

MARKETING MANAGEMENT AND STRATEGY

WEEK 14

ETHICAL ISSUES IN MARKETING MANAGEMENT

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14.1 Introduction

Welcome to the final lecture on this course. I begin by congratulating you for making it to the end. It is my sincere hope that you have gained a lot from the lectures and that you are ready to apply the knowledge when called upon. I also hope you have carried out the project well which was meant to compare what happens in real world compared with classroom teachings. I would be glad to hear the main lessons learnt and how you wish to apply them. To sum up these lectures we need to examine ethical issues that market must confront as they carry out their activities and how they make right decisions on these issues.

14.2 Intended Learning Outcomes

At the end of this lecture, you will be able to:

1. Describe the concept of ethics in marketing
2. Describe ethical dilemma faced by marketing managers/marketer
3. Discuss ways of making ethics work in marketing field

14.3 Quotes on ethics in marketing

1. "Marketing is the creative use of truth" Philip Kotler
2. "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently" Warren Buffett
3. "Ethics is knowing the difference between what you have a right to do and what is right to do." Potter Stewart
4. "If ethics are poor at the top, that behavior is copied down through the organization." Robert Noyce
5. "If you don't have integrity, you have nothing. You can't buy it. You can have all the money in the world, but if you are not a moral and ethical person, you really have nothing" Henry Kravis
6. "It is easy to dodge our responsibilities, but we cannot dodge the consequences of dodging our responsibilities" Josiah Stamp
7. "Living up to your commitments is part of ethics. My word is my bond." Isadore Sharp
8. "Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations" Steve Jobs
9. "Many leaders are asking fundamental questions about what they're in, why they are doing it and how it can be used as a means of healing human and natural communities" Amory Lovins

14.4 Definition and views on ethics

There is generally no one agreed definition of ethics. Various authors define ethics different but agree that it has to do with what is right and wrong in a particular situation. Ethics means a standard of behavior, a conception of right or wrong conduct (Lawrence and Weber, 2011). Ethical principles are guides to what is right and wrong usually derived from religious beliefs as well as industry and professions, families, friends, school, and the media. For marketers, ethics in the workplace refers to rules (standards, principles) governing the conduct of organizational members and the consequences of marketing decisions (Ferrell, 2005). Ethics is defined as an inquiry into the nature and grounds of morality where morality means moral judgments, standards, and rules of conduct (Tsalikis and Fritzs, 1989). Murphy P.E (2005) mentioned ethical marketing as practices that emphasize transparent, trustworthy, and responsible personal and organizational marketing policies and actions that exhibit integrity as well as fairness to consumers and other stakeholders.

From the various definitions we take note of the following:

1. Ethics is concerned with what is right or wrong.
2. Ethics principles may differ in different contexts.
3. Both individual and organization ethical standards are significant
4. Source of ethical standards vary
5. Ethics is the applied study of what is good and evil, right and wrong and just or unjust in the actions of a firm or of the market in general

Basics of ethics in marketing management

Ethics in marketing refers to the application of moral principles and standards to the conduct, decisions, and strategies employed by individuals and organizations in the marketing process. It involves ensuring that all marketing activities are conducted in a fair, honest, and socially responsible manner. Here are key aspects of ethics in marketing:

- Honesty and Transparency on issues such as Providing truthful information about products or services, Avoiding misleading or deceptive advertising and Respect for Consumer Privacy:
- Protecting consumers' personal data.: Obtaining consent before collecting or using personal information.
- Fairness: this has to do with treating all customers equitably, avoiding exploitation of vulnerable populations and Social Responsibility:
- Promoting products and practices that contribute to societal well-being such as avoiding harmful products and unethical business practices integrity in Communication, Being clear and straightforward in all marketing messages, Avoiding manipulative or coercive tactics.
- Accountability: This is taking responsibility for the impact of marketing practices. And addressing any negative consequences that arise from marketing activities.
- Sustainability: This has to do with Promoting environmentally friendly products and practices and reducing the ecological footprint of marketing activities.

Ethics in marketing is crucial for building consumer trust, fostering long-term relationships, and maintaining a positive brand reputation. It helps ensure that marketing practices not only comply with legal standards but also align with broader societal values and expectations.

