLS FOR ANALYSIS:

Questionnaire was created in order to receive the necessary response required from the sample to achieve the research objective. The tools used for this are

3.10.1. PERCENTAGE ANALYSIS

Research questions are always answered with descriptive statistics: Generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants give a particular and answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2. ANALYTICAL TOOLS (SPSS)

Tool for testing Hypothesis (SPSS)

❖ Anova

ANOVA TEST

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

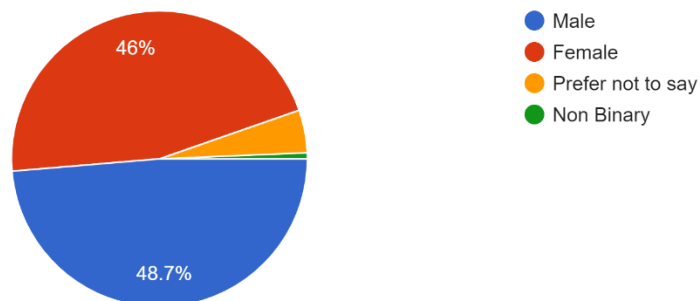
4.1. PERCENTAGE ANALYSIS

4.1.1 Table indicating the Gender of respondents:

S.no	Gender	No of Respondents	Percentage analysis
1	Male	73	48.6%
2	Female	69	46%
3	Prefer not to say	7	4.7%
4	Non-Binary	1	0.7%
Total		150	100%

Gender

150 responses



Interpretation

From the above table it is interpreted that the gender of the respondents was 48.6% is Male, 46% is female, 4.7% is Prefer not to say, 0.7% is non-binary.

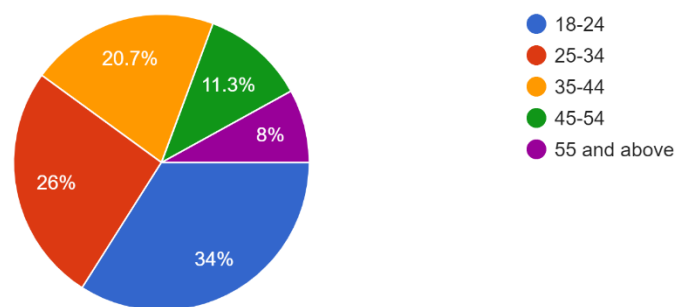
INFERENCE

- Majority 48.6% of the respondents are male.

4.1.2 Table indicating the age of respondents:

S.no	Age	No of Respondents	Percentage analysis
1	18-24	51	34%
2	25-34	39	26%
3	35-44	31	20.7%
4	45-54	17	11.3%
5	55 and above	12	8%
Total		150	100%

Age group
150 responses



Interpretation

From the above table it is interpreted that the number of respondents 18-24 ages of respondents are 34%, between 25-34 age of respondents are 26%, between 35-44 age of respondents 20.7%, between 45-54 age of respondents are 11.3%, and above 55 ages of respondents are 8%.

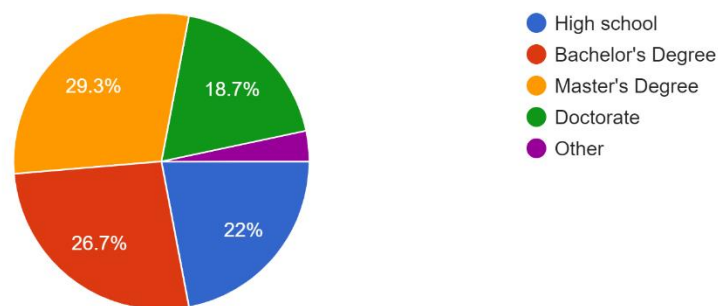
INFERENCE

- Majority 34 % of the respondents belong to the age group of 18-24 category.

4.1.3 Table indicating the educational background:

S.no	Educational qualification	No of Respondents	Percentage analysis
1	High school	33	22%
2	Bachelor's Degree	40	26.7%
3	Master's Degree	44	29.3%
4	Doctorate	28	18.7%
5	Other	5	3.3%
Total		150	100%

educational background
150 responses



Interpretation

From the above table it is interpreted that the number of respondents High school of respondents are 22%, Bachelor's Degree of respondents are 26.7%, Master's Degree of respondents 29.3%, Doctorate of respondents are 18.7%, other of respondents is 3.3%.

INFERENCE

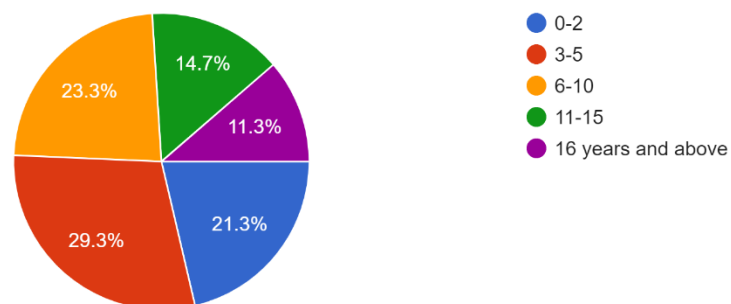
- Majority 29.3% of the respondents belongs to Master's Degree educational qualification.

4.1.4 Table indicating the Years of Experience:

Years of experience in operations management

S.no	Years of Experience	No of Respondents	Percentage analysis
1	0-2	32	21.3%
2	3-5	44	29.4%
3	6-10	35	23.3%
4	11-15	28	18.7%
5	16 years and above	17	11.3%
Total		150	100%

Years' of experience in operations management
150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 21.3% is 0-2 years, 29.4% is 3-5 years, 23.3% is 6-10 years, 14.7 is 11-15 years, 11.3 % is 16 years and above.

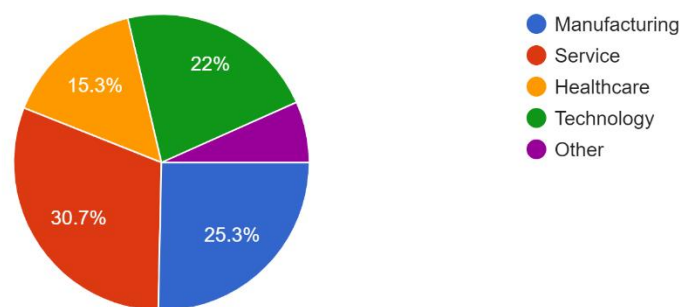
INFERENCE

- Majority 29.4% of the respondents had 3-5 years' experience.

4.1.5 Table indicating the Industry Sector:

S.no	Industry Sector	No of Respondents	Percentage analysis
1	Manufacturing	38	25.3%
2	Service	46	30.7%
3	Healthcare	23	15.3%
4	Technology	33	22%
5	Other	10	6.7%
Total		150	100%

Industry sector
150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 25.3% is Manufacturing, 30.7% is Service, 15.3% is Healthcare, 22% is Technology, 6.7% is Other.

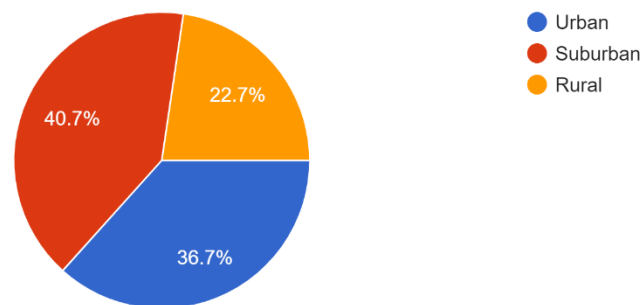
INFERENCE

- Majority 30.7% of the respondents were from Service Industry.

4.1.6 Table indicating the Geographic Location:

S.no	Geographic Location	No of Respondents	Percentage analysis
1	Urban	55	36.7%
2	Suburban	61	40.7%
3	Rural	34	22.6%
Total		150	100%

Geographic location
150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 36.7% is Urban, 40.7% is Suburban, 22.6% is Rural.

INFERENCE

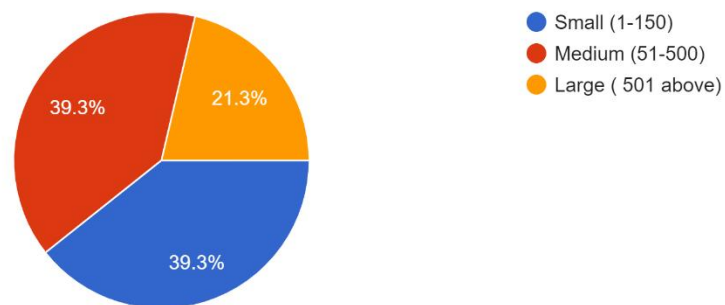
- Majority 40.7% of the respondents were from Suburban Area.

4.1.7 Table indicating the Company size (No of Employees):

S.no	Company size	No of Respondents	Percentage analysis
1	Small (1-150)	59	39.3%
2	Medium (51-500)	59	39.3%
3	Large (501 above)	32	21.4%
Total		150	100%

Company size (no of employees)

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 39.3% is Small (1-150), 39.3% is Medium (51-500), 21.4% is Large (501 above).

INFERENCE

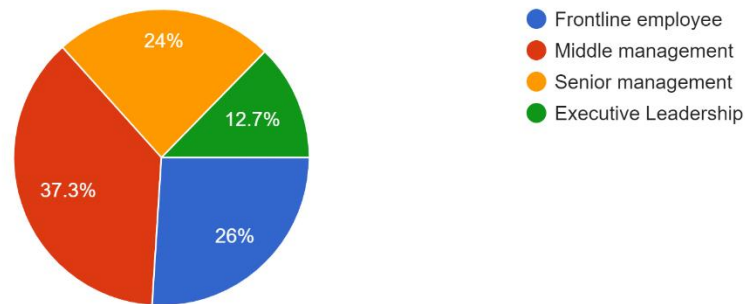
- Majority 39.3% of the respondents were from Small (1-150) and Medium (51-500) Company size.

4.1.8 Table indicating the Position in the organization:

S.no	Position in the organization	No of Respondents	Percentage analysis
1	Frontline employee	39	26%
2	Middle management	56	37.3%
3	Senior management	36	24%
4	Executive leadership	19	12.7%
Total		150	100%

Position in the Organization

150 responses



Interpretation

From the above table it is interpreted that the gender of the respondents were 26% is Frontline employee, 37.3% is Middle management, 24% is Senior management, 12.7 is Executive leadership.

INFERENCE

- Majority 37.3% of the respondents from Middle management of the organization.

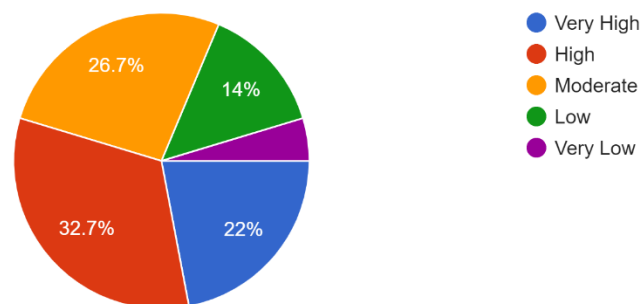
4.1.9 Table indicating the Awareness of Ethical guidelines:

Awareness of ethical Guidelines in operations management

S.no	Awareness of Ethical guidelines	No of Respondents	Percentage analysis
1	Very High	33	22%
2	High	49	32.7%
3	Moderate	40	26.7%
4	Low	21	14%
5	Very Low	7	4.6%
Total		150	100%

Awareness of ethical Guidelines in operations management

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very high, 32.7% is High, 26.7% is Moderate, 14% is Low, 4.6% is Very low.

INFERENCE

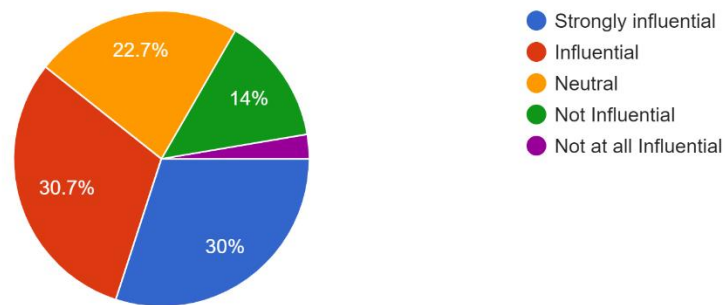
- Majority 32.7% of the respondents says that awareness of Ethical guidelines in operations management is High.

4.1.10 Table indicating the Influence on Ethical behaviour:

Influence of Company culture on ethical Behaviour

S.no	Influence of Company culture	No of Respondents	Percentage analysis
1	Strongly Influential	45	30%
2	Influential	46	30.7%
3	Neutral	34	22.7%
4	Not Influential	21	14%
5	Not at all Influential	4	2.6%
Total		150	100%

Influence of Company culture on ethical Behavior
150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 30% is Strongly Influential, 30.7% is Influential, 22.7% is Neutral, 14% is Not Influential, 2.6% is Not at all Influential.

INFERENCE

- Majority 30.7% of the respondents that Influential of Company culture on Ethical Behaviour.

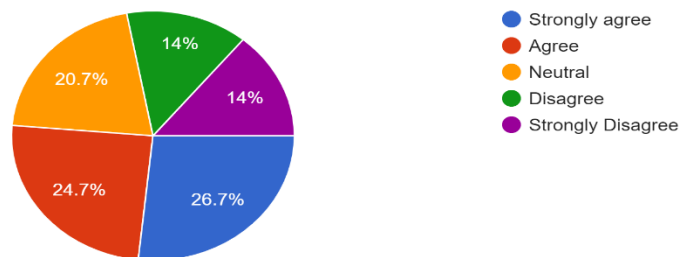
4.1.11 Table indicating the informed consent:

Informed Consent: To what extent do you feel adequately informed about changes in operations that may affect your role or working conditions?

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	44	26.7	26.7	26.7
Agree	40	24.7	24.7	51.4
Neutral	31	20.6	20.6	72.0
Disagree	21	14	14	86.0
Strongly Disagree	21	14	14	100.0
Total	150	100.0	100.0	

Informed Consent: To what extent do you feel adequately informed about changes in operations that may affect your role or working conditions?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 26.7% is Strongly Agree, 24.7% is Agree, 20.6% is neutral, 14% is Disagree, 14% is Strongly Disagree.

INFERENCE

- Majority 26.7% of the respondents Strongly Agree that changes in operations affect employees working conditions or roles.

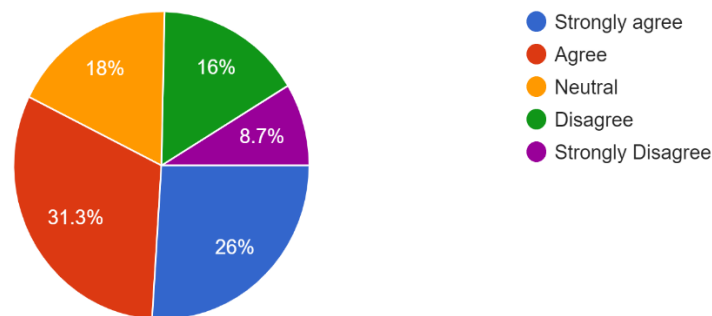
4.1.12 Table indicating the Fair labour practices:

Fair Labor Practices: To what extent do you believe fair wages, working hours, and benefits are ensured for all employees involved in operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	39	26	26	26.0
Agree	47	31.3	31.3	57.3
Neutral	27	18	18	75.3
Disagree	24	16	16	91.3
Strongly Disagree	13	8.7	8.7	100.0
Total	150	100.0	100.0	

Fair Labor Practices: To what extent do you believe fair wages, working hours, and benefits are ensured for all employees involved in operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 26% is Strongly Agree, 31.3% is Agree, 18% is neutral, 16% is Disagree, 8.7% is Strongly Disagree.

INFERENCE

- Majority 31.3% of the respondents Agree that fair labour practices in operations.

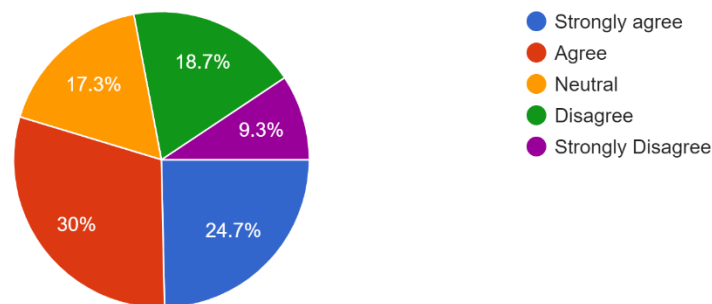
4.1.13 Table indicating the Whistleblower protection:

Whistleblower Protection: To what extent do you feel there is protection for employees reporting ethical concerns within operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	37	24.7	24.7	24.7
Agree	45	30	30	54.7
Neutral	26	17.3	17.3	72.0
Disagree	28	18.7	18.7	90.7
Strongly Disagree	14	9.3	9.3	100.0
Total	150	100.0	100.0	

Whistleblower Protection: To what extent do you feel there is protection for employees reporting ethical concerns within operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 24.7% is Strongly Agree, 30% is Agree, 17.3% is neutral, 18.7% is Disagree, 9.3% is Strongly Disagree.

INFERENCE

- Majority 30% of the respondents Agree that Whistleblower Protection for employees.

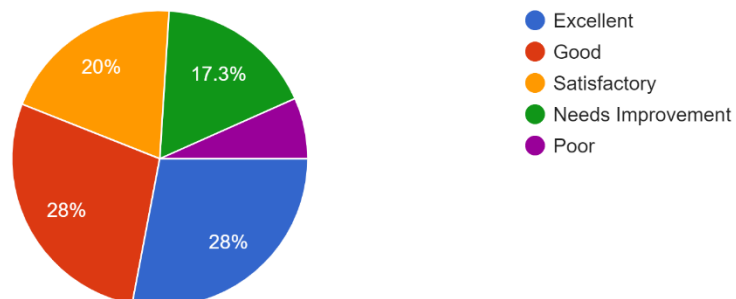
4.1.14 Table indicating the Workplace safety:

Workplace Safety: How would you rate the company's efforts in addressing safety concerns in the operations process to ensure your well-being?

	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	42	28	28	28.0
Good	42	28	28	56.0
Satisfactory	30	20	20	76.0
Needs Improvement	26	17.3	17.3	93.3
Poor	10	6.7	6.7	100.0
Total	150	100.0	100.0	

Workplace Safety: How would you rate the company's efforts in addressing safety concerns in the operations process to ensure your well-being?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 28% is Excellent, 28% is Good, 20% is Satisfactory, 17.3% is Needs Improvement, 6.7% is Poor.

INFERENCE

- Majority 28% of the respondents Excellent and Good that Workplace Safety in Company's.

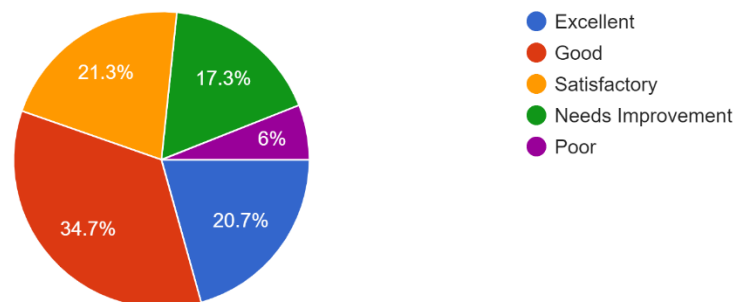
4.1.15 Table indicating the Diversity Inclusion:

Diversity and Inclusion: How would you rate the company's efforts in promoting diversity and inclusion within the operations management team and the broader workforce?

	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	31	20.7	20.7	20.7
Good	52	34.7	34.7	55.4
Satisfactory	32	21.3	21.3	76.7
Needs Improvement	26	17.3	17.3	94
Poor	9	6	6	100.0
Total	150	100.0	100.0	

Diversity and Inclusion: How would you rate the company's efforts in promoting diversity and inclusion within the operations management team and the broader workforce?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 20.7% is Excellent, 34.7% is Good, 21.3% is Satisfactory, 17.3% is Needs Improvement, 6% is Poor.

INFERENCE

- Majority 34.7% of the respondents Good with Diversity and Inclusion.

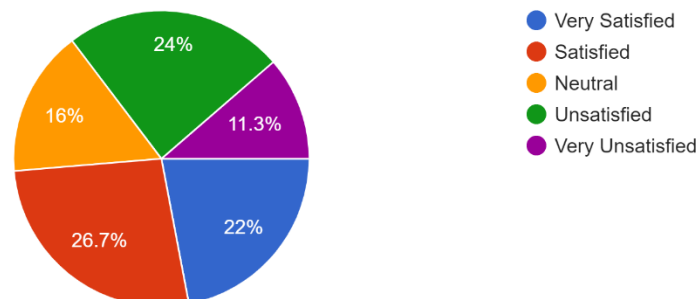
4.1.16 Table indicating the Employee Training:

Employee Training: How satisfied are you with the ongoing training provided to handle ethical challenges in your role?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Satisfied	33	22	22	22.0
Satisfied	40	26.7	26.7	48.7
Neutral	24	16	16	64.7
Unsatisfied	36	24	24	88.7
Very Unsatisfied	17	11.3	11.3	100.0
Total	150	100.0	100.0	

Employee Training: How satisfied are you with the ongoing training provided to handle ethical challenges in your role?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very satisfied, 26.7% is Satisfied, 16% is Neutral, 24% is Unsatisfied, 11.3% is Very Unsatisfied.

INFERENCE

- Majority 26.7% of the respondents Satisfied with Employee Training.

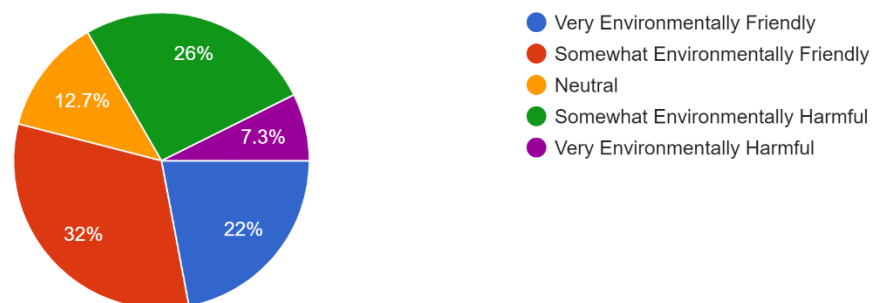
4.1.17 Table indicating the Environmental Impact:

Environmental Impact: To what extent do you think the company considers environmental impact in its operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very environmental friendly	33	22	22	22.0
Somewhat environmental friendly	48	32	32	54.0
Neutral	19	12.7	12.7	66.7
Somewhat environmental Harmful	39	26	26	92.7
Very environmental Harmful	11	7.3	7.3	100.0
Total	150	100.0	100.0	

Environmental Impact: To what extent do you think the company considers environmental impact in its operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very environmentally friendly, 32% is Somewhat environmentally friendly, 12.7% is Neutral, 26% is Somewhat environmental Harmful, 7.3% is Very environmental Harmful.

INFERENCE

- Majority 32% of the respondents Somewhat environmentally friendly in its operations.

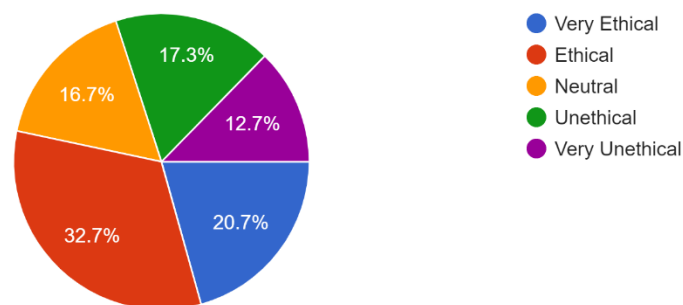
4.1.18 Table indicating the Supplier Relationships:

Supplier Relationships: How would you describe the ethical considerations in the selection and management of suppliers?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Ethical	31	20.7	20.7	20.7
Ethical	49	32.6	32.6	53.3
Neutral	25	16.7	16.7	70.0
Unethical	26	17.3	17.3	87.3
Very Unethical	19	12.7	12.7	100.0
Total	150	100.0	100.0	

Supplier Relationships: How would you describe the ethical considerations in the selection and management of suppliers?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very Ethical, 32.6% is Ethical, 16.7% is Neutral, 17.3% is Unethical, 12.7% is Very Unethical.

