

A STUDY ON ETHICAL ISSUES IN ARAVIND CERAMICS PRIVATE LIMITED, CHENNAI

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY) JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

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SATHYABAMA

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **N.NITHISH 41410215** who carried out the project entitled "**A STUDY ON ETHICAL ISSUES IN ARAVIND CERAMICS PRIVATE LIMITED, CHENNAI**" under my supervision from January 2022 to March 2022.

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DECLARATION

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DATE: 05/05/2023

PLACE: CHENNAI

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A STUDY ON ETHICAL ISSUES IN ARAVIND CERAMICS PRIVATE LIMITED, CHENNAI

ABSTRACT

Ethical issues in business occur when a decision, activity or scenario conflicts with the organisations or societies ethical standards. Ethical considerations in operations management decisions include customer safety, employee safety, materials recyclability, waste disposal, pollutions, repetitive tasks, stress in workplace, restrictive company cultures, employment policies, fluctuations in working hours, consumption of energy, energy. The objective of the study is to analyse the study on ethical issues in operations management in Aravind Ceramics Private Limited, Chennai. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 120 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that there is no significant relationship between the gender of the respondents and ethical issues in HRM. It is suggested that the pricing strategy adopted by the concern must be based on customer satisfaction. The price of the products and services must be affordable one for the customers. It is concluded that ethical issues in the workplace occur when a moral dilemma emerges and must be resolved within a corporation. By establishing clear guidelines for behavior, ethics help create an atmosphere of trust and respect. This, in turn, leads to greater job satisfaction and productivity.

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

Management

Management is the administration of business practices to create the highest level of efficiency possible within an organization. It is concerned with converting materials and labor into goods and services as efficiently as possible to maximize the profit of an organization.

Management is the planning, organizing, and oversight of business practices that maximize efficiency and assure company processes are driving value. It involves preparing and supervising the practices that turn resources such as labour, equipment, and raw materials into goods and services.

Management is a business area that implements practices ensuring the conversion of inputs into goods and services with maximum efficiency. The goal is to increase an organization's income by improving its operations and maximizing the use of existing resources. It also includes the provision and delivery of excellent customer service.

Managers work to ensure a company achieves the highest operating profit by carefully balancing cost and revenue. They work closely with other teams to increase productivity, deliver high-quality products and services, and ensure customers are satisfied. Operations management teams attempt to balance costs with revenue to achieve the highest net operating profit possible.

Management involves utilizing resources from staff, materials, equipment, and technology. Operations managers acquire, develop, and deliver goods to clients based on client needs and the abilities of the company.

Management handles various strategic issues, including determining the size of manufacturing plants and project management methods and implementing the structure of information technology networks. Other operational issues include the

management of inventory levels, including work-in-process levels and raw materials acquisition, quality control, materials handling, and maintenance policies.

Management entails studying the use of raw materials and ensuring that minimal waste occurs. Operations managers use numerous formulas, such as the economic order quantity formula, to determine when and how large an inventory order to process and how much inventory to hold on hand.

Importance of Operations Management

Operations management is the heart of any organization. Below are pointers that would explain the importance of operations management.

- Operations management oversees the complete operating system of an organization.
- Operations management is essential for organizations to manage their daily activities seamlessly.
- Operations management controls all the processes and handles issues including design, operation, maintenance, and improvement of the systems. It also maintains smooth, effective, timely production of products and services even when unexpected situations arise.
- Operations management helps improve the reputation of an organization and thus has a positive influence on its capability to achieve growth and stability goals.
- Operations management ensures that products meet the quality standards and customers' expectations. Thus, satisfied customers also mean customers buy from you again and referrals, which further improves brand value, giving a competitive edge in the market.
- Operations management includes recognizing and optimizing the processes included in the production of services or goods, which can help cut costs. Thus, operations management facilitates selling more products/services and reducing costs, which means increased revenues and enhanced growth of an organization.

- Operations management motivates the employees toward their roles and improves employee productivity.

Role of Management

Operations management constitutes diverse responsibilities, from product development to project management.

- **Capacity planning** – Operations management involves evaluating the number of products or services a company can sell or distribute in a particular period.
- **Product design/service design** – Product design or service design involves generating new ideas and creating a service or product to ensure that the products sold/ services rendered to customers meet their needs and expectations. Operations management needs to consider the cost-efficiency of a product while ensuring that it meets the needs of customers.
- **Quality control** – This involves quality management or quality assurance. It deals with monitoring services or products through each step in the production process or service operations for probable issues or errors.
- **Process improvement and optimization** – This involves evaluating the steps involved in a process and recreating the process totally or restructuring the steps to maximize efficacy.
- **Supply chain management** – This involves managing the supply chain process by maintaining control of sourcing of the supplies, the production process, inventory management, sales, and distribution, at affordable rates. This results in lower overhead costs, effective production, and timely delivery of products.
- Operations management is also responsible for high-level strategizing and planning.

Ethical issues

Ethical issues are concerned with what is right and wrong, good and bad and how we use that information to decide our actions in the real world. Ethics in the business sector especially in the operations management is getting more popularity. Ethics is concerned about the rules of human behaviour and considers whether or not there is any objective right or wrong. Furthermore, ethics is concerned about the foundations of moral principles and how it evolved. Vee and Skitmore (2003) listed three things that constitute ethics as follows: (1) ethics refers to a system of moral principles which serves as a basis for judging actions as right or wrong; (2) ethics refers to the rules of conduct which illustrates a particular acceptable group of human actions; and (3) ethics refers to moral principles of an individual.

Ethics in Operations Management

To obtain a better understanding of operations management, it is necessary to define what operations mean. Operations refer to the portion of business which is responsible for the production of goods and services. Operations management therefore refers to the approach of managing, designing, improving, and operating business processes or systems that are focused on producing or delivering goods and services. In other words, operations management involves the process of converting a set of inputs into outputs (Hassin, 2009). The term operations management originated from the concept of productions management used in the past which refers to the process of converting raw materials into finished products. However, with the evolution of time, the term expanded to production and operations management to integrate the operations in the servicing industry until currently, it is now termed as operations management.

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.

Ethical dilemmas refer to a certain situation or issue wherein a decision has to be made to adopt one of the two equally urgent yet incompatible alternatives (Mirwoba, 2009). One popular ethical issue discussed in the literature regarding operations management is opportunism. This issue has been a topic of many empirical studies conducted to focus on business and management field. Opportunism is considered in the literature as an unethical behavior which refers to the abuse of opportunity. In

company operations, managers or other professionals involved are vulnerable to unethical choices due to plentiful number of opportunities which may be abused. Some of the factors that drive professionals to engage in unethical behaviors are the pressures brought by the demands for cost reduction and unrealizable strategic objectives.

One area of operations which is faced with an increased vulnerability of engaging to unethical behavior is the procurement since the employee assigned in this process handles a significant amount of company resources. Furthermore, the procurement process has an increased exposure to the external environment of a certain organization which makes it possible for easy conduct of an unethical act. This is not beneficial to the organization since its reputation is in jeopardy since the employee assigned in the procurement process acts in behalf of the organization as a whole when dealing with third parties.

The importance of ethics in managing business operations is stressed out in the article. Ethics is an essential requirement in order to build and maintain a good relationship between a business entity and other parties included in the conduct of its operations such as the suppliers. The procurement function in a business organization is critical for the achievement of business goals since. An organization's effective operations depend on the effective performance of the purchasing function while achieving global competitiveness depends on effective operations. It is therefore important that ethics is integrated in the whole process to ensure good relationship to suppliers and eventually to satisfy the needs and wants of the customers. One ethical challenge by procurement officers is the situation where many suppliers compete and offer different favors and gifts just to create a business deal. In many situations, the relationship of the procurement officer not only to the supplier but also to his employer may also be affected. More ethical challenges include having to exaggerate the problem of either the buyer or the supplier in order to obtain a business deal, offering preferential treatment to certain parties, allowing certain personalities to interfere with business deals, engaging in reciprocity, and seeking and providing information of different routes from different competitors either in a fair or unfair manner.

Bribery is another frequently mentioned ethical issue in the literature (Vee & Skitmore, 2003). Bribery refers to the act of offering payments, goods or opportunities

in exchange for something favorable. Accepting gifts is not a bad act but the situation tells whether it is unethical. When in operations, accepting gifts from people who have direct influence on the operations functions maybe considered as unethical especially when the person being gifted and have the ability to satisfy the interest of the gift giver. Other ethical issues to consider in operations are breach of confidence, negligence, and fraud.

The establishment of a code of conduct within an organization can greatly help operations specialists to decide on a certain ethical issue. Everyday, everyone are faced with the need to decide on a certain ethical issue. Organizations are faced with the pressure of having to demonstrate to the public their ability to decide correctly on an ethical issue. Organizations need to maintain a good reputation and the public trust to ensure their existence on the market. In order to achieve this, it is important for an organization to develop their own ethical code of conduct to guide every employee to decide correctly and to instill discipline among them.

Ethical leadership is seen as an important factor to instill ethics in a certain organization. The increasing number of companies being involved in many ethical controversies which even brought them down made it possible for the others to realize the importance of integrating ethics in managing company operations in order to ensure profitability. Companies are more and more aware of this trend and have started to take actions to redirect their strategic plans to include ethical strategies in their paths to success. However, this move is never an easy way since in the current business environment where every company strives for international penetration or globalization and competition is getting tougher, ethical considerations are getting complex and extensive too. In this situation, ethical leadership in a company is needed to be headed by a charismatic leader

One problem among organizations that concerns ethics is the lack of ethical leadership. Employees often do unethical actions or misconducts due to their lack of trust over their company leaders and the situation is even worsened by the poverty and weak economy. Furthermore, survey results support the idea since a significant percentage of employees were observed to question themselves is ethics even exists within their own organizations. Actually, having to follow the standards is an easy task. However, everythings gets complicated when ethical dilemmas arise and there is no

one in the organization to take responsibility. This prompted the need of every organization to have an ethical leader.

Decision-making in a certain ethical situation is really a dilemma. This is especially true when the operations manager is required to choose between two alternatives which are unfavorable. This can be considered a tough challenge for the person in the situation. In some cases, ethical dilemmas may be impossible to resolve due to reasons like disintegration of value system. In today's world when every company aims for globalization, companies are faced with conflicting issues between the company objective of profitability and their corporate social responsibility. Ethics in the global market is complicated, so is the decision-making that operations managers have to face.

CHAPTER I

PROFILE OF THE STUDY

1.2 INDUSTRY PROFILE

Tiles & Ceramics Industry

Apart from their decorative looks, Ceramic Tiles are primarily hygiene products and that is how our broad spectrum of consumers view the product. This is fairly evident from its varied usage from bathrooms and kitchens in average Indian households to medical centers, labs, milk booths, schools, public conveniences, shopping malls and numerous other centers; which dot our day to day life. A ceramic tile is basically a "utility product" and that remains our promotional slogan. Popular housing projects are increasingly switching over to Ceramic Tiles moving away from the traditional use mosaic and even granite or marble, owing to several factors viz. ease in laying ability, versatility, low price and hygiene.

Nevertheless, this decorative aspect of a Ceramic Tiles has forever been in the forefront. Heavy churning out of bolder and colorful designs by the industry are testament to the fact that most households regard a ceramic tile as an "adornment" for an otherwise "drab look" of their age-old floorings or an unfurnished wall.

Ceramic tiles as a product segment has grown to a sizeable chunk today at approximately 680 Millions Square meters production per annum. However, the potential seems to be great, particularly as the housing sector, retail, IT & BPO sectors have been witnessing an unprecedented boom in recent times.

The key drivers for the ceramic tiles in India are the boom in housing sector coupled by government policies fuelling strong growth in housing sector. The retail boom in the Indian economy has also influenced the demand for higher end products. Overall the bullish growth estimates in the Indian economy has significantly influenced the growth of the Indian Ceramic tile industry.

The main product segments are the Wall tile, Floor tile, Vitrified tile and Industrial tile segments. The market shares (in value terms) are 20%, 23% 50%, and 7% respectively for Wall, Floor, Vitrified, and Industrial tiles. The tiles are available in

a wide variety of designs, textures and surface effects. They cater to tastes as varied from rustics to contemporary marble designs in super glossy mirror finishes.

Both, traditional methods of manufacturing (tunnel) and the latest single fast firing methods are deployed in manufacturing. Some of the latest trends in manufacturing methods can be seen in India. The industry also enjoys the unique distinction of being highly indigenous with an abundance of raw materials, technical skills, infrastructural facilities despite being fairly capital intensive. A total of over 5,50,000 people are employed in the sector. Out of this, 50,000 people are directly employed and 5,00,000 are indirectly associated. The potential is huge considering the per capita consumption of ceramic tiles in India. Currently it is at 0.50 square meters per person in comparison to over 2 square meters per person for like countries like China, Brazil and Malaysia

As a foreign exchange earner or a global player, Indian Tile industry has captured the attention of the world in the ceramic tiles segment. To compete internationally, our plants must be geared up to large units currently operating in China and Turkey are driven by economies of scale. These will also help us in lowering our cost of production significantly. Also, infrastructural support is a key factor that determines the speed of growth. Better infrastructure will bring in better growth in terms of consistency and sustenance. Freight, supply of power and gas remains the key cost-related issues impacting the industry. Availability, consistent supply and reasonable rates are extremely important for the growth of the ceramic tile industry.

Also, the prevailing anomalies pertaining to Basic Customs Duty on import of ceramic tiles from China and raw materials imported from abroad need to be corrected to prevent dumping of tiles from China. Rural thrust should be enhanced by favorable excise duty and MRP structure.

Current status of the Industry

The ceramic tiles industry in India has followed similar trends internationally which have been characterized by excess capacities and falling margins. Countries like Malaysia, Thailand, Indonesia, Sri Lanka and Vietnam are setting up their own plants. China has emerged as a major competitor. Producers from Spain and Italy have the advantage of lower transportation costs while exporting to USA and

Germany. In India, the per capita consumption is as low as 0.50 square meters per person compared to China (2.6 square meters per person), Europe (5 to 6 square meters per person) or Brazil (3.4 square meters per person). Rising disposable incomes of the growing middle class and 40 million units of housing shortage hold out a great potential.

A major change that took over the ceramic tiles industry, was the introduction of vitrified and porcelain tiles. These new entrant product types are said to be the tiles of the future. Internationally these tiles are already the major sellers. These category of products account for almost 50% of total tile sales by value in this industry. These new products and the conventional wall & floor tiles have together made the organized industry grow to a formidable Rs. 7,200 crores industry. This coupled with a spate of expansions by many players make the industry look very promising in the future.

The Indian Industry has developed an export market although at the lower end. In volume it constitutes less than half a percent of the global market. (Presently India does not figure in the list of major exporting countries). But this reality could change as Indian exports are rising at an accelerating growth annually. The top-end of the global export market is presently dominated by China (36.8%) and Italy (15.1%)

Sector importance

Ceramic Industry in India is about 100 years old and has played a major role in the progress of humankind. It comprises mainly ceramic tiles; sanitary ware & tableware. Ceramic products are manufactured both in organized and unorganized sector with wide variation in type, size, quality and standard. As on 2012, India's share of world production is 600 MSM and ranks at 3rd position in the world in terms of production. Global industry growth rate is 11% and growth rate in India domestic market is 15% as on 2012. A total of over 5, 50, 000 people are employed in the sector. Ceramic sector makes an important contribution to the economy, housing sector, export earnings and employment of India. With the growth in the housing sector the demand of ceramics is expected to increase considering the competitiveness of Indian tiles in the international market. The potential is huge considering the present per capita consumption (0.50 square meters per person) of ceramic tiles in India in

comparison to over 2 square meters per person for countries like China, Brazil and Malaysia.

Global tile industry

During the period from 2001 to 2011, total ceramics trade grew at a CAGR of 7.56%, from US\$ 39.6 billion to US\$ 87.9 billion. During the period exports increased from US\$ 19.8 billion to US\$ 44.6 billion (CAGR of 7.74%), while imports increased from US\$ 19.9 billion to US\$ 43.2 billion (CAGR of 7.38%). China is the largest trader of ceramics in the world, with total trade of US\$ 14.7 billion during 2011, followed by US and Germany, Italy with total trade of US\$ 7.4 billion, US\$ 7.0 billion and US\$ 6.18 billion, respectively.

Present scenario

Over the years, the industry has been modernizing through new innovations in product profile, quality and design to emerge as a modern, world -class industry, to take on global competition. The Indian Ceramic Industry ranks at 3rd position in the world and produces around 6.3 % of global output as on 2013.

Growth in past and future prospective

Global tiles market has witnessed ups and downs in the last few years due to 2009 crisis. However, the global tiles market has shown an upward trend since 2010 with the major demand coming from emerging economies. The growing real estate market in countries such as Brazil, India, China and Indonesia has led to the demand for tiles. During 2011, India was the 20th largest ceramic trading nation in the world and accounted for a share of around 1% in total ceramics trade. During the period, from 2001 to 2011, India's ceramics trade increased from US\$ 143 million to US\$ 984 million at a CAGR of 23.4%. The increase in trade was led by rise in imports, which increased, from US\$ 68.7 million in 2001 to US\$ 750.9 million in 2011, at a CAGR of 26.3%. India's ceramic exports on the other hand increased at a CAGR of 11.6%, from US\$ 82.3 million to US\$ 233.3 million.

1.3 COMPANY PROFILE

Establishment

Aravind Ceramics partnership firm was born in the year of 1996 and transformed to Aravind Ceramics Private Ltd. by the year 2012. Aravind Ceramic Industries Ltd. was established in the year of 2006 for Manufacturing Vitrified Tiles under the brand ANUJ. Within a short span of time, it has become the preferred brand to be reckoned in the tile industry with an overwhelming response across the market. At Aravind Ceramic Industries, it focuses highly on support, service, quality and trust.



The brand- Anuj Tiles

Anuj Tiles is the only brand in South India to market 100% of its production entirely to the existing Market and has become a brand synonymous to the Tile Industry. Apart from the initially installed capacity of 6000 square meters, we have successfully increase our production capacity to 1500 square meters and are planning to the upcoming years. At Aravind Ceramic Industries Ltd., quality comes first, followed by trust.

ANUJ has some of the finest infrastructure in the country for manufacturing a wide and exclusive range of tile products. Fully automatic, State of the Art, German block making plant with automated material handling systems, Sophisticated Batching and Imported mixing plants. Quality equipment's for moisture control Varied Manufacturing lines include Vibropresses, Hermetic Presses, Wet Cast, Dry cast etc. Several processing and finishing lines are erected for finishing and secondary processing like grinding, shot-blasting, sealing etc. are to concrete pavings and tiles completion. In-house Testing Laboratory for Compressive, Transverse, Water Absorption and Abrasion Resistance Tests, etc. with company owned fleet of transportation vehicles.

Mission and Vision

Business Mission

- Attain leadership position
- Create wealth
- Be the best in business

Business Vision

- Center of technological excellence
- Market leadership for electromechanical components in the industry.

Objectives

The main objective of Aravind Ceramics Company is to capture the major market share. Its motto is to satisfy the customers. Satisfying the customers or corporate client leads to capture major market share. It aims to provide customer care.

Further it aims to promote export to several areas. It wants to be a leading company in the industry.

Business Goal

- To attain a respected presence in the industry.
- To build progressive relationships.

- To improve organizational strength.
- To offer unique services.
- To understand customerizing of products.
- To fine tune competitive advantage.

VALUE

Aravind Ceramics offers great freight rates and in-stock shipping within three business days, as well as competitive pricing and fast turnaround on custom items.

EXPORTS:

A 100% Export Oriented Unit, it has been successfully catering to a loyal clientele across the globe. More than 100 containers are exported to UK, Europe and USA on a yearly basis, with a growing ambition to mark its presence in other countries as well. It believes that it is its performance, consistent quality, unerring delivery schedule, trained and skilled personnel, highly sophisticated machinery and a capable Management that has been instrumental in making its a globally recognized name.

At Aravind Ceramics s, it specializes in the production and export of carved stone products for memorials, finished granite slabs, granite blocks and other products. Its products come in all Indian premium colours as well as shades that conform to international standards.

- German
- France & Belgium
- UK
- USA & Canada
- Others

ISO

Complimenting its state-of-the-art equipment, is the ingrained obsession for quality, which has got the ISO 9001-2000 certification from "TUV NORD", Germany for Quality Management Systems.

Awards:

- KSPC: Productivity award -1983, 1989.
- Indian Institute of Materials Management – 2nd price in the store management competition..
- National Institute of Quality and Reliability – 1991.
- KSIDC – Award for excellence in Kerala Chapter – 1999.
- National Safety Council of India – Industry Safety Awards – 2003, 2004.

Infrastructure

It has a well-established infrastructure that includes all the advanced machineries and equipment's, those required in manufacturing. Its state-of-the-art plant for cutting and polishing improves the quality of products. Its processing units are equipped with various machineries like gang saw, dressing machine, edge polishing machines, polishing machines, and edge cutting machines to provide top-notch products to its customers. Its distribution network and headquarters are located in the city of Chennai.

Growth

Aravind Ceramics is poised for continuous growth and market dominance because of the vibrant leadership qualities from the top management. The management has taken significant steps to renew and refresh the core business of tile production for future, and innovative patterns for current market.

Plan

The Company's immediate plan is "To provide consistent quality service to our valuable customers". The strength of the company lies in its strong inattentiveness. It endeavors to achieve customer satisfaction through continuous innovation and by delivering current trends to the customers, cost effectively.

With a wide and deep penetration on tile market, backed with more than two decades of experience in the tile industry and with the support of all its endless list of clients and dealers, it is certain that in the near future Anuj Tiles shall set standards to the Indian tiles industry and take the industry to new heights.

Distribution network

Its distribution network is one of the largest in the region comprising of 1500+ dealers spread across South India. It also have depots and showrooms in major towns across the state. Its manufacturing unit is located at Uthiramerur, near Chennai. Our plant is ISO compliant with 9001: 2008 & 9001:2015 certifications, which are granted for our excellency in quality, service & safety standards.

Its Services

An external communication network links the organization to the world full of customers and suppliers representatives. Sometimes these external links are orchestrated carefully, specially during a crisis. At Anuj Tiles, it follows these Communication Channels to maintain a healthy relationship with our Customers, Consumers and Suppliers.

1996

- Birth of Aravind Ceramics partnership firm, specialized tiles & sanitary ware product trading company.
- Growth over the chennai city and neighboring towns.
- Expansion over various cities, towns and villages around Tamil Nadu.

2001

- Aravind ceramics(AC) grew up to be the leader in Tamil Nadu, with dealer sales, by volume.

2006

- AC established a new brand – Anuj Tiles and laid foundation for new company – Aravind Ceramic Industries Limited(ACIL).

2008

- Started manufacturing and turned out to be the first manufacturer in the state of Tamil Nadu.

2012

- The AC trading company partnership changed, and created the new Aravind Ceramics Private Ltd(ACPL).

2013

- ACIL initiated to manufacturing of Parking Tiles and, accommodated a new line for the 2nd KILN.

2015

- ACIL added Digital printing machines, housed a new line for 3rd KILN and produced the new PGVT/GVT.

2016

- ACIL added a digital machine and started manufacturing Digital Parking Tiles.

2017

- Holding the only manufacturing facility in the state of Tamil Nadu and producing a leading product Anuj Tiles, specially for South Indian market.

2018

- ACIL, Factory at Uthiramerur. ACPL, Corporate office in Porur, procurement office in Morbi – Gujarat. Depots at Coimbatore, Tirunelveli, & Oonamalai. Showrooms around Tamil Nadu and customers globally.

BOARD OF DIRECTORS

The directors of Aravind Ceramics are,

- 1. Aravindbabu Kumar – Director**
- 2. Anujbabu Kumar – Director**
- 3. Ramanuja Reddiar Kumar - Managing Director**
- 4. Gayathri Kumar - Director**

PRODUCT PROFILE

Floor tiles

- Digital Parking
- Nano Collection
- Bathroom Floor Collection
- Ceramic Collection

Digital Wall Tiles

- Bathroom Collection
- Elevation Collection
- Kitchen Collection

Glass Bowl Collection

Glass Picture Collection

Poster Collection

- Digital Glossy Collection
- Digital Matt Collection

1.4 STATEMENT OF THE PROBLEM

Ethical issues in business occur when a decision, activity or scenario conflicts with the organisation's or society's ethical standards. Both organisations and individuals can become involved in ethical issues since others may question their actions from a moral viewpoint. An ethical issue is a circumstance in which a moral conflict arises in the workplace; thus, it is a situation in which a moral standard is being challenged.

Ethical issues occur when a moral dilemma emerges and must be resolved within a corporation. Many areas of a company's general operating standards can be affected by ethical issues. When faced with an ethical issue, one must choose between doing the right thing and doing the wrong thing. There may be no right or incorrect answer when faced with a common challenge or issue. The business may suffer harm as a result of a wrong decision in an ethical quandary. Even if the harm is limited to physical discomfort, it might also include emotional distress. Ethical dilemmas also frequently deal with legal issues. Ethical behavior is an important component of obeying the law. Since the ethical issues in operations management is a sensitive to resolve since it is subject to law as well as it is challenges task for the management. Hence the study is undertaken to analyse the ethical issues in operations management in Aravind Ceramics Private Limited, Chennai.

1.5 NEED OF THE STUDY

- Business ethics enhances the law by outlining acceptable behaviours beyond government control.
- Corporations establish business ethics to promote integrity among their employees and gain trust from key stakeholders, such as investors and consumers.
- While corporate ethics programs have become common, the quality varies. If a lack of ethics in a business becomes public knowledge, that business loses credibility.
- Hence the study is to analyse ethical issues in operations management towards Aravind Ceramics Private Limited, Chennai.

- The study will be useful to the concern to understand the ethical issues in the company and can have opportunity to resolve the ethical challenges to enhance its images among the stakeholders.

1.6 OBJECTIVES OF THE STUDY

Primary objective

- To study on ethical issues in Aravind Ceramics Private Limited, Chennai

Secondary objectives

- To understand the ethical issues in HRM towards the company
- To evaluate the ethical issues in marketing in the company
- To assess the ethical issues in production towards the company
- To analyse the ethical issues in customer service in the company

1.7 SCOPE OF THE STUDY

- The study is confined to ethical issues in operations management. The survey is taken with the employees of Aravind Ceramics Private Limited, Chennai.
- The sample of the study is 120. The study helps to understand the ethical issues in HRM towards the company. It evaluates the ethical issues with marketing in the company.
- The study throws lights on to evaluate the ethical issues in production towards the company.
- The study also reveals ethical issues in customer service in the company.

CHAPTER II

2.1 REVIEW OF LITRATURE

Kitson, A., Campbell, R. (2000), 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.

AngappaGunasekaran (2012), Managing operations in both manufacturing and service organizations have evolved tremendously over the years with the change in market requirements. The market has become global, thereby compelling enterprise operations to keep up. The application of information technology/information systems (IT/IS) and outsourcing in managing operations have significantly altered the landscape of operations management (OM) strategies, techniques, and technologies. Consciousness towards environmental and safety also urges companies to examine their OM approach and manufacturing from various perspectives. Recently, energy cost and protection against terrorism have changed the portfolio of enterprise operations and therefore the approach to OM. Now, it is time to revisit the OM principles, curriculum, and training at the institution of higher learning and industries. Moreover, manufacturing has become more of a service activity, indicating significant service OM, including project management. The profile of service industries has also changed in view of the emergence of globalization, outsourcing, and IT, coupled with the rapid economic growth of emerging economies such as Brazil, Russia, India, and China (BRIC). In fact, services account for approximately 80% of the US gross domestic product (GDP); this is also a growing figure of the GDPs of other countries over the world. Again, service OM needs to be revisited in the context of the abovementioned paradigm shifts. In considering the significance of the above-

mentioned changes in the market and society as a whole, an attempt is made to study the evolution of OM and subsequently to develop a framework for new OM strategies and tactics that will support the competitiveness of organizations within the next 10–20 years.

Ugonna Augustina Ofurum (2019), this paper reviewed the literature on ethics, ethical theories, ethical principles; as well as the implications of unethical practices in organizations. The study revealed that unethical business practices have devastating consequences on organizations; since they result in poor corporate image, financial losses; market failures and sometimes complete corporate collapse. It was further observed that corruption, bad leadership, poor corporate governance, conflict of interest, lack of accountability, inadequate CSR, abusive and intimidating behaviors among others are common in most organizations. The paper concludes that it is beneficial and in the enlightened self-interest of organizations to adopt good ethical practices. The paper also recommends that managers' should ensure that ethical standards are crafted in their business philosophy and strategic intents in order to build and maintain a good corporate image.

Mohammed T. Nuseir (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.

Iyoriobhe 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.

Abalala, T.S., Islam, M.M., & Alam, M.M. (2021), the real challenge of establishing and maintaining business ethics in small and medium enterprises (SMEs) has become a global issue. We investigated the driving forces of ethical practices (EP) and its contribution to the overall performance in businesses. This study collected primary data from 117 small and medium enterprises (SMEs) in Saudi Arabia by using a well-designed questionnaire survey amongst SMEs and draw inferences using the structural equation modelling (SEM) analysis. Findings suggested that top management's characters and ethical commitment, ethical policy and culture of the organisation and external pressure positively influence the ethical practice in the organisation, which leads to a significant positive impact on both financial and non-financial performances of SMEs. But the level of fraud and corruption and the level of monitoring show a mixed moderating effect on the relationships between ethical practice in the organisation and business performance. The unique feature of this research is that both the causes and effects of EP are considered in one integrated model. This gives a more vivid picture of the ethical issue in a business organisation.

JungwooLEE (2022), Ethical management is not a choice for companies, but a necessity. This study, therefore, filled a need for further research into ethical management. We looked at the factors involved in a company's employment of an ethical management system and relationships between factors to determine how the subordinate variable, the ethical management system, affects the performance of an enterprise. In specific, this study identified internal and external factors involved in ethical management systems in Korea's domestic shipping and port logistics companies. We investigated the impact of these factors on organizational performance variables and each level of the ethical management system. According to empirical findings, only internal factors such as openness and internal integrity, and external factors such as normative and cognitive environments, had positive effects on the use of an ethical management system. On the other hand, transparency, which is an internal factor, and regulatory environment, which is an external factor, had no positive impact.

Jose-FernandoJimenez (2022), Industrial performance management can be seen as a decision-making process that aims to ensure the performance, results, and utilization of resources towards the achievement of a set of pre-settled objectives. Essentially, this model assumes that the objectives and allocated resources are related to the cost, quality, and delivery criteria under efficiency, relevance, and effectiveness constraints. However, the scope of this model is currently questioned due to the development of the Industry 4.0 initiative and the emerging risks for the human wellbeing and the society, basically since it could be extended to current needs. Industry 4.0, where digital transformations, smart systems and a profusion of data are given place, would offer scenarios in which the company, human and society sustainability can be threatened. Therefore, including the ethical notion on the use of the technological advances is considered fundamental against potential risk, such as data privacy mismanagement, surveillance policies, discrimination, and automated judgement. The methodological approach taken on this study is an explorative and interpretative research, constructed collectively by a set of researchers and industrial practitioners, based on previous works on ethics.

WalidCheffi (2023), Prior literature on the transition to a circular economy has focused primarily on societal, institutional, and technical levels and has paid less

attention to people- and organization-driven factors such as leadership and management control. Further, few studies have considered the circular economy in the context of small and medium enterprises in emerging economies. Thus, through this empirical study, we aim to fill these research gaps by investigating the concurrent effects of ethical leadership and management control systems on the extent of the circular economy in small and medium-sized enterprises in the United Arab Emirates. The survey data were collected from 111 enterprises. We performed a confirmatory factor analysis to validate the instrument and tested the theoretical model through structural equation modelling. The findings support our theoretical propositions and show that both ethical leadership and management control systems are positively associated with the extent of circular economy practices in these enterprises. Interestingly, our findings demonstrate that management control systems fully mediate the relationship between ethical leadership and the extent of the circular economy. The results suggest that ethical leadership requires the support of management control systems to convey its positive effects in terms of circular economy practices. Overall, the findings help explain how ethical leadership and management control systems are important driving mechanisms for enabling small and medium enterprises to deploy a circular economy effectively. The implications of these findings for research and practice are also discussed.

WaymondRodgers (2023), Management scholars and practitioners have highlighted the importance of ethical dimensions in the selection of strategies. However, to date, there has been little effort aimed at theoretically understanding the ethical positions of individuals/organizations concerning human resource management (HRM) decision-making processes, the selection of specific ethical positions and strategies, or the post-decision accounting for those decisions. To this end, we present a Throughput model framework that describes individuals' decision-making processes in an algorithmic HRM context. The model depicts how perceptions, judgments, and the use of information affect strategy selection, identifying how diverse strategies may be supported by the employment of certain ethical decision-making algorithmic pathways. In focusing on concerns relating to the impact and acceptance of artificial intelligence (AI) integration in HRM, this research draws insights from multidisciplinary theoretical lenses, such as AI-augmented (HRM(AI)) and HRM(AI) assimilation processes.

CHAPTER III

RESEARCH METHODOLOGY

The process of deciding how to systematically design research and conduct it is called Research Methodology. To conduct a market or social research, researcher has to plan out every step from which questions to ask to what analysis method to use, to ensure that researcher gather valid and reliable results from the research.

RESEARCH DESIGN

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, INFERENCE, analysis, and discussion of data. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

DATA SOURCES

The study basically uses primary and secondary data. The study depends mainly on the primary data and secondary data namely the text books, journals, newspapers, magazines and internet.

1. Primary data

Primary data sources can be described as those sources that are closest to the origin of the information. They contain raw information and thus, must be interpreted by researchers. Secondary sources are closely related to primary sources and often interpret them. Examples of primary sources include manuscripts, newspapers, speeches, cartoons, photographs, video, and artefacts. Primary sources can be described as those sources that are closest to the origin of the information. They contain raw information and thus, must be interpreted by researchers. Well structured questionnaire has been used for the collection of primary data from the respondents.

2. .Secondary data

Secondary sources are closely related to primary sources and often interpret them. These sources are documents that relate to information that originated elsewhere. Secondary sources often use generalizations, analysis, INFERENCE, and synthesis of primary sources. Examples of secondary sources include textbooks, articles, and reference books.

SAMPLING

Population

The aggregate elementary units in the survey are referred to as the population. Here it covers the entire employees in the company Aravind Ceramics Private Limited, Chennai.

Sample Size

The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 120 respondents.

Sampling Unit:

Sampling unit is Aravind Ceramics Private Limited, Chennai.

Sample design

Random sampling techniques were used for the study. Random sampling, or probability sampling, is a sampling method that allows for the randomization of sample selection, i.e., each sample has the same probability as other samples to be selected to serve as a representation of an entire population.

Sampling Unit

Sampling Unit of this study is Aravind Ceramics Private Limited, Chennai.

TOOLS USED

The commonly used statistical tools for analysis of collected data are:

1. Percentage analysis
2. Chi Square.
3. Correlation

Percentage analysis

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the percentage of the response of the response of the respondent. In this tool various percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

Chi-square Analysis

A chi-squared test (symbolically represented as χ^2) is basically a data analysis on the basis of observations of a random set of variables. Usually, it is a comparison of two statistical data sets. This test was introduced by Karl Pearson in 1900 for categorical data analysis and distribution. So it was mentioned as Pearson's chi-squared test.

The chi-square test is used to estimate how likely the observations that are made would be, by considering the assumption of the null hypothesis as true. A hypothesis is a consideration that a given condition or statement might be true, which we can test afterwards. Chi-squared tests are usually created from a sum of squared falsities or errors over the sample variance.

Formula

The chi-squared test is done to check if there is any difference between the observed value and expected value. The formula for chi-square can be written as;

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where O_i is the observed value and E_i is the expected value.

Correlation Analysis

Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

Correlation Coefficients

There are usually three different ways of ranking statistical correlation according to Spearman, Kendall, and Pearson. Each coefficient will represent the end result as 'r'. Spearman's Rank and Pearson's Coefficient are the two most widely used analytical formulae depending on the types of data researchers have to hand:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}$$

Here,

n = Number of values or elements

$\sum x$ = Sum of 1st values list

$\sum y$ = Sum of 2nd values list

$\sum xy$ = Sum of the product of 1st and 2nd values

$\sum x^2$ = Sum of squares of 1st values

$\sum y^2$ = Sum of squares of 2nd values

CHAPTER IV

DATA ANALYSIS AND INFERENCE

TABLE NO: 4.1 GENDER OF THE RESPONDENTS

Gender	No. of the respondents	Percent %
Male	63	52.5%
Female	57	47.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 52.5% of the respondents are male and 47.5% of the respondents are female.

Thus the majority of the respondents are male.

CHART: 4.1

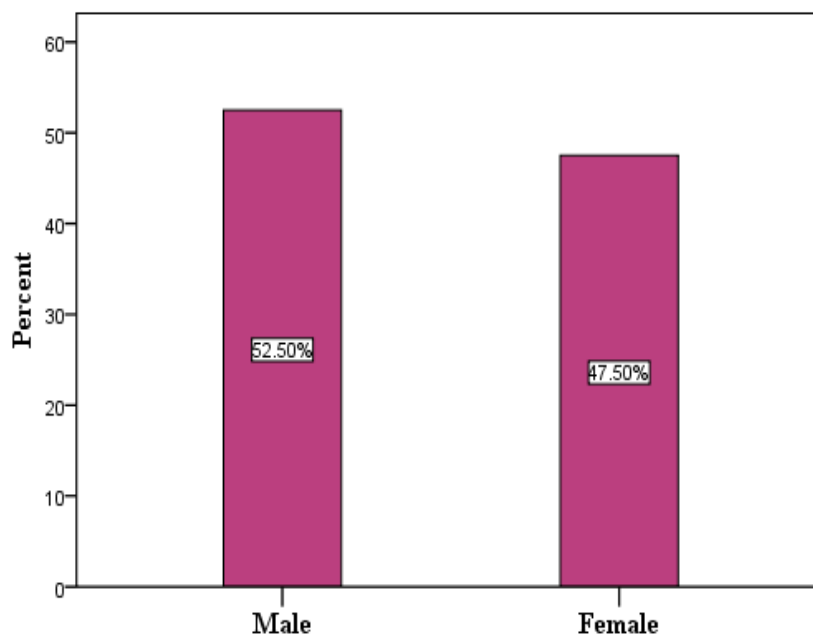


TABLE NO: 4.2 AGE OF THE RESPONDENTS

Age	No. of the respondents	Percent%
Below 20 years	31	25.8%
20 - 30 years	41	34.2%
31 - 40 years	18	15.0%
41 – 50 years	20	16.7%
Above 50 years	10	8.3%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 25.8% of the respondents are in the age group of below 20 years, 34.2% of the respondents are in the age group of 20 - 30 years, 15.0% of the respondents are in the age group of 31 - 40 years, 16.7% of the respondents are in the age group of 41 – 50 years and 8.3% of the respondents are in the age group of above 50 years.

Thus the majority of the respondents are in the age group 20 - 30 years.

CHART: 4.2

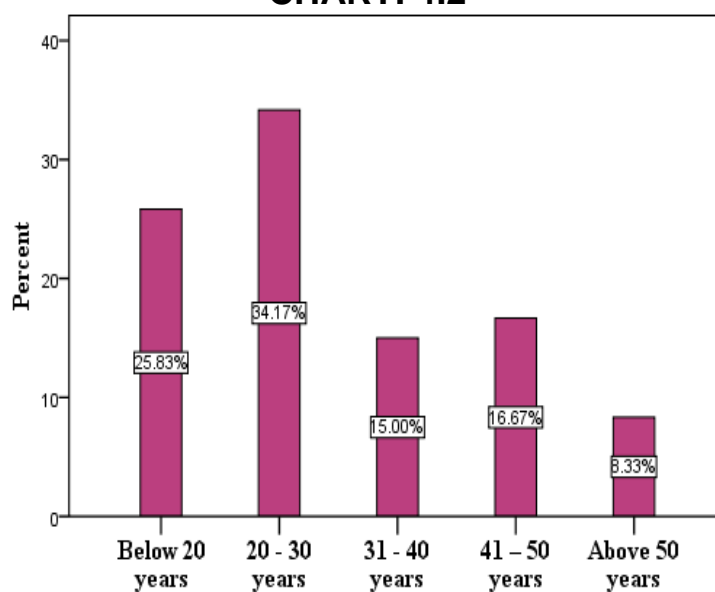


TABLE NO: 4.3 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Educational Qualification	No. of the respondents	Percent%
HSC	20	16.7%
UG	33	27.5%
PG	37	30.8%
Diploma	20	16.7%
Others	10	8.3%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 16.7% of the respondents have completed HSC, 27.5% of the respondents have completed UG degree, 30.8% of the respondents have completed PG degree, 16.7% of the respondents have completed Diploma and 8.3% of the respondents have completed other educational qualification.

Thus the majority of the respondents have completed PG degree.

CHART: 4.3

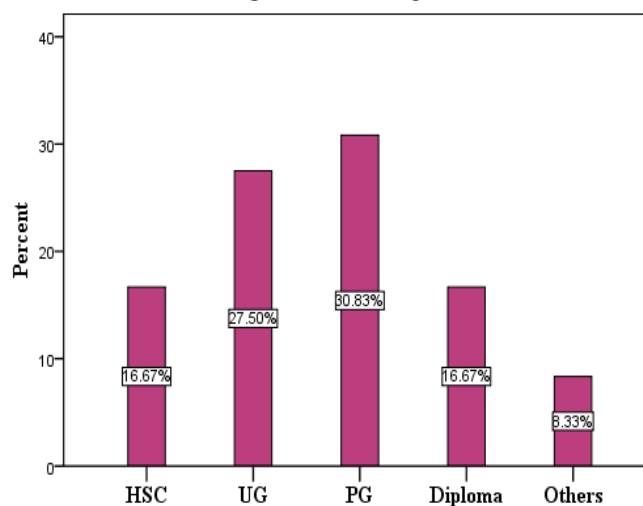


TABLE NO: 4.4 MONTHLY SALARY OF THE RESPONDENTS

Monthly Salary	No. of the respondents	Percent%
Below Rs. 20,000	35	29.2%
Rs.20,000-30,000	47	39.2%
Rs. 30,000-40,000	14	11.7%
Rs. 40,001-50,000	8	6.7%
Above Rs. 50,000	16	13.3%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 29.2% of the respondents have below Rs. 20,000, 39.2% of the respondents have Rs.20,000-30,000, 11.7% of the respondents have Rs. 30,000-40,000, 6.7% of the respondents have Rs. 40,001-50,000 and 13.3% of the respondents have above Rs.50,000 as their income level.

Thus the majority of the respondents have Rs.20, 000-30,000 as their income level.

CHART NO: 4.4

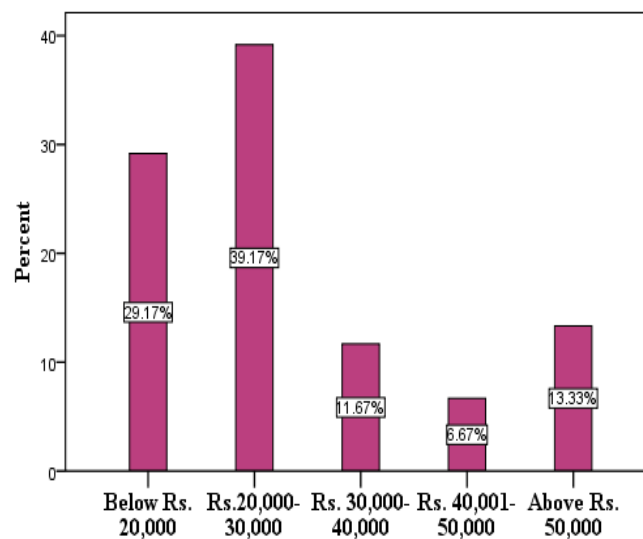


TABLE NO: 4.5 EXPERIENCE OF THE RESPONDENTS

Experience	No. of the respondents	Percent%
Below 5 years	26	21.7%
5 – 10 years	50	41.7%
11 – 15 years	26	21.7%
15- 20 years	6	5.0%
Above 20 years	12	10.0%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 21.7% of the respondents have below 5 years, 41.7% of the respondents have 5 – 10 years, 21.7% of the respondents have 11 – 15 years, 5.0% of the respondents have 15 - 20 years and 10.0% of the respondents have above 20 years experience.

Thus the majority of the respondents have 5 – 10 years experience.

CHART NO: 4.5

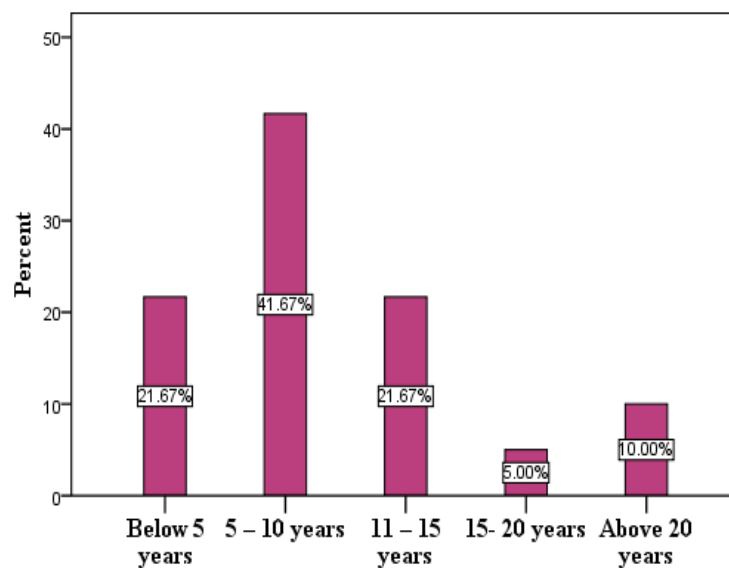


TABLE NO: 4.6 ISSUES RELATED TO CASH AND INCENTIVE PLANS

Particulars	No. of the respondents	Percent%
Strongly agree	43	35.8%
Agree	37	30.8%
Neither agree nor disagree	24	20.0%
Disagree	7	5.8%
Strongly disagree	9	7.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 35.8% of the respondents said that strongly agree, 30.8% of the respondents said that agree, 20.0% of the respondents said that neither agree nor disagree, 5.8% of the respondents said that disagree and 7.5% of the respondents said that strongly disagree towards issues related to cash and incentive plans.

Thus the majority of the respondents said that strongly agree towards issues related to cash and incentive plans.

CHART NO: 4.6

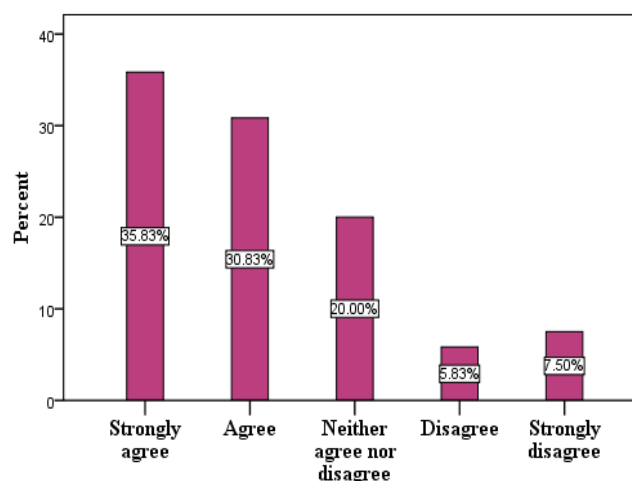


TABLE NO: 4.7 ISSUES RELATED TO DISCRIMINATIONS OF THE EMPLOYEES

Particulars	No. of the respondents	Percent%
Strongly agree	32	26.7%
Agree	44	36.7%
Neither agree nor disagree	12	10.0%
Disagree	7	5.8%
Strongly disagree	25	20.8%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 26.7% of the respondents said that strongly agree, 36.7% of the respondents said that agree, 10.0% of the respondents said that neither agree nor disagree, 5.8% of the respondents said that disagree and 20.8% of the respondents said that strongly disagree towards issues related to discriminations of the employees.

Thus the majority of the respondents said that agree towards issues related to discriminations of the employees.

CHART NO: 4.7

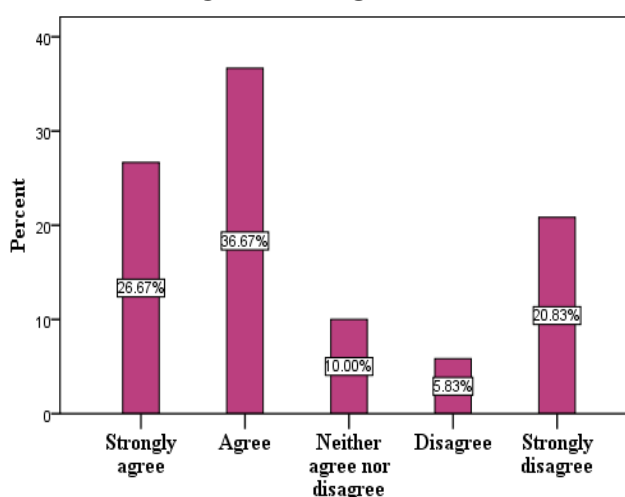


TABLE NO: 4.8 ISSUES RELATED TO PERFORMANCE APPRAISAL

Particulars	No. of the respondents	Percent%
Strongly agree	35	29.2%
Agree	21	17.5%
Neither agree nor disagree	16	13.3%
Disagree	27	22.5%
Strongly disagree	21	17.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 29.2% of the respondents said that strongly agree, 17.5% of the respondents said that agree, 13.3% of the respondents said that neither agree nor disagree, 22.5% of the respondents said that disagree and 17.5% of the respondents said that strongly disagree towards issues related to performance appraisal.

Thus the majority of the respondents said that strongly agree towards issues related to performance appraisal.

CHART NO: 4.8

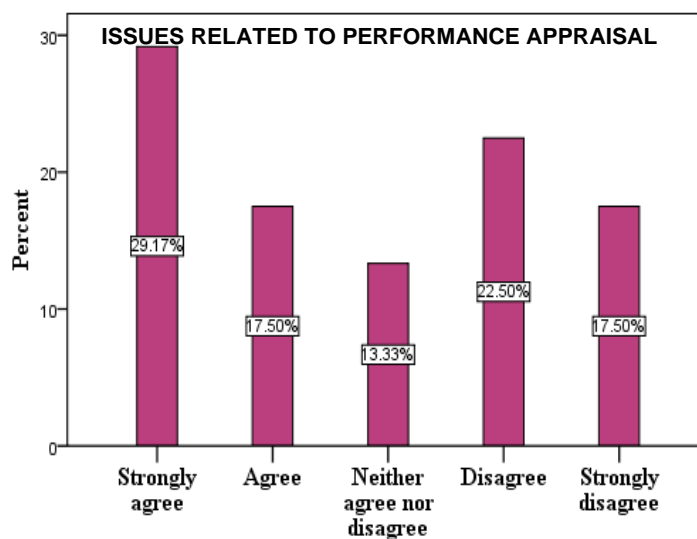


TABLE NO: 4.9 ISSUES RELATED TO RESTRUCTURING AND LAYOFFS

Particulars	No. of the respondents	Percent%
Strongly agree	17	14.2%
Agree	34	28.3%
Neither agree nor disagree	39	32.5%
Disagree	22	18.3%
Strongly disagree	8	6.7%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 14.2% of the respondents said that strongly agree, 28.3% of the respondents said that agree, 32.5% of the respondents said that neither agree nor disagree, 18.3% of the respondents said that disagree and 6.7% of the respondents said that strongly disagree towards issues related to restructuring and layoffs.

Thus the majority of the respondents said that neither agree nor disagree towards issues related to restructuring and layoffs.

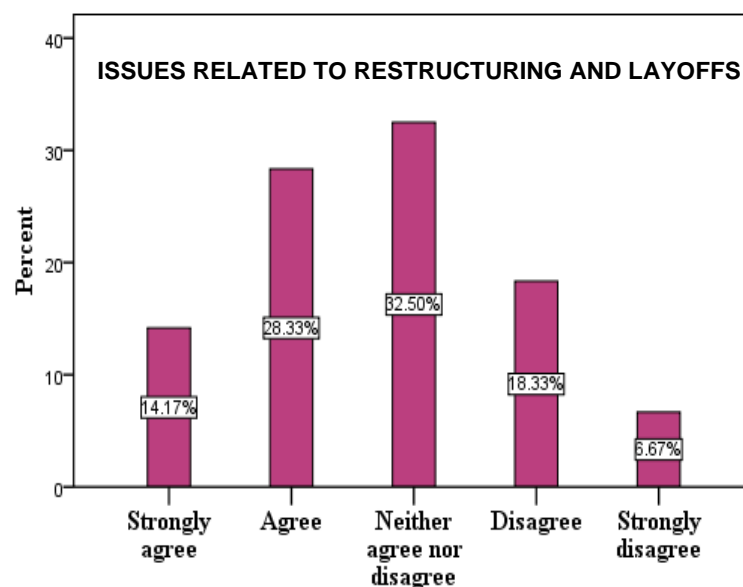
CHART NO: 4.9

TABLE NO: 4.10 ISSUES RELATED TO PRIVACY

Particulars	No. of the respondents	Percent%
Strongly agree	34	28.3%
Agree	47	39.2%
Neither agree nor disagree	11	9.2%
Disagree	9	7.5%
Strongly disagree	19	15.8%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 28.3% of the respondents said that strongly agree, 39.2% of the respondents said that agree, 9.2% of the respondents said that neither agree nor disagree, 7.5% of the respondents said that disagree and 15.8% of the respondents said that strongly disagree towards issues related to privacy.

Thus the majority of the respondents said that agree towards issues related to privacy.

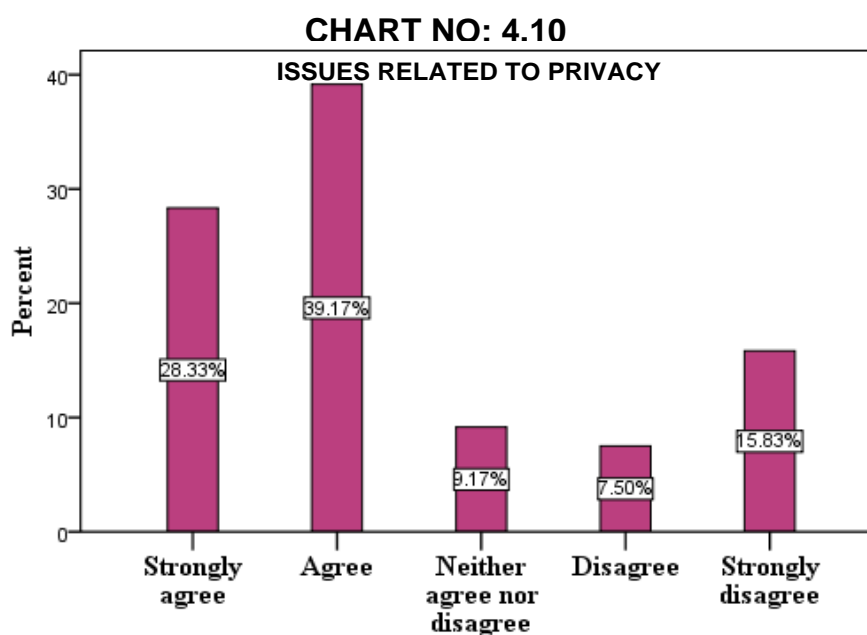


TABLE NO: 4.11 ISSUES RELATED TO MARKET RESEARCH

Particulars	No. of the respondents	Percent%
Strongly agree	43	35.8%
Agree	34	28.3%
Neither agree nor disagree	14	11.7%
Disagree	8	6.7%
Strongly disagree	21	17.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 35.8% of the respondents said that strongly agree, 28.3% of the respondents said that agree, 11.7% of the respondents said that neither agree nor disagree, 6.7% of the respondents said that disagree and 17.5% of the respondents said that strongly disagree towards issues related to market research. Thus the majority of the respondents said that strongly agree towards issues related to market research.

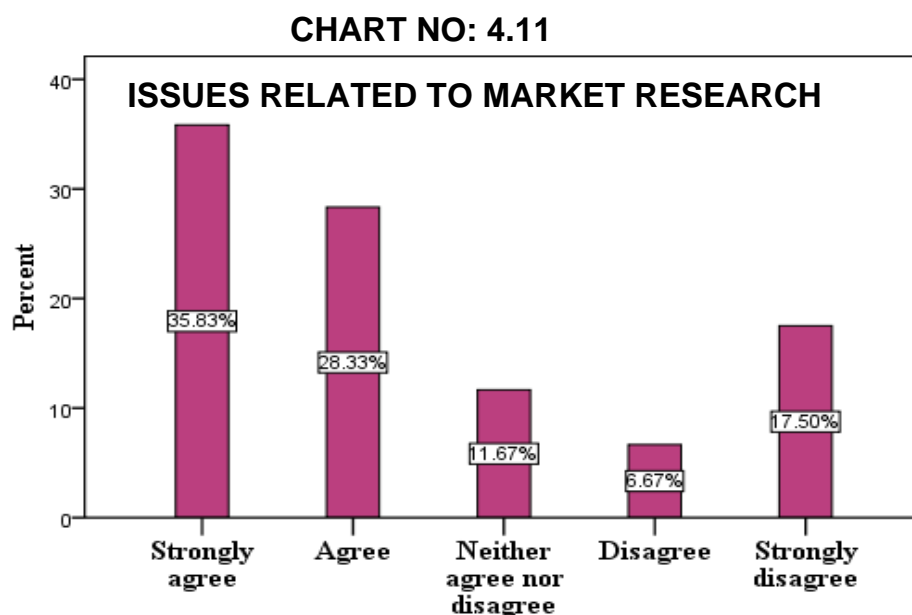


TABLE NO: 4.12 ISSUES RELATED TO PRICING

Particulars	No. of the respondents	Percent%
Strongly agree	38	31.7%
Agree	31	25.8%
Neither agree nor disagree	28	23.3%
Disagree	12	10.0%
Strongly disagree	11	9.2%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 31.7% of the respondents said that strongly agree, 25.8% of the respondents said that agree, 23.3% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 9.2% of the respondents said that strongly disagree towards issues related to pricing.

Thus the majority of the respondents said that strongly agree towards issues related to pricing.

CHART NO: 4.12

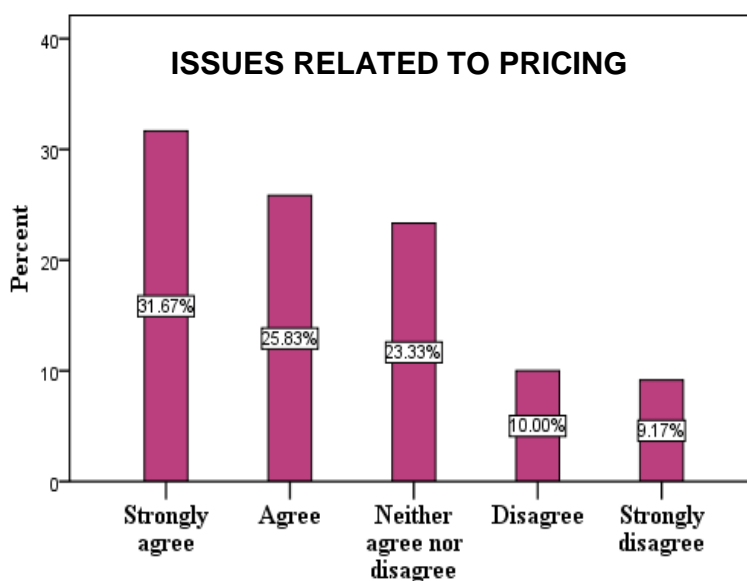


TABLE NO: 4.13 ISSUES RELATED TO DISTRIBUTION

Particulars	No. of the respondents	Percent%
Strongly agree	43	35.8%
Agree	70	58.3%
Neither agree nor disagree	4	3.3%
Disagree	2	1.7%
Strongly disagree	1	.8%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 35.8% of the respondents said that strongly agree, 58.3% of the respondents said that agree, 3.3% of the respondents said that neither agree nor disagree, 1.7% of the respondents said that disagree and 0.8% of the respondents said that strongly disagree towards issues related to distribution.

Thus the majority of the respondents said that agree towards issues related to distribution.

CHART NO: 4.13

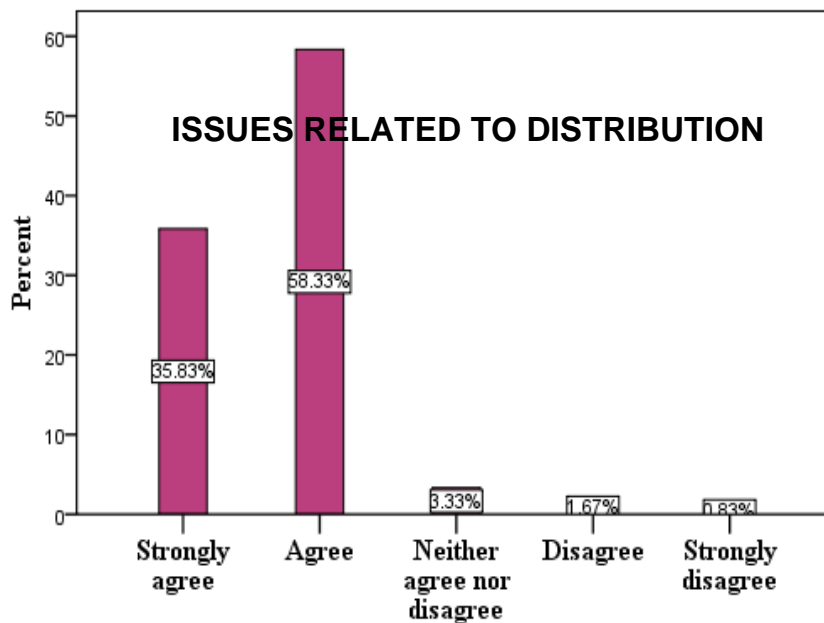


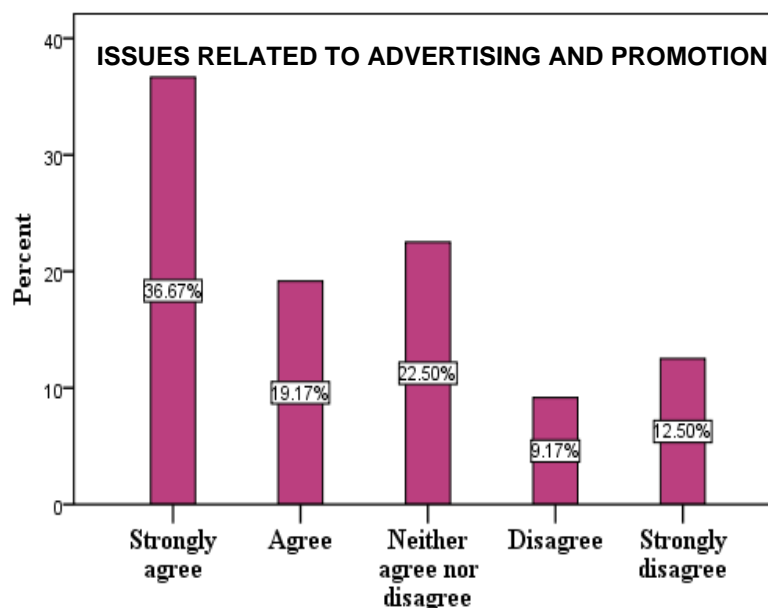
TABLE NO: 4.14 ISSUES RELATED TO ADVERTISING AND PROMOTION

Particulars	No. of the respondents	Percent%
Strongly agree	44	36.7%
Agree	23	19.2%
Neither agree nor disagree	27	22.5%
Disagree	11	9.2%
Strongly disagree	15	12.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 36.7% of the respondents said that strongly agree, 19.2% of the respondents said that agree, 22.5% of the respondents said that neither agree nor disagree, 9.2% of the respondents said that disagree and 12.5% of the respondents said that strongly disagree towards issues related to advertising and promotion. Thus the majority of the respondents said that strongly agree towards issues related to advertising and promotion.

CHART NO: 4.14

**TABLE NO: 4.15 ISSUES RELATED TO DATA COLLECTION AND
PRIVACY**

Particulars	No. of the respondents	Percent%
Strongly agree	58	48.3%
Agree	18	15.0%
Neither agree nor disagree	14	11.7%
Disagree	24	20.0%
Strongly disagree	6	5.0%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 48.3% of the respondents said that strongly agree, 15.0% of the respondents said that agree, 11.7% of the respondents said that neither agree nor disagree, 20.0% of the respondents said that disagree and 5.0% of the respondents said that strongly disagree towards issues related to data collection and privacy. Thus the majority of the respondents said that strongly agree towards issues related to data collection and privacy.

CHART NO: 4.15

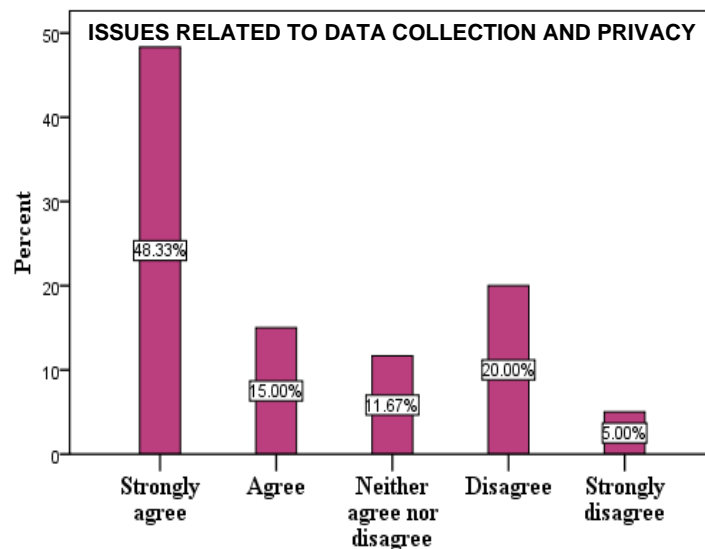


TABLE NO: 4.16 CONFLICTS OF INTEREST AMONG THE EMPLOYEES

Particulars	No. of the respondents	Percent%
Strongly agree	18	15.0%
Agree	41	34.2%
Neither agree nor disagree	24	20.0%
Disagree	28	23.3%
Strongly disagree	9	7.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 15.0% of the respondents said that strongly agree, 34.2% of the respondents said that agree, 20.0% of the respondents said that neither agree nor disagree, 23.3% of the respondents said that disagree and 7.5% of the respondents said that strongly disagree towards conflicts of interest among the employees. Thus the majority of the respondents said that agree towards conflicts of interest among the employees.

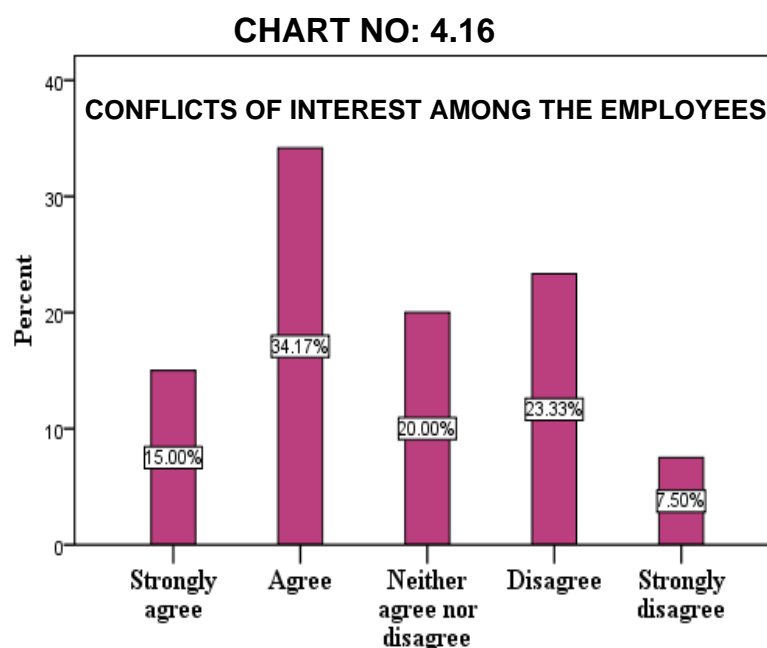


TABLE NO: 4.17 ISSUES IN WORK FORCE DIVERSITY

Particulars	No. of the respondents	Percent%
Strongly agree	55	45.8%
Agree	29	24.2%
Neither agree nor disagree	29	24.2%
Disagree	2	1.7%
Strongly disagree	5	4.2%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 45.8% of the respondents said that strongly agree, 24.2% of the respondents said that agree, 24.2% of the respondents said that neither agree nor disagree, 1.7% of the respondents said that disagree and 4.2% of the respondents said that strongly disagree towards issues in work force diversity.

Thus the majority of the respondents said that strongly agree towards issues in work force diversity.

CHART NO: 4.17

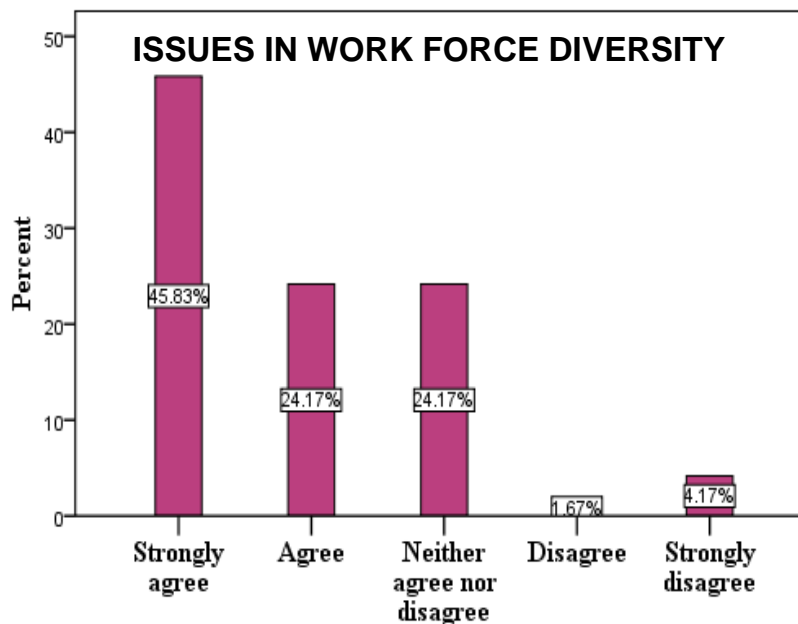


TABLE NO: 4.18 MANAGING FOR ETHICAL CONDUCT IN MODERN TIMES

Particulars	No. of the respondents	Percent%
Strongly agree	23	19.2%
Agree	46	38.3%
Neither agree nor disagree	24	20.0%
Disagree	7	5.8%
Strongly disagree	20	16.7%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 19.2% of the respondents said that strongly agree, 38.3% of the respondents said that agree, 20.0% of the respondents said that neither agree nor disagree, 5.8% of the respondents said that disagree and 16.7% of the respondents said that strongly disagree towards managing for ethical conduct in modern times. Thus the majority of the respondents said that agree towards managing for ethical conduct in modern times.

CHART NO: 4.18

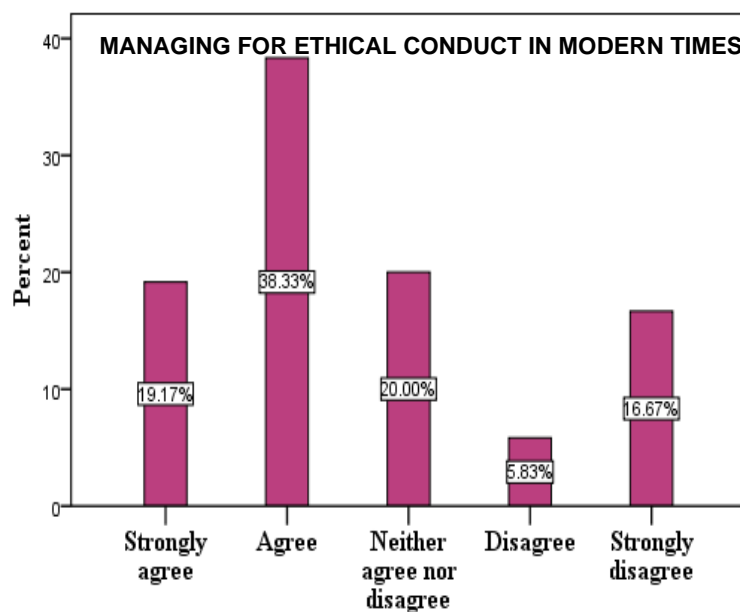


TABLE NO: 4.19 WORKPLACE-SAFETY ISSUES

Particulars	No. of the respondents	Percent%
Strongly agree	49	40.8%
Agree	15	12.5%
Neither agree nor disagree	28	23.3%
Disagree	12	10.0%
Strongly disagree	16	13.3%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 40.8% of the respondents said that strongly agree, 12.5% of the respondents said that agree, 23.3% of the respondents said that neither agree nor disagree, 10.0% of the respondents said that disagree and 13.3% of the respondents said that strongly disagree towards workplace-safety issues. Thus the majority of the respondents said that strongly agree towards workplace-safety issues.

CHART NO: 4.19



TABLE NO: 4.20 LEGAL LIABILITY

Particulars	No. of the respondents	Percent%
Strongly agree	23	19.2%
Agree	49	40.8%
Neither agree nor disagree	21	17.5%
Disagree	18	15.0%
Strongly disagree	9	7.5%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 19.2% of the respondents said that strongly agree, 40.8% of the respondents said that agree, 17.5% of the respondents said that neither agree nor disagree, 15.0% of the respondents said that disagree and 7.5% of the respondents said that strongly disagree towards legal liability. Thus the majority of the respondents said that agree towards legal liability.

CHART NO: 4.20

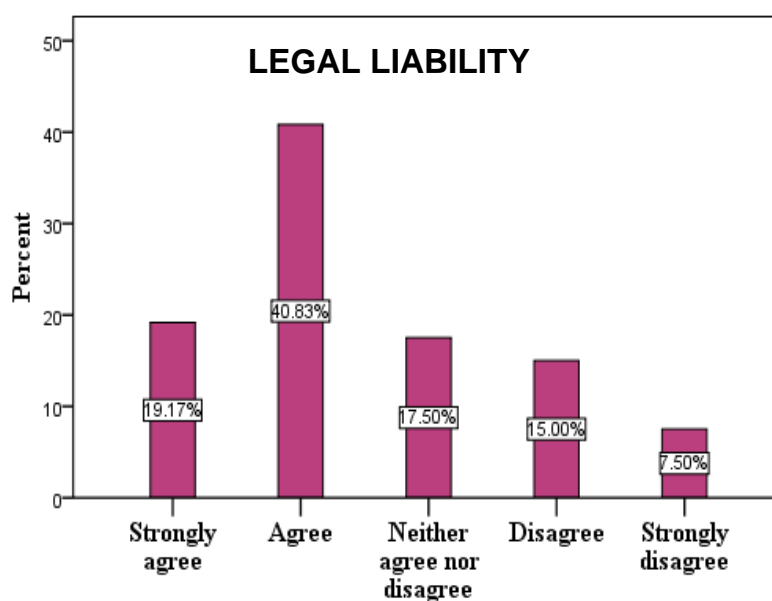


TABLE NO: 4.21 DENYING MINOR CUSTOMER COMPLAINTS

Particulars	No. of the respondents	Percent%
Strongly agree	59	49.2%
Agree	15	12.5%
Neither agree nor disagree	30	25.0%
Disagree	9	7.5%
Strongly disagree	7	5.8%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 49.2% of the respondents said that strongly agree, 12.5% of the respondents said that agree, 25.0% of the respondents said that neither agree nor disagree, 7.5% of the respondents said that disagree and 5.8% of the respondents said that strongly disagree towards denying minor customer complaints. Thus the majority of the respondents said that strongly agree towards denying minor customer complaints.

CHART NO: 4.21

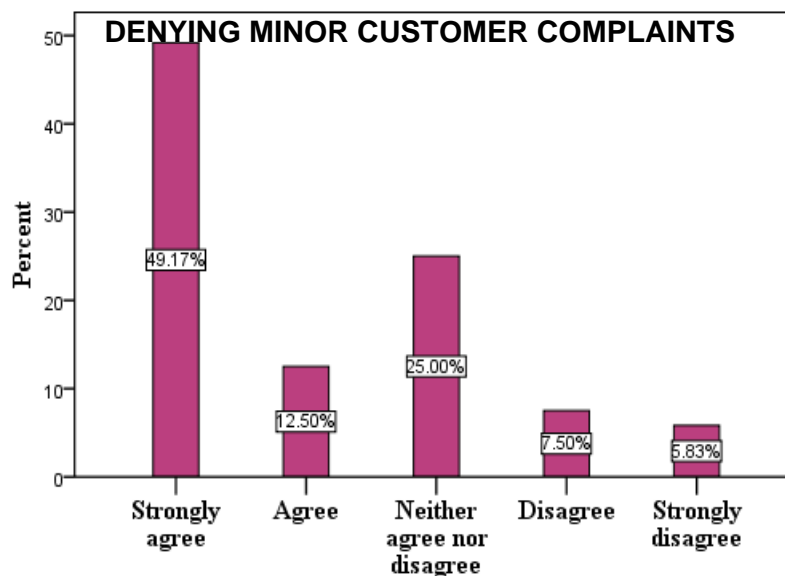


TABLE NO: 4.22 DELAYING IN CUSTOMER CLAIMS

Particulars	No. of the respondents	Percent
Strongly agree	26	21.7%
Agree	33	27.5%
Neither agree nor disagree	28	23.3%
Disagree	25	20.8%
Strongly disagree	8	6.7%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 21.7% of the respondents said that strongly agree, 27.5% of the respondents said that agree, 23.3% of the respondents said that neither agree nor disagree, 20.8% of the respondents said that disagree and 6.7% of the respondents said that strongly disagree towards delaying in customer claims. Thus the majority of the respondents said that agree towards delaying in customer claims.

CHART NO: 4.22

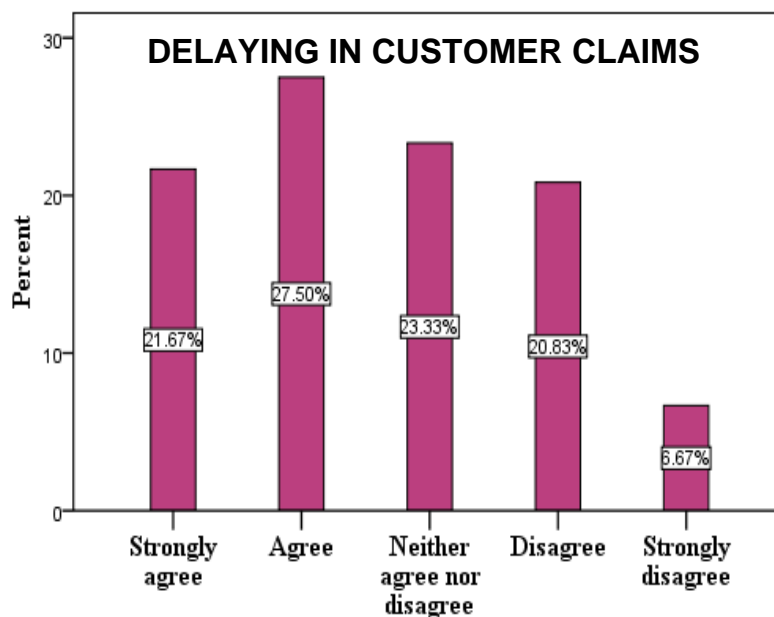


TABLE NO: 4.23 NOT ACCEPTING THE CUSTOMERS GRIEVANCES TO RESPOND

Particulars	No. of the respondents	Percent%
Strongly agree	32	26.7%
Agree	20	16.7%
Neither agree nor disagree	20	16.7%
Disagree	28	23.3%
Strongly disagree	20	16.7%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 26.7% of the respondents said that strongly agree, 16.7% of the respondents said that agree, 16.7% of the respondents said that neither agree nor disagree, 23.3% of the respondents said that disagree and 16.7% of the respondents said that strongly disagree towards not accepting the customers grievances to respond. Thus the majority of the respondents said that strongly agree towards not accepting the customers grievances to respond.

CHART NO: 4.23

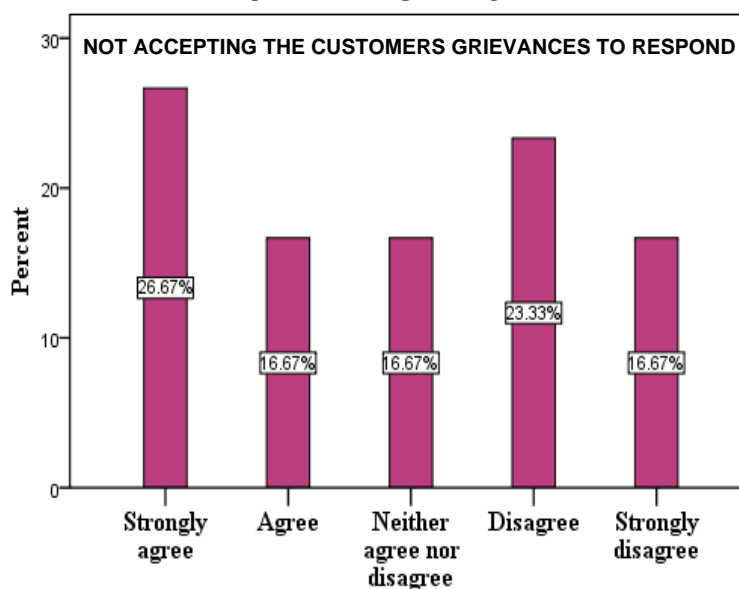


TABLE NO: 4.24 CHARGING UNFAIR PRICE CHARGES FOR ACCESSORIES

Particulars	No. of the respondents	Percent%
Strongly agree	33	27.5%
Agree	46	38.3%
Neither agree nor disagree	22	18.3%
Disagree	8	6.7%
Strongly disagree	11	9.2%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 27.5% of the respondents said that strongly agree, 38.3% of the respondents said that agree, 18.3% of the respondents said that neither agree nor disagree, 6.7% of the respondents said that disagree and 9.2% of the respondents said that strongly disagree towards charging unfair price charges for accessories. Thus the majority of the respondents said that agree towards charging unfair price charges for accessories.

