



## ETHICAL ISSUES IN MODERN BUSINESS MANAGEMENT

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### Abstract

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.

### Keywords:

harassment;  
discrimination; social  
networking; financial  
transparency; managing  
ethical issues.

### INTRODUCTION

Business management has been facilitated during recent years due to developments in innovations, technologies, computer techniques, software support and the introduction of the internet and digital media but simultaneously has been complicated as well. Management is not of the same type now as it has been a couple of decades earlier. Business management approaches, procedures, activities, sales promotions and marketing, procurement, communication, accounting, and consultation have been modernised in total, the most of which are now completed online with the help of internet and digitised devices (Michael, 2014). Businesses, companies, corporate and small and medium enterprises have been globalised and treating the whole world as one village. The website portals of companies are serving as one-stop-shop which is open 24/7. Customer contact and service centres have been automatized with instantly available question-answer websites. The accounts, revenues, and profits of companies are updated within no time using the appropriate software. Online payments, procurements, and sales are now dominating. The periodic reports are currently generated automatically. All bio data of employees along with their progress, performance, awards and warnings/punishments are available on computer and can be viewed within a few seconds. Owners and managers can view the company matters only with one click, no matter where they are sitting (El-Gohary, 2012; Shabbir et al., 2016). However,

accompanied with all these facilities, conveniences and speedy work, there are also many issues, primarily related to ethical aspects.

Besides all recent developments in business management, ethical issues have strengthened and appeared in new forms and nature. Corporate responsibility and ethics and accountability are one of the prominent and hot issues (Bernstein, 2016). Ethical climate in the organisation cannot be claimed as exemplary (Alzola, 2008, 2015). Many ethical issues like legal liability, workplace safety, child labour, bribery, cybercrimes, overbilling, privacy threats and disclosures due to social networking, frauds, misleading, fake reimbursements, etc. can be observed in different businesses and management (Kaur, 2017). Issues related to cyber ethics have profoundly strengthened after the development and popularisation of social media. Managers and management personnel are always under ethical pressure and stress from different stakeholders like owners, government entities, employees, customers, suppliers, competitors, and other managers. The trust, integrity, and honesty of management and companies are under permanent stress.

The business managers may face ethical issues at different levels: personnel, organisations, trade, society and the globe. Ethical issues may arise with managers, customers, suppliers, employees, companies, and government entities. So, many layers of ethical issues can sprout, but all revolve around integrity and trust. If integrity and honesty of a management/company become doubtful or its trust is shaken, the ethical issues are strengthened. This is especially true in deals with customers who are highly essential and backbone of a business. Ethical issues may arise due to conflicts of interests, poor management of employees and people, diversity and cross-culture composition of working teams, ineffective communication, ethical conduct on social media, workplace safety issues and ignoring legal liabilities.

Therefore, the ethical issues in modern management are emerging as a huge problem (Kim et al., 2015). Leonard (2018) pointed out that business ethical issues and their practices in the various organisation have gained very high importance currently because these are now readily exposed on social media while these were swept aside a few decades ago. It may affect the businesses negatively losing reputation and popularity of companies resulting in a decrease in customers' number, loss of business, and reductions in revenues. There are some examples of failure and closure of companies based on ethical issues like a big American energy company 'Enron' in 2001 (Florida Tech, 2017). Hence, this problem needs elaboration and justification along with identification of rectifying strategies for improving this situation. All the stakeholders can be satisfied accordingly with better management. Consequently, ethical issues can be managed effectively. With these objectives, this review article is being presented. The ways and strategies to manage ethical issue have been discussed in this article.

Following this introduction, the methodology is presented followed by a systematic review and then a critical review. In section six a discussion is presented followed by a conclusion. The article ends with limitations and direction for future research.

## **METHODOLOGY**

The article comprises of review of literature and selection of appropriate and relevant research work and presenting in a critique style. An in-depth consultation of literature was conducted, which were presented under various headings and sub-

headings. The critical review were documented and discussed. Finally, conclusions were drawn consequently.

### **Systematic review**

As this article is a review paper, so various aspects of the subject are critically reviewed and discussed by selecting highly relevant past research work and appropriate information available online. The material is being presented under multiple sub-headings subsequently.