14.5 Why should the marketers be concerned about ethics.

The marketer must be concerned about ethical practices because of many ethical issues affecting the market. Lindfelt L.L and Tornroos J. (2006) describes the following as reasons for this concern.

1. More transparent and open information availability and use across the globe. The spread of information and access to new markets also affects relationships and concerns an increasing number of suppliers and buyers in new areas and regions.
2. Social and environmental concerns: these include product safety and marketing practices, child labor, environmental damage and the impact of investing in third world countries.
3. Globalization of markets creates new supply and demand relationships for companies as well as between institutional actors. The marketer is concerned about the activities of environmental, human rights and consumer groups, UN, EU among others.
4. Ethical issues have a more direct bearing than before. In many cases ethical issues have a more direct bearing than before. Consumers and es are more cautious when making decisions related to goods and services that have been produced under harmful circumstances.
5. Economic scandals and corruption: scandals have a “global” effect on company image as it affects their relationship to authorities and their credibility in the eyes of the public.

Marketers rely on maxims to determine whether an activity is ethical or not. These are beliefs that guide the decision and will include the following as adapted from Smith, 1995:

- Do unto others as you would have them do unto you.
- Would I be embarrassed if the media publicized my decision?
- Good ethics is in the firm’s long-term best interest.
- Would colleagues view this action as proper?
- When in doubt, don’t.

14.6 Ethical issues common in marketing management

In this section we highlight common ethical issues and dilemmas the marketer encounter and how to address them (Blythe and Zimmerman 2013)

1. **Selling:** In carrying out this function the marketer is confronted with issues of widespread demands of bribes especially from government institutions and that attach award of contracts to the same. The marketer must make a decision on whether to engage in it or not and also bear consequences which could be loss of contract or reputation. The marketer is further confronting with issues of gift giving, favors and entertainment which may be considered ethical in some countries while in others unethical. Misrepresentation and/or overselling a product, especially by puffing up specific aspects in a not entirely accurate

way or by omitting possible critical problems also create ethical issues. Other selling function issues of concern include conflict of interest of and compensations and bookings.

2. **Product:** the greatest concern here is the issue of safety of industrial products. In most cases there is no government legislation on these matters leaving it open for manufacturers to do the right things. The rule of caveat emptor applies in most cases. The marketer must consider the time his products become obsolete or eliminated from the market and ensure that the user does not lack spare parts and services required. The marketer must be concerned about the environmental impacts of his products, specially manufactured items, as well as disposal of the same.
3. **Marketing Communications:** the issues of deceptive/misleading advertising and/or sales promotion are of great concern to a marketer. The use of puffery in consumer advertising works well but not so for marketers. Violations of confidential information sourced directly from Internet marketing remain an area of significance in the field of ethical practices in markets.
4. **Pricing:** this is perhaps the most controversial area that represents many issues of ethical concern to the marketer. Pricing fixing is an agreement among competitors (either written, verbal, or inferred from the parties' conduct) that affects prices or competitive terms. It is prohibited by law in some countries while in others it is a normal practice by cartels. The issue of reciprocity also comes into play. This simply means giving preference to a vendor who is also a customer denying others a chance. The marketer is also expected not to violate the secrecy in bidding. He must not favor any competing bidder by revealing the expected price. Sometimes the marketer will utilize price discrimination in some markets. The discrimination must be justifiable as it will affect another. Unfair pricing is another concern the marketer would be accused of. He must not overcharge the intermediaries and the final consumer to make unjustifiable profits. Other pricing issues that would raise ethical concerns include questionable invoicing and artificial transfer pricing.
5. **Distribution:** A vexing problem is attempting to set the same requirements of, and give the same benefits to, distributors around the world. It is important that a firm apply its ethical standards to distribution policies in various markets. The issue of inflated commissions should be viewed as suspect by any manufacturer's marketing department and necessary actions taken.
6. **Market Research:** the main market research issues that the marketer must address include the following as discussed by Craig and Douglas (2000); respondent voluntary participation, information confidentiality, no harm, and disclosure of any recording. On the other hand, researchers should be truthful about their skills and experiences, conduct research in the most cost-effective way, provide security for the data and provide findings only supported by the data.
7. **Personnel:** the main ethical issues considered here include discrimination in hiring employees, unfair dismissal, and general treatment.
8. **Cultural differences:** Chan and Armstrong (1999) define cultