open to misinterpretation and that clearly represent the intentions of the company and its messages. Being caught in a lie or avoiding full disclosure may cause irreparable harm to small businesses.

g. Fair Working Conditions

Companies are generally expected to provide fair working conditions for their employees in the business environment, but being responsible with employee treatment typically means higher labor costs and resource utilization. Fair pay and benefits for work are more obvious elements of a fair workplace. Another important element is provision of a nondiscriminatory work environment, which again may have costs involved for diversity management and training.

2.2. Types of Management Ethics

Managerial ethics are standards of conduct or moral judgment used by managers in organizations in carrying out their business. Archie B. Carroll notes that three major levels of moral or ethical judgment characterize managers: Immoral Management, Amoral Management, and Moral Management.

a. Immoral Management

Immoral management not only lacks ethical principles but also is actively opposed to ethical behavior. This perspective is characterized by principle on exclusive concerns for company gains, emphasis on profits and company success at virtually any price. Lack of concern about the desires of others to be treated fairly, views of laws as obstacles to overcome and “willingness to cut corners”

b. Moral Management

In contrast to immoral management, moral management strives to follow ethical principles and percepts while moral managers also desire to succeed, they seek to do so only within the parameters of ethical standards and the ideas of fairness, justice and due process. As a result,
The bottom line of an ethics program is accomplishing preferred behaviors in the workplace. As with any management practice, the most important outcome is behaviors preferred by the organization. The best of ethical values and intentions are relatively meaningless unless they generate fair and just behaviors in the workplace. That's why practices that generate lists of ethical values, or codes of ethics, must also generate policies, procedures and training that translate those values to appropriate behaviors.

The best way to handle ethical dilemmas is to avoid their occurrence in the first place. That's why practices such as developing codes of ethics and codes of conduct are so important. Their development sensitizes employees to ethical considerations and minimizes the chances of unethical behavior occurring in the first place.

Make ethics decisions in groups, and make decisions public, as appropriate. This usually produces better quality decisions by including diverse interests and perspectives, and increases the credibility of the decision process and outcome by reducing suspicion of unfair bias.

Integrate ethics management with other management practices. When developing the values statement during strategic planning, include ethical values preferred in the workplace. When developing personnel policies, reflect on what ethical values you'd like to be most prominent in the organization's culture and then design policies to produce these behaviors.

Use cross-functional teams when developing and implementing the ethics management program. It’s vital that the organization’s employees feel a sense of participation and ownership in the program if they are to adhere to its ethical values. Therefore, include employees in developing and operating the program.