INFERENCE

- Majority 32.6% of the respondents says that Ethical Supplier Relationship.

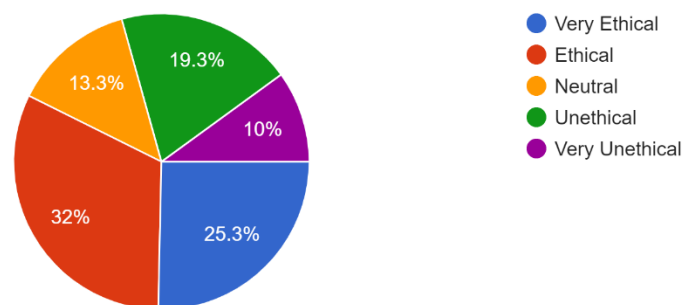
4.1.19 Table indicating the Technology Ethics:

Technology Ethics: How would you describe the ethical considerations in the use of technology within operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Ethical	38	25.3	25.3	25.3
Ethical	48	32	32	57.3
Neutral	20	13.3	13.3	70.6
Unethical	29	19.4	19.4	90.0
Very Unethical	15	10	10	100.0
Total	150	100.0	100.0	

Technology Ethics: How would you describe the ethical considerations in the use of technology within operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 25.3% is Very Ethical, 32% is Ethical, 13.3% is Neutral, 19.4% is Unethical, 10% is Very Unethical.

INFERENCE

- Majority 32% of the respondents says that Ethical technology within operations.

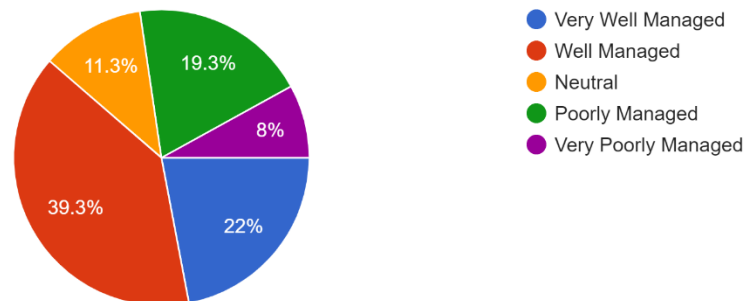
4.1.20 Table indicating the Conflict of Interest:

Conflict of Interest: How well do you think the company manages and prevents conflicts of interest within operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Well Managed	33	22	22	22.0
Well Managed	59	39.3	39.3	61.3
Neutral	17	11.3	11.3	72.6
Poorly Managed	29	19.4	19.4	92.0
Very Poorly Managed	15	8	8	100.0
Total	150	100.0	100.0	

Conflict of Interest: How well do you think the company manages and prevents conflicts of interest within operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very Well Managed, 39.3% is Well Managed, 11.3% is Neutral, 19.4% is Poorly Managed, 8% is Very Poorly Managed.

INFERENCE

- Majority 39.3% of the respondents says that Conflict of Interest is Well Managed.

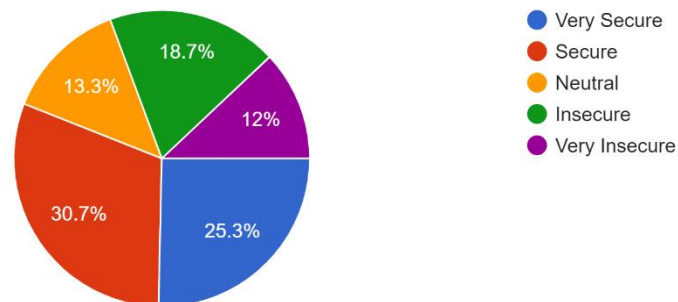
4.1.21 Table indicating the Data Privacy:

Data Privacy: How secure do you feel your data is within operations, regarding privacy?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Secure	38	25.3	25.3	25.3
Secure	46	30.7	30.7	56.0
Neutral	20	13.3	13.3	69.3
Insecure	28	18.7	18.7	88.0
Very Insecure	18	12	12	100.0
Total	150	100.0	100.0	

Data Privacy: How secure do you feel your data is within operations, regarding privacy?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 25.3% is Very Secure, 30.7% is Secure, 13.3% is Neutral, 18.7% is Insecure, 12% is Very Insecure.

INFERENCE

- Majority 30.7% of the respondents felt Secure with Data Privacy within Operations.

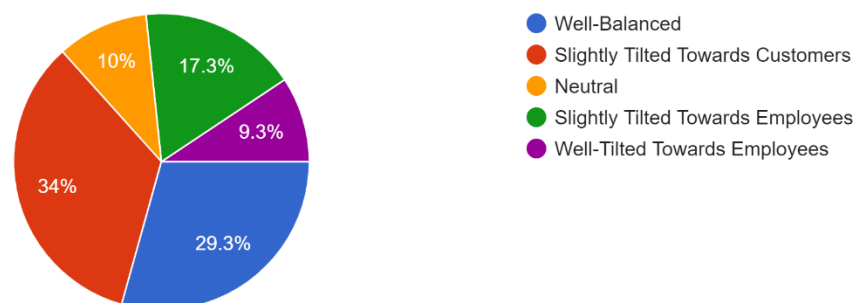
4.1.22 Table indicating the Customer Satisfaction vs. Employee Well-being:

Customer Satisfaction vs. Employee Well-being: How do you perceive the balance between customer satisfaction and employee well-being in operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Well Balanced	44	29.3	29.3	29.3
Slightly Tilted towards Customers	51	34	34	63.3
Neutral	15	10	10	73.3
Slightly Tilted towards Employees	26	17.4	17.4	90.7
Well Tilted towards Employees	14	9.3	9.3	100.0
Total	150	100.0	100.0	

Customer Satisfaction vs. Employee Well-being: How do you perceive the balance between customer satisfaction and employee well-being in operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 29.3% is Well Balanced, 34% is Slightly Tilted towards Customers, 10% is Neutral, 17.4% is Slightly Tilted towards Employees, 9.3% is Well Tilted towards Employees.

INFERENCE

- Majority 34% of the respondents that Slightly Tilted towards Customers in Customer Satisfaction vs. Employee Well-being:

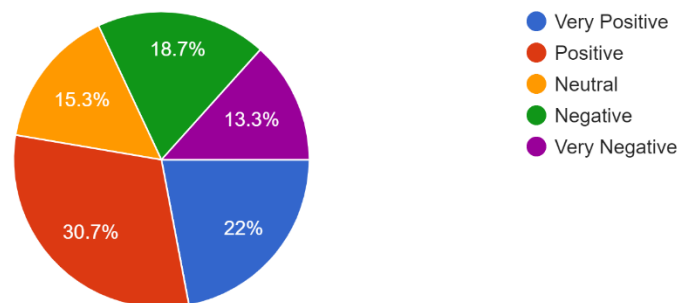
4.1.23 Table indicating the Community Impact:

Community Impact: How would you rate the impact of the company's operations on the local communities?

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Positive	33	22	22	22.0
Positive	46	30.7	30.7	52.7
Neutral	23	15.3	15.3	68.0
Negative	28	18.7	18.7	86.7
Very Negative	20	13.3	13.3	100.0
Total	150	100.0	100.0	

Community Impact: How would you rate the impact of the company's operations on the local communities?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 22% is Very Positive, 30.7% is Positive, 15.3% is Neutral, 18.7% is Negative, 13.3% is Very Negative.

INFERENCE

- Majority 30.7% of the respondents that Positive in Community Impact on the local communities.

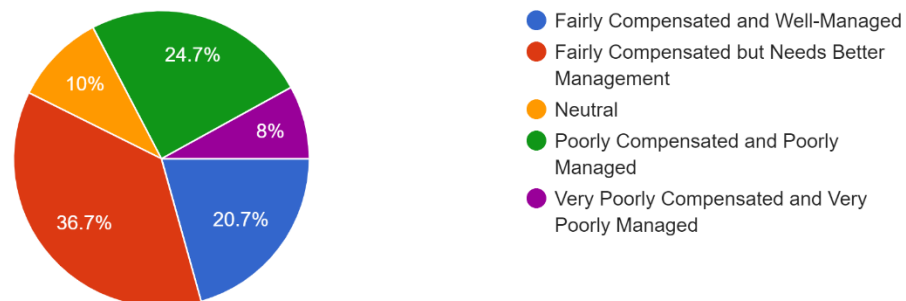
4.1.24 Table indicating the Overtime and Burnout:

Overtime and Burnout: How do you perceive compensation and management of overtime in operations?

	Frequency	Percent	Valid Percent	Cumulative Percent
Fairly Compensated and Well-Managed	31	20.7	20.7	20.7
Fairly Compensated but Needs Better Management	55	36.7	36.7	57.4
Neutral	15	10	10	67.4
Poorly Compensated and Poorly Managed	37	24.6	24.6	92.0
Very Poorly Compensated and Very Poorly Managed	12	8	8	100.0
Total	150	100.0	100.0	

Overtime and Burnout: How do you perceive compensation and management of overtime in operations?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 20.7% is Fairly Compensated and Well-Managed, 36.7% is Fairly Compensated but Needs Better Management, 10% is Neutral, 24.6% is Poorly Compensated and Poorly Managed, 8% is Very Poorly Compensated and Very Poorly Managed.

INFERENCE

Majority 36.7% of the respondents that Fairly Compensated but Needs Better Management in operations.

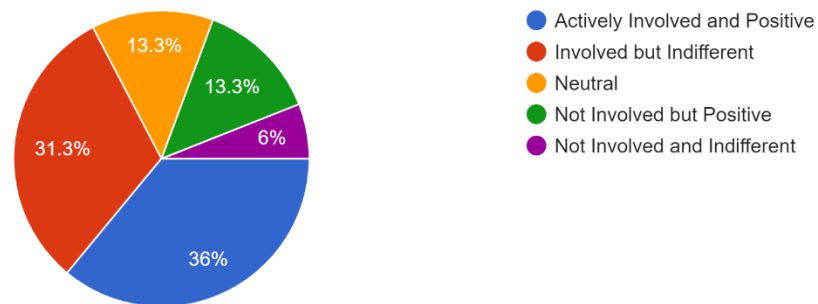
4.1.25 Table indicating the Continuous Improvement:

Continuous Improvement: How actively are employees involved in the continuous improvement of ethical practices within operations management?

	Frequency	Percent	Valid Percent	Cumulative Percent
Actively Involved and Positive	54	36	36	36.0
Involved but Indifferent	47	31.3	31.3	67.3
Neutral	23	13.3	13.3	80.6
Not Involved but Positive	20	13.4	13.4	94.0
Not Involved but Indifferent	9	6	6	100.0
Total	150	100.0	100.0	

Continuous Improvement: How actively are employees involved in the continuous improvement of ethical practices within operations management?

150 responses



Interpretation

From the above table it is interpreted that the number of respondents were 36% is Actively Involved and Positive, 31.3% is Involved but Indifferent, 13.3% is Neutral, 13.3% is Not Involved but Positive, 6% is Not Involved and Indifferent.

INFERENCE

- Majority 36% of the respondents that Actively Involved and Positive in Continuous Improvement within operations management.

HYPOTHESIS -1

Null Hypothesis (H0): There is no significant relationship between demographic factors (such as age, gender, education, and experience) and ethical issues in operations management.

Alternative Hypothesis (H1): There is a significant relationship between at least one demographic factor (age, gender, education, or experience) and ethical issues in operations management.