### **What are the business ethics and their importance?**

According to Business-ethics Dictionary (2017), "Business Ethics is the set of moral rules that govern how businesses operate, how business decisions are made and how people are treated." The Investopedia (2017) describes Business Ethics as "The study of proper business policies and practices regarding potentially controversial issues, such as corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities." Law often guides business ethics, while business ethics provide a basic framework that businesses may choose to follow to gain public acceptance. The Chartered Institute of Management Accountants (CIMA, 2008) very merely defined business ethics as 'the application of ethical values to business behaviour.'

Thus, business ethics comprise of observing rules and moral values while doing business and protecting legal rights of people, society, humanity, and companies including environment as well. The safety at the workplace is also part of it. The structure of business ethics is built on integrity, honesty, trust, transparency, regulations, and protection of legal rights of all the stakeholders. Most of the past studies on business ethics have been restricted to observing law and regulations, but mostly these did not deal with the behaviour, expectations, and demands of communities and customers. The study of manners, honesty, and integrity has also been more often ignored. The companies need to be aware that reward of obeying business ethics is received as increased stakeholders' confidence, enhanced productivity, retaining a quality workforce, protecting customer trust, improved efficiency and expanded compliance efforts (Institute for Global Ethics, 2017). The business ethics have crossed the national boundaries in the 21st century and have been globalised. Now, international organisations like WTO have promulgated laws and regulations, and such breaches will no more be possible. Businesses will be forced to observe ethics otherwise they cannot survive.

### **Levels of Ethical Issues**

The business managers and senior management may face ethical issues at various levels of an individual, organisation/company, society/country, and the globe. The global level is a recent addition due to development of the digital world, social media, and internet (Enderle, 2015). Smith (2017) has identified three levels, macro level (country and societal pressure), company level and individual level (all people relevant to specified business in any capacity). The macro level is also called systematic level and includes the operating environment of the business. This may be a locality, a region or a country. The company or corporate ethical level may include the policies and procedures of the organisation/business. Ethical issues at the individual level may be concerned with employees, contractors, vendors, competitors and equivalent and senior/junior managers. Ethical issues of different levels even may integrate and complicate business

management. On the other hand, Phillips (2017) identified four ethical levels as Issuance of law, Framing internal policies by companies, obeying laws and policies by individuals and Consequences of ignoring and breaking laws and policies. Whereas, unethical business behaviours may damage productivity, and lose standards, affect society moral values, cause environmental degradation and might result in a lack of trust.

### **Types of Ethical Issues**

The types of ethical issues are specified to industry/business, community, locality, country and company's policies and its management. All the ethical issues may not be present everywhere, but still there are a few of these that can be observed in most of the cases. Kaur (2017) has identified ethical issues like legal liabilities under prevailing law, establishing safety at the workplace, avoiding child labour, controlling gender and cultural/racial/colour discrimination bribery, cybercrimes, overbilling, privacy threats and disclosures at social networking. Frauds, misleading, fake reimbursements, etc. can also be observed in different businesses and management.

The above issues have been classified into various groups by different authors. For example, Oster (2017) made four groups: fundamental issues (trust, integrity and treating customer fairly), Diversity issues (recruitment and management of business teams which are diverse in nationality, gender, culture and colour), decision-making issues and compliance and governance issue. However, his grouping does not include ethical issues related to accounting and finance and networking. Bernstein (2016) categorised current ethical issues into five categories: social networking, surveillance and privacy, transparency, child labour and environmental protection. Thus, he ignored individual/personnel issues and ignored accounting and finance matters as well, which are becoming so sensitive now. The classification of Florida Tech (2017) seems more logical where ethical issues were categorised into accounting, social media, harassment and discrimination, health and safety and technology/privacy. This grouping is looked better and more reasonable in all aspects which include almost all existing ethical issues. Therefore, ethical issues are going to be elaborated further according to these five groups.

### **Ethical issues related to accounting and finance**

Ethical issues in accounting and finance increased a lot after putting all account matter online. An old accounts ethical problem 'Cooking the account books' was referred previously but now the same thing is done in online statements, reports, purchase, and payments. The major motive is to save tax and paying the minimum to shareholders. Kaur (2017) have pointed out unethical account matters like dressing and misleading financial analysis, manipulation of accounts, bribery, money frauds, overbilling of expenses and purchase, fake reimbursements, compensation to executives, and an indication of lesser revenues, etc. Florida Tech (2017) have quoted the most infamous scandal of 2001 of the American energy company Enron, which was closed for inaccurate financial statements along with its auditing firm Arthur Andersen due to endorsing incorrect statements. Both companies went out of business, and the firm's closure resulted in 85,000 jobs lost. Freedman (2018) has also mentioned Fraudulent Financial Reporting, Misappropriation of Assets, Disclosure, and Penalties as ethical issues of accounting and finance. The impact of these types of ethical issues is very deeply affecting, companies, shareholders, states and governments, shareholders and last customers through high priced products and services (Hayibor, 2017).

### **Social Media Ethical Issues**

The Institute of Business Ethics (IBE, 2011) has reported a survey of 250 online interviews and concluded that social media is used for personal and work-related activities by 95% of employees. So, it is very difficult to separate private and official use. As the use of networking and social media websites like Facebook and Twitter is increasing and popularising, ethical issues are also enhancing. Many ethical issues are arising when business employees' access and use social websites which may include disclosing confidential secrets, conflicts, private information and potential use of child labour and workplace discrimination. This may damage company reputation and credibility. Use of social media during duty hours is a misuse of company time and resources. Companies pose restrictions which are considered a ban on private rights by the employees. Thus, the management has been put in a difficult position (Bernstein, 2016; Freedman, 2018). The situation has created a serious problem for the employers, and most of them take it employees' misconduct online because they consider these activities as disloyalty and breach of employment rules (Florida Tech, 2017). Therefore, Gunkel (2015) has recommended changing the rules of business ethics regarding the use of social media by employees to pull out of this situation.

### **Harassment and Discrimination**

Wage inequality, discrimination based on, age, gender race, colour, nationality, religion, ethnic, disability and pregnancy, and sexual harassment, are the significant ethical issues of today. The employers and employees encounter and face these on a daily basis and in almost all businesses around the globe. Florida Tech (2017) has mentioned that according to a report from the Equal Employment Opportunity Commission (EEOC), harassment and discrimination cost US companies \$372.1 million as penalties in 2013. Laws are made, and regulations have been issued by governments of almost all countries whereas International Labour Organization (ILO, 2017) is observing and monitoring at the global level to check and control discriminations and harassment but still in actual practice, these have not wiped out from business and companies. Despite policies of 'Equal opportunity' such behaviours are observable extensively. The Australian Human Rights Commission (2017) mentioned bullying in addition to discrimination and harassment. According to this commission 'Bullying is a verbal or physical assault to subtle psychological abuse'. Amnesty International (2017) mentioned that all have the right to be treated equally, regardless of race, ethnicity, nationality, class, caste, religion, belief, sex, language, sexual orientation, gender identity, age, health or another status. We hear heart-breaking stories of people who suffer cruelty, simply for belonging to a 'different' group from those in power.

### **Health and Safety at Workplace**

The health and safety problems in the workplace are rising despite all strict rules and regulations by national governments and international agencies like ILO. According to an ILO report (2017), each year, an estimated two million women and men die because of occupational accidents and work-related diseases. Across the globe, there are some 270 million occupational accidents and 160 million work-related diseases each year. Thus, even the lives of the workforce in the workplace are at stake. According to OSHA (Occupational Safety and Health Administration, USA, 2017), the top nine most frequently cited violations of 2016 are fall protection, hazard communication,

scaffolding, respiratory protection, lockout/tagout, powered industrial trucks, ladders, electrical, and machine guarding.

### **Technology/Privacy**

With the innovative technology (video cameras and networking), it has become possible now to observe, monitor and record employees' movements, performance, presence at their seats and working activities. Even their computers, communications, Emails, and visited internet sites can be checked by managers and employers. Although employers can legally check official Emails of employees, electronic surveillance should not become spies. Monitoring employees through video cameras and recording their behaviour and movement can keep work environment safe on one side, but it also hinders them mentally because they are thinking all the time that their movements are being observed by others. Mack (2017) has emphasised that it is the ethical duty of employers to create a balance in between employee privacy concerns and preventing unethical behaviour of employees that could hurt the business. The internal policies should be framed in this regard, and all employees should be informed in advance about the extent to which the computer and internet devices provided to employees will be monitored and checked.

### **Managing and Rectifying Ethical Issues**

After reviewing important ethical issues, it is highly important that management options and strategies should be discussed which can be employed to rectify the prevailing situation of ethical issues in business management. Jamnik (2011) emphasised that business managers should put in all efforts to understand ethical issues of their workplace/company and integrate ethical wisdom and managerial wisdom to solve these. Gangone (2010) clarified that an ethical behaviour might not be profitable for the company, but an unethical behaviour frequently generates substantial losses to the business, especially on a long-term basis. The managers should create an ethical and moral culture in the workplace. Different authors have recommended ways and strategies to manage the emerging ethical issues in businesses and companies. These are assessment and real evaluation of ethical issues in a company, identifying their quantum and main causes, grouping the issues according to their types, planning code of conduct for all individuals, framing policies for implementation of companies' procedures and observing the ethical and safety laws in letter and spirit. An ethical office can be established in each big company and placing its representatives at all big workplaces to ensure no law and regulation breaches. Training programmes should also be launched for managers, specifically for managing ethical issues (Lewis et al., 2007; Lunday, 2010; Mallor et al., 2010). Continuous monitoring of ethical issues may be required to complete and making programmes successful. The cooperation of government entities and international organisations may prove highly useful in this regard.

### **CRITICAL REVIEW**

The preceding review of literature-based discussion has led to findings that despite all the technological and digital developments in business management, various ethical issues have not been disappeared from the scene, rather are strongly present, but in new forms and nature. Companies and businesses understand that only fulfilling and observing laws and regulations governing ethical issues is enough. However, these do not include the behaviour, expectations, and demands of communities and customers as well as

manners, honesty, and integrity of employees and managers. Therefore, the concept of ethical issues is more extensive and broader than it is usually understood. The features like increased stakeholders' confidence, enhanced productivity, retaining a quality workforce, protecting customer trust, and improved efficiency are also encompassed in the real scope of ethical issues (Institute for Global Ethics, 2017). The companies should remain aware of the fact that obeying business ethics can increase stakeholders' confidence, productivity, efficiency and quality of business products and services, and may help in retaining the skilled and experienced workforce. The protection of customer trust is also possible (Hayibor, 2017). These rewards are so significant which can make sound footings of implementing ethical requirements in the premises of the various companies.

There could be various levels at which ethical issues are emerging or occurring, which have been identified as an individual, company/business/organisation and the country (Kaur, 2017; Smith, 2017). However, the global level has also been added during recent decades due to the expansion of multi-national companies to so many countries simultaneously, for which international regulations are being issued by global organisations. Similarly, the nature of ethical issues has also been changed a lot due to modifications in technologies, implementation of management software and modern approaches as well as changes in lifestyles and nature of duties of employees.

The ethical issues at an organisational level related to accounts and finance may be like misleading financial analysis, manipulation of accounts, bribery, money frauds, overbilling of expenses and purchase, fake reimbursements, compensation to executives, and an indication of lesser revenues (Kaur, 2017). Such issues were present previously but still can be seen in different companies, if not in all. These issues shift a clear and direct loss to the government (decreased revenue), investors (lesser profit on invested money) and customers (increased prices of products and services). Thus, dishonesty is developed, and trust of stakeholders is shaken. The companies may suffer and even can be closed because of severe third-party audit if such ethical issues sustain for longer times.

Individual employees and workforce can suffer from ethical issues like privacy, harassment, discrimination, wages inequality, health, and safety. Installation of monitoring cameras and electronic surveillance of computers and emails is directly affecting the privacy of employees on the one hand, but on the other hand, these are the needs of present businesses as well. Therefore, a balance should be established between both ends (Mack, 2017). The discrimination can prevail because of age, gender, race, colour, nationality, religion, ethnic, disability, and pregnancy while harassment is mostly sex-based. Such issues are appearing on a daily basis, and their gravity can be sensed from the report quoted by Florida Tech (2017) that Equal Employment Opportunity Commission (EEOC) imposed penalties of \$372.1 million to US companies in 2013 due to harassment and discrimination. Many employees may endanger and suffer from incidents and diseases related to work activities and operations while a big number of them even sacrifice their lives (2 million only in the USA, ILO, 2017) for their companies which cannot be rewarded at any cost.

The social media websites like Facebook, LinkedIn, and Twitter, have developed into popular networking which is attracting employees of companies and businesses as well. As

a result, so many ethical issues are appearing as disclosing of confidential secrets, internal differences and conflicts, the potential use of child labour, workplace discrimination, and using company's time in using social media. Thus, significant damage may occur to the reputation and credibility of the company along with misuse of a company's time and resources while restrictions imposed are considered as a ban on private rights by the employees. Hence, severe problems like employees' misconduct online, disloyalty and breach of employment rules, as considered by the management, are arising and putting companies in a difficult position (Bernstein, 2016; Freedman, 2017; Florida Tech, 2017). Therefore, Gunkel (2015) has suggested a modification of rules of business regarding the use of social media.