CHART NO: 4.24

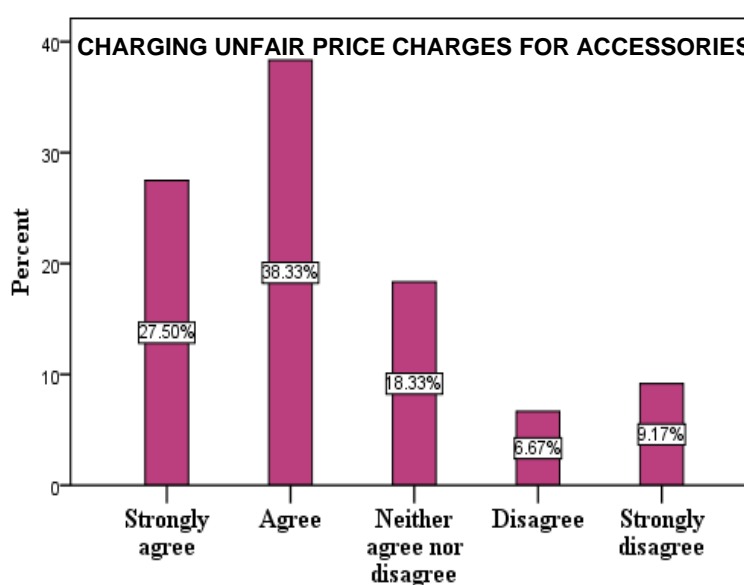


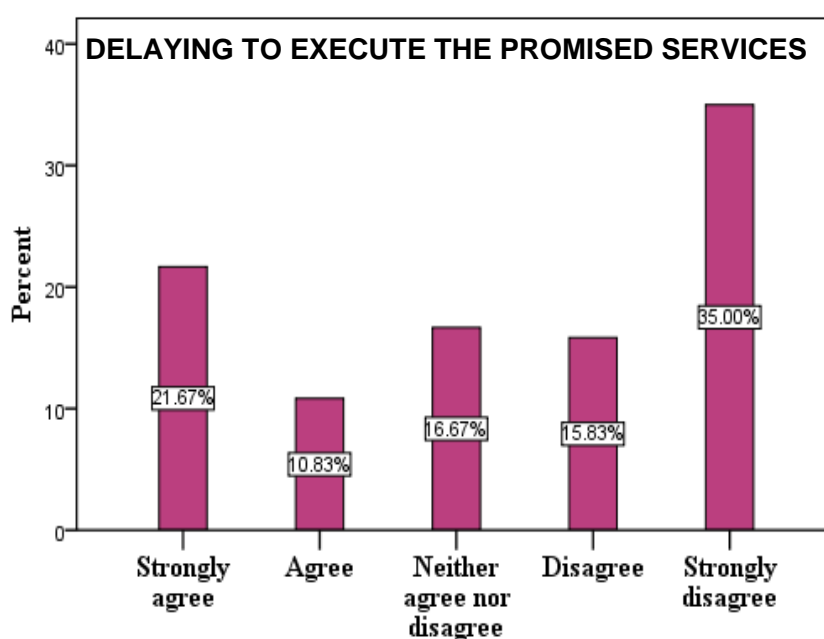
TABLE NO: 4.25 DELAYING TO EXECUTE THE PROMISED SERVICES

Particulars	No. of the respondents	Percent%
Strongly agree	26	21.7%
Agree	13	10.8%
Neither agree nor disagree	20	16.7%
Disagree	19	15.8%
Strongly disagree	42	35.0%
Total	120	100.0%

Source: Primary data

INFERENCE

The above table shows that 21.7% of the respondents said that strongly agree, 10.8% of the respondents said that agree, 16.7% of the respondents said that neither agree nor disagree, 15.8% of the respondents said that disagree and 35.0% of the respondents said that strongly disagree towards delaying to execute the promised services. Thus the majority of the respondents said that strongly disagree towards delaying to execute the promised services.

CHART NO: 4.25

4.2 CHI-SQUARE ANALYSIS

RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND ETHICAL ISSUES IN HRM

HYPOTHESIS TESTING

Null hypothesis (Ho):

There is no significant difference between the gender of the respondents and ethical issues in HRM.

Alternative hypothesis (H1):

There is significant difference between the gender of the respondents and ethical issues in HRM.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER OF THE RESPONDENTS * ETHICAL ISSUES IN HRM	120	100.0%	0	.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.475 ^a	17	.051
Likelihood Ratio	34.791	17	.007
Linear-by-Linear Association	16.760	1	.000
N of Valid Cases	120		

a. 30 cells (83.3%) have expected count less than 5. The minimum expected count is .48.

INFERENCE:

As per the above table, it is inferred that the P value is 0.051; it is not significant to 5% (0.05) significant level. The minimum expected count is 0.48. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and ethical issues in HRM.

4.3 CORRELATION ANALYSIS

RELATIONSHIP BETWEEN ETHICAL ISSUES IN MARKETING AND ETHICAL ISSUES IN CUSTOMER SERVICE

Correlations

	ETHICAL ISSUES IN MARKETING	ETHICAL ISSUES IN CUSTOMER SERVICE
Pearson Correlation	1	.535**
Sig. (2-tailed)		.000
N	120	120
Pearson Correlation	.535**	1
Sig. (2-tailed)	.000	
N	120	120

INFERENCE:

The Above table indicates that out of 120 respondents, co-efficient of correlation between ethical issues in marketing and ethical issues in customer service is 0.535. It is below 1. So there is positive relationship between ethical issues in marketing and ethical issues in customer service.

CHAPTER-V

5.1 FINDINGS

- 52.5% of the respondents are male.
- 34.2% of the respondents are in the age group 20 - 30 years.
- 30.8% of the respondents have completed PG degree.
- 39.2% of the respondents have Rs.20, 000-30,000 as their income level.
- 41.7% of the respondents have 5 – 10 years experience.
- 35.8% of the respondents said that strongly agree towards issues related to cash and incentive plans.
- 36.7% of the respondents said that agree towards issues related to discriminations of the employees.
- 29.2% of the respondents said that strongly agree towards issues related to performance appraisal.
- 32.5% of the respondents said that neither agree nor disagree towards issues related to restructuring and layoffs.
- 39.2% of the respondents said that agree towards issues related to privacy.
- 35.8% of the respondents said that strongly agree towards issues related to market research.
- 31.7% of the respondents said that strongly agree towards issues related to pricing.
- 58.3% of the respondents said that agree towards issues related to distribution.
- 36.7% of the respondents said that strongly agree towards issues related to advertising and promotion.

- 48.3% of the respondents said that strongly agree towards issues related to data collection and privacy.
- 34.2% of the respondents said that agree towards conflicts of interest among the employees.
- 45.8% of the respondents said that strongly agree towards issues in work force diversity.
- 38.3% of the respondents said that agree towards managing for ethical conduct in modern times.
- 40.8% of the respondents said that strongly agree towards workplace-safety issues.
- 40.8% of the respondents said that agree towards legal liability.
- 49.2% of the respondents said that strongly agree towards denying minor customer complaints.
- 27.5% of the respondents said that agree towards delaying in customer claims.
- 26.7% of the respondents said that strongly agree towards not accepting the customers grievances to respond.
- 38.3% of the respondents said that agree towards charging unfair price charges for accessories.
- 35.0% of the respondents said that strongly disagree towards delaying to execute the promised services.
- The P value is 0.051. It is not significant to 5% (0.05) significant level. The minimum expected count is 0.48. Thus null hypothesis is accepted and it is found that there is no significant relationship between the gender of the respondents and ethical issues in HRM
- Co-efficient of correlation between ethical issues in marketing and ethical issues in customer service is 0.535. It is below 1. So there is positive

relationship between age of the respondents and ethical issues in marketing ethical issues in marketing and ethical issues in customer service.

5.2 SUGGESTIONS

- The company must implement proper cash and incentive plan for the employees to motivate them.
- There should not be any discrimination based on gender, caste, religion, colour and etc., in the working place.
- There must be bias free performance appraisal. The feedback and report must be intimated to concerned employees fairly.
- The company must restructuring the HR policies based on current contemporary as well as it must do layoffs if necessary with proper intimation to the employees.
- The market research must be carried out to welfare of the customers in order to attain social benefits.
- The pricing strategy adopted by the concern must be based on customer satisfaction. The price of the products and services must be affordable one for the customers.
- The company must take all the efforts to make avail the products in all the areas. There must be proper distribution strategy with legal boundary.
- The advertisements and sales promotional strategies must not contain any unethical in the industry and on the society. It must be subject to ethical one.
- The company must collect the data with the proper ethics and the collected data should not be misused. It must be maintained confidentially.
- The company must ensure the unity among the employees. There should not be any conflicts among the employees in the work place.

- There must be work force diversity in order to attain the benefits of organizational goals. There must not be any unethical issues in the work place.
- The company must concentrate to ethical conduct in all aspects in order to maintain the goodwill of the company.
- The management must ensure for work place safety always to prevent statutory issues in future.
- The company must contribute to resolve the minor complaints too since customers essential for the business.
- There must be separate customer grievance care cell to take prompt action to satisfy them.
- The company must take all steps to execute the services at promised time for the customers.

5.3 LIMITATIONS OF THE STUDY

- Due to the time constraints, only specific sample size from the entire segment has been considered for the study.
- Whatever the data had been gathered is based on suggestive study but not exhaustive study.
- The researcher found it difficult to collect the questionnaire, since some of the respondents did not give proper response.
- The sample taken for this study is 120 only.

5.4 CONCLUSION

An ethical issue is a circumstance in which a moral conflict arises in the workplace; thus, it is a situation in which a moral standard is being challenged. Ethical issues in the workplace occur when a moral dilemma emerges and must be resolved within a corporation. By establishing clear guidelines for behavior, ethics help create an atmosphere of trust and respect. This, in turn, leads to greater job satisfaction and productivity. Additionally, ethical practices help protect both employees and employers from potential legal problems. The management has to concentrate to prevent the ethical issues in every of its performance. If it ignores to maintain ethics in every aspect, the survival in the industry is very difficult one. Hence in order to survive, increase its reputation and to escape from statutory penalties, the company must contribute its focus in preventing the ethical issues in all aspects.

ethical issues in overall management are of critical importance in today's business environment. Organizations need to understand the ethical implications of their actions and decisions and adopt ethical practices that promote social responsibility, integrity, and transparency. This involves developing ethical codes of conduct, training employees on ethical behavior, establishing effective communication channels, and promoting a culture of ethical awareness and responsibility. Failure to address ethical issues in management can lead to legal, financial, and reputational consequences that can negatively impact the organization's long-term success. Therefore, it is crucial for organizations to prioritize ethics and make it an integral part of their overall management strategy.

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ANNEXURE - QUESTIONNAIRE

A STUDY ON ETHICAL ISSUES IN OPERATIONS MANAGEMENT IN ARAVIND CERAMICS PRIVATE LIMITED, CHENNAI

1.Name:

2. Gender

- a) Male b) Female

3. Age

- a) Below 20 years b) 20 - 30 years c) 31 - 40 years
d) 41 – 50 years e) Above 50 years

4. Educational qualification

- a) HSC b) UG c) PG d) Diploma e) Others

5. Monthly salary

- a) Below Rs. 20,000 b) Rs.20,000-30,000
c) Rs. 30,000-40,000 d) Rs. 40,001-50,000 e) Above Rs. 50,000

6. Experience

- a) Below 5 years b) 5 – 10 years c) 11 – 15 years
d) 15- 20 years e) Above 20 years

Ethical issues in HRM

	Strongly agree	Agree	Neither agree nor	Disagree	Strongly disagree
7.Issues related to Cash and Incentive Plans					
8.Issues related to Discriminations of the employees					
9.Issues related to Performance Appraisal					
10.Issues related to Restructuring and Layoffs					
11.Issues related to Privacy					

Ethical issues in marketing

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
12.Issues related to Market research					
13.Issues related to Pricing					
14.Issues related to Distribution					
15.Issues related to Advertising and Promotion					
16.Issues related to data Collection and Privacy					

Ethical issues in various areas of management

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
17.Conflicts of interest among the employees					
18.Issues in work Force Diversity					
19.Managing for ethical conduct in modern times					
20.Workplace-Safety Issues					
21.Legal Liability					

Ethical issues in customer service

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
22.Denying minor customer complaints					
23.Delaying in customer claims					
24.Not accepting the customers grievances to respond					
25.Charging unfair price charges for accessories					
26.Delaying to execute the promised services					

27. Suggestions -----