ANOVA

Source of Variation	Sum of Square	df	Mean Square	F	P-Value	Fcrit
Between Groups	177.254	9	19.69488889	17.68355288	4.1805228	1.886151168
Within Groups	1659.473333	1490	1.113740492			
Total	1836.727333	1499				

INTERPRETATION

The p value is 4.1805228 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. And H1 is rejected.

INFERENCE

Therefore, there is no significant relationship between demographic factors (such as age, gender, education, and experience) and ethical issues in operations management.

Hypothesis -2

Null Hypothesis (H0): There is no significant correlation between ethical considerations in operations management and employee morale, customer trust, or overall organizational performance, indicating that ethical practices do not have a measurable impact on these operational outcomes.

Alternative Hypothesis (H1): There is a significant positive correlation between ethical considerations in operations management and improved employee morale, enhanced customer trust, and superior organisational performance, suggesting that ethical practices play a crucial role in shaping positive outcomes within operational contexts.

ANOVA

Source of Variation	Sum of Square	df	Mean Square	F	P-Value	Fcrit
Between Groups	36.72	14	2.622857143	1.559156577	0.83237966	1.696195632
Within Groups	3759.78	2235	1.682228188			
Total	3796.5	2249				

INTERPRETATION

The p value is 0.83237966 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. And H1 is rejected.

INFERENCE

Therefore, there is no significant correlation between ethical considerations in operations management and employee morale, customer trust, or overall organizational performance, indicating that ethical practices do not have a measurable impact on these operational outcomes.

CHAPTER 5

FINDINGS, SUGGESTIONS, AND CONCLUSION

5.1. FINDINGS

- Majority 48.6% of the respondents are male.
- Majority 34 % of the respondents belong to the age group of 18-24 category.
- Majority 29.3% of the respondents belongs to Master's Degree educational qualification.
- Majority 29.4% of the respondents had 3-5 years' experience.
- Majority 30.7% of the respondents were from Service Industry.
- Majority 40.7% of the respondents were from Suburban Area.

- Majority 39.3% of the respondents were from Small (1-150) and Medium (51-500) Company size.

- Majority 37.3% of the respondents from Middle management of the organization.
- Majority 30.7% of the respondents that Influential of Company culture on Ethical Behaviour.

- Majority 32.7% of the respondents says that awareness of Ethical guidelines in operations management is High.

- Majority 26.7% of the respondents Strongly Agree that changes in operations affect employees working conditions or roles.

- Majority 31.3% of the respondents Agree that fair labour practices in operations.
- Majority 30% of the respondents Agree that Whistleblower Protection for employees.
- Majority 28% of the respondents Excellent and Good that Workplace Safety in Company's.
- Majority 34.7% of the respondents Good with Diversity and Inclusion.
- Majority 26.7% of the respondents Satisfied with Employee Training.
- Majority 32% of the respondents Somewhat environmentally friendly in its operations.
- Majority 32.6% of the respondents says that Ethical Supplier Relationship.
- Majority 39.3% of the respondents says that Conflict of Interest is Well Managed.
- Majority 32% of the respondents says that Ethical technology within operations.
- Majority 30.7% of the respondents felt Secure with Data Privacy within Operations.
- Majority 34% of the respondents that Slightly Tilted towards Customers in Customer Satisfaction vs. Employee Well-being.
- Majority 30.7% of the respondents that Positive in Community Impact on the local communities.

- Majority 36.7% of the respondents that Fairly Compensated but Needs Better Management in operations.
- Majority 36% of the respondents that Actively Involved and Positive in Continuous Improvement within operations management.
- By using anova for finding the demographic factors (such as age, gender, education, and experience) and ethical issues in operations management that the p value is 4.18052E-28 which is greater than the significant level (0.05). Hence, H_0 is accepted and H_1 gets rejected.
- By using anova for finding the Ethical considerations in operations management and employee morale, customer trust or overall organisational performance indicating that ethical practice does not have a measurable impact on this operational outcome that the p value is 0.83237966 which is greater than the significant level (0.05). Hence, H_0 is accepted and H_1 gets rejected.

5.2. SUGGESTIONS

- ❖ Addressing ethical issues in operations management requires a multifaceted approach. Implementing a robust code of conduct and ethical guidelines is essential, establishing clear expectations for employees. Regular training programs can ensure that staff is well-versed in ethical considerations and dilemmas specific to operations management.
- ❖ Encouraging a culture of openness and transparency within the organization is crucial. This can be achieved by establishing channels for employees to report ethical concerns without fear of retaliation. Implementing anonymous reporting mechanisms can further facilitate this.
- ❖ Strengthening internal controls and auditing processes helps identify and rectify ethical lapses. Regular audits can uncover areas susceptible to unethical practices, enabling timely intervention. Additionally, integrating ethical considerations into performance evaluations can incentivize employees to prioritize ethical behaviour.
- ❖ Collaboration with industry associations and participation in ethical benchmarking initiatives can provide valuable insights and best practices. This external perspective can contribute to the development of more effective ethical frameworks.
- ❖ Lastly, fostering a commitment to corporate social responsibility (CSR) can align the organization with ethical principles. Engaging with stakeholders, including customers, suppliers, and the community, can enhance the organization's ethical reputation and contribute to sustainable operations management practices.

5.3. CONCLUSION

- ❖ In conclusion, the effective management of ethical issues in operations is paramount for the overall integrity, reputation, and sustained success of an organization. A comprehensive strategy involves the establishment of clear and comprehensive ethical

guidelines, providing a foundational framework for ethical decision-making within operations management.