The management options and strategies are compulsory to cope with various types of ethical issues for which the basic need is clear understanding of major issues and their potential losses and putting in all wisdom by business managers (Gangone, 2010; Jamnik, 2011). The managers are required to create an ethical and moral culture at the workplace of their companies. Some important ways and strategies to manage the emerging ethical issues in businesses have been recommended by various authors who include assessment and real evaluation of ethical issues along with their quantum and main causes, categorisation of issues, framing effective code, forming policies and subsequent implementation by the ethical business office. The managers should ensure no law and regulation breaches. Training programmes should also be launched for managers, specifically for learning and coping ethical issues (Hecht and Fiksel, 2015; Lewis et al., 2007; Lunday, 2010; Mallor et al., 2010). Continuous monitoring with the cooperation of governments and international agencies could also be highly useful.

## DISCUSSION

The set of moral rules governing businesses operations including how people are treated is business ethics (Business-ethics Dictionary, 2017). This is the basic definition of Business Ethics. However, Investopedia (2017) related it to business policies and practices of companies whereas CIMA (2008) made the concept very simple declaring Business Ethics as the application of ethical values to business behaviour. In a broad and practical sense, controversial issues such as corporate governance, bribery, discrimination, corporate social responsibility, etc. Is part of the ethical concept? Issoufou (2015) noticed in his review article that current businesses are overwhelmingly concerned with earning a profit even if ethical standards in business are ignored. This phenomenon is widespread in Muslim and non-Muslim countries. He emphasised that merchants must implement rules and regulations in their business to establish a stable and sustainable financial system. The ethical issues have become stronger with changing nature, although a lot of recent developments and innovations in business management have occurred. Ethical issues have been regarded as highly prominent by various authors (Alzola, 2008, 2015; Bernstein, 2016; Institute for Global Ethics, 2017; Kim et al., 2015, Warren, 2011). Elaborating these issues in more detail, Kaur (2017) have highlighted ethical problems like legal liability, workplace safety, child labour, bribery, cybercrimes, overbilling, privacy threats and disclosures due to social networking, frauds, misleading, fake reimbursements, etc. Huge penalties (\$372.1 million in 2013) to US companies due to ethical rules breaches and deviations (Florida Tech, 2017) by Equal Employment Opportunity Commission (EEOC) are just one example from highly developed and civilised country. This instance is also telling the story what status of ethical issues in



developing countries can be expected where these are not taken care at all. Earning profit is the sole motive in many countries of the world (Issoufou, 2015).

Various authors have enumerated the ethical issue of the current digitised business era (Enderle, 2015) by placing these into different groups like macro level (country), company level and individual level (Smith, 2017); Fundamental issues (trust, and integrity), Diversity issues (recruitment and management of business teams differing in nationality, gender, culture, and colour), Decision-making issues and compliance and governance issue (Oster, 2017). Bernstein (2016) categorised current ethical issues into five categories: social networking, surveillance and privacy, transparency, child labour, and environmental protection. However, these authors did not consider individual/personnel sensitive issues and accounting and finance matters, although these were the most important in actual practices. On the other hand, Florida Tech (2017) made more logical categorisation of ethical issues: accounting, social media, harassment and discrimination, health and safety and technology/privacy. Freedman (2017) has pointed out fraudulent financial reporting, misappropriation of assets, disclosure, and penalties as ethical issues related to accounting and finance. Some other non-ethical issues relevant to finances and accounting can also be misleading financial analysis, manipulation of accounts, bribery, money frauds, overbilling of expenses and purchase, fake reimbursements, and declaration of lesser revenues (Kaur, 2017). The driving motive behind such business actions is saving of taxes and paying the minimum to investors of the company.

The social media is used by 95% of employees of different companies for personal and work-related activities (IBE, 2011). Cain and Joseph (2010) explained that use of social media like Facebook, YouTube, and Twitter had introduced new legal and ethical complexities. Social communications mostly have been claimed as private, but it has a strong concern with companies at present. Many ethical issues like disclosure of companies' secrets related to conflicts, use of child labour and workplace discrimination are faced by business. The consequent result is damaging of company reputation and integrity. The employers consider these actions and activities as online misconduct, disloyalty of employees, and breach of employment rules (Florida Tech, 2017). The managers are also raising the issue of the company's time consumed on social media for private purposes. McKee (2013) indicated that postings by employees of organisations on social media had raised quantum of ethical issues in recent years. It is becoming particularly difficult to differentiate between private/personal or business-related postings and the anonymity right to do that on social media. He has pointed out a positive use of social media which is tracking peoples' concerns and opinions about the company. Denecke et al. (2015) indicated concerns over preserving privacy and confidentiality of online users as well as data protection, which is a major issue when employees of organisations use social media network.