- ❖ Ongoing employee training programs are vital to ensure that personnel are not only aware of the established ethical standards but are also equipped to navigate the nuanced ethical dilemmas inherent in operations. This continuous education fosters a culture of heightened ethical awareness and responsibility.
- ❖ A culture of transparency is crucial in addressing ethical concerns proactively. Organizations should encourage open communication channels that allow employees to report ethical issues without fear of retaliation. Creating a safe space for reporting ensures that potential problems are identified and addressed before they escalate.
- ❖ Internal controls and regular auditing processes serve as checks and balances, helping to identify and rectify ethical lapses. This proactive approach ensures that the organization can maintain a high standard of ethical conduct and respond promptly to any deviations.
- ❖ Integrating ethical considerations into performance evaluations creates a direct link between ethical behaviour and professional advancement, providing employees with a tangible incentive to prioritize ethical decision-making in their daily operations.
- ❖ External collaboration through engagement with industry associations and participation in ethical benchmarking initiatives broadens the organization's perspective. Learning from the experiences of others and adopting best practices strengthens the ethical foundation of operations management.
- ❖ A commitment to corporate social responsibility (CSR) further reinforces an organization's ethical stance. By actively contributing to the well-being of the community and environment, a company not only fulfills its ethical obligations but also enhances its overall reputation.
- ❖ In essence, mitigating ethical issues in operations is not merely a risk management strategy; it is an integral part of building a workplace culture founded on trust, integrity, and responsibility. Such a culture is not only conducive to sustained operational excellence but also reflects the organization's commitment to being a socially responsible corporate entity.

In conclusion, addressing ethical issues in operations management is imperative for the long-term success and sustainability of any organization. A comprehensive approach that encompasses the establishment of clear ethical guidelines, ongoing employee training, and a culture of transparency is essential. Implementing internal controls, auditing processes, and integrating ethical considerations into performance evaluations can serve as proactive measures to identify and rectify ethical lapses. Collaboration with industry associations and a commitment to corporate social responsibility further contribute to an ethical framework. By prioritizing ethical behaviour, organizations not only mitigate risks and enhance their reputation but also foster a work environment conducive to trust and integrity. Ultimately, a steadfast dedication to ethical principles in operations management is integral to achieving both operational excellence and responsible corporate citizenship.

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ANNEXURE – QUESTIONNAIRE
A STUDY ON ETHICAL ISSUES IN OPERATIONS MANAGEMENT

Demographic factor:

1. Gender:

- Male
- Female
- Non-Binary
- Prefer not to say
- Other (Specify)

2. Age Group:

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

3. Educational Background:

- High School
- Bachelor's Degree
- Master's Degree
- Doctorate
- Other (Specify)

4. Years of Experience in Operations Management:

- 0-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16 years and above

5.Industry Sector:

- Manufacturing
- Service
- Healthcare
- Technology
- Other (Specify)

6.Geographic Location:

- Urban
- Suburban
- Rural

7.Company Size (Number of Employees):

- Small (1-50)
- Medium (51-500)
- Large (501 and above)

8.Position in the Organization:

- Frontline Employee
- Middle Management
- Senior Management
- Executive Leadership

9.Awareness of Ethical Guidelines in Operations Management:

- Very High
- High
- Moderate
- Low
- Very Low

10.Influence of Company Culture on Ethical Behaviour:

- Strongly Influential
- Influential
- Neutral

- Not Influential
- Not at all Influential

11.Informed Consent:

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

To what extent do you feel adequately informed about changes in operations that may affect your role or working conditions?

12.Workplace Safety:

- a) Excellent
- b) Good
- c) Satisfactory
- d) Needs Improvement
- e) Poor

How would you rate the company's efforts in addressing safety concerns in the operations process to ensure your well-being?

13.Employee Training:

- a) Very Satisfied
- b) Satisfied
- c) Neutral
- d) Unsatisfied
- e) Very Unsatisfied

How satisfied are you with the ongoing training provided to handle ethical challenges in your role?

14.Fair Labor Practices:

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree

- e) Strongly Disagree

To what extent do you believe fair wages, working hours, and benefits are ensured for all employees involved in operations?

15.Diversity and Inclusion:

- a) Excellent
- b) Good
- c) Satisfactory
- d) Needs Improvement
- e) Poor

How would you rate the company's efforts in promoting diversity and inclusion within the operations management team and the broader workforce?

16.Environmental Impact:

- a) Very Environmentally Friendly
- b) Somewhat Environmentally Friendly
- c) Neutral
- d) Somewhat Environmentally Harmful
- e) Very Environmentally Harmful

To what extent do you think the company considers environmental impact in its operations?

17.Supplier Relationships:

- a) Very Ethical
- b) Ethical
- c) Neutral
- d) Unethical
- e) Very Unethical

How would you describe the ethical considerations in the selection and management of suppliers?

18.Whistleblower Protection:

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree

- e) Strongly Disagree

To what extent do you feel there is protection for employees reporting ethical concerns within operations?

19.Conflict of Interest:

- a) Very Well Managed
- b) Well Managed
- c) Neutral
- d) Poorly Managed
- e) Very Poorly Managed

How well do you think the company manages and prevents conflicts of interest within operations?

20.Data Privacy:

- a) Very Secure
- b) Secure
- c) Neutral
- d) Insecure
- e) Very Insecure

How secure do you feel your data is within operations, regarding privacy?

21.Customer Satisfaction vs. Employee Well-being:

- a) Well-Balanced
- b) Slightly Tilted Towards Customers
- c) Neutral
- d) Slightly Tilted Towards Employees
- e) Well-Tilted Towards Employees

How do you perceive the balance between customer satisfaction and employee well-being in operations?

22.Community Impact:

- a) Very Positive
- b) Positive
- c) Neutral
- d) Negative

- e) Very Negative

How would you rate the impact of the company's operations on the local communities?

23. Technology Ethics:

- a) Very Ethical
- b) Ethical
- c) Neutral
- d) Unethical
- e) Very Unethical

How would you describe the ethical considerations in the use of technology within operations?

24. Overtime and Burnout:

- a) Fairly Compensated and Well-Managed
- b) Fairly Compensated but Needs Better Management
- c) Neutral
- d) Poorly Compensated and Poorly Managed
- e) Very Poorly Compensated and Very Poorly Managed

How do you perceive compensation and management of overtime in operations?

25. Continuous Improvement:

- a) Actively Involved and Positive
- b) Involved but Indifferent
- c) Neutral
- d) Not Involved but Positive
- e) Not Involved and Indifferent

How actively are employees involved in the continuous improvement of ethical practices within operations management?