Two major categories of ethical issues relevant directly to employees are Harassment and discrimination, and safety at the workplace. Despite best efforts of ILO, National Commissions working in different countries, and Amnesty International; ethical issues of harassment, discrimination and differential opportunities have not been wiped out from the working places for the employees varying in race, ethnicity, nationality, class, caste, religion, belief, sex, language, sexual orientation, gender identity, age, health or any

other status (Amnesty International, 2017; The Australian Human Rights Commission, 2017). The study of Naif et al. (2014), consisting of 59 reviews, demonstrated a very high prevalence of harassment and discrimination among medical trainees which did not decline over time and digital development in companies. They reported at least one form of harassment or discrimination during training of 59.4% of medical trainees. White (2018), a law officer, concluded from his study that gender-related harassment issues continue to dominate in the USA in the form of online or workplace harassment. His findings indicated that 30% women and 7% of men faced sexual harassment at workplace, 70% of women complained of online harassment, while 42 percent of women suffered from gender discrimination at the workplace. The quite higher values reveal the state of these issues in the USA, a highly civilised country, meaning that ethical issues are still alive significantly even in the year 2018. Litwin (2018) analysed the reasons of sexual harassment and concluded that these are: the power of the boss, the risk of career damage for women, employment contracts and conditions of employment (not going for complaint outside the organisation), nondisclosure agreements, and the silence of people at key positions. The prevalent situation demands a strongly managing strategy.

It has been reported that ethical issues are impacting performance of companies which has become strategically important while corporate scandals and instances of ethical misconduct are defaming the business and losing public trust (Brown et al., 2009; Khan et al., 2016; Maas et al., 2016). Therefore, the drafting of policies and promoting cultural changes within organisations to prevent future abuse are urgently required (Naif, 2014). Researchers have emphasised that ethical and managerial wisdom should be utilised to understand and solve ethical issues of workplace and within company's operations (Jamnik, 2011) to avoid substantial losses to the business (Gangone, 2010). Managers must sustain an ethical and moral culture in the premises of their business. The high management should frame policies and plan code of conduct for all employees. Observing the ethical and safety laws and ensuring no law and regulation breaches should be the top most priority of every business. Launching of training programmes, specifically for coping ethical issues, can prove highly useful (Lewis et al., 2007; Lunday, 2010; Mallor et al., 2010). Regular monitoring and evaluation of ethical issues could be included in the routine operations of companies and help of governments may be sought.

## **CONCLUSIONS**

The managers and the company management may face a lot of ethical issues at workplaces, on-net and with different stakeholders, the important is:

- Working force diversity and cross-cultural issues in multidisciplinary teams, big constraints in shaping ethical climate in the organisation.
- Legal liability, adhering to regulations, workforce health, safety, and environmental protection.
- Social Network/Media disclosure of the company's secrets and cybercrimes by corporate employees and the managers.
- Misleading accounts' and financial analysis, frauds, overbilling, bribery, fake reimbursements and overpricing, etc.
- Misuse and misappropriation and careless utilisation of company assets.

- Health and safety at the workplace more extended working hours, child labour, cultural and gender discrimination, and sexual harassment.
- Misleading performance appraisal and evaluation of employees and project work.
- These issues are highly significant and remain as hurdles in modern management to destine the projects and entrepreneurs to ultimate success and full revenue generation.

The ways and measures to manage and overcome these issues have been presented in the text of the paper.

#### Limitations and Direction for Future Research

This article may not have encompassed all the ethical issues prevailing in specified situations and conditions. There could be still some ethical issues that may not be included in the discussion due to limitations of space and length of the article. For example, environmental degradation, confidential child labour, side deals, issues of production and marketing have not discussed. The nature, form, and severity of ethical issues may vary with locality, country as well as the industrial sector and type of business and size of a company. Therefore, specific studies may be required in future to cover these variations and to strengthen the knowledge requirements of the subject base and provision of data and information for the actual practitioners.

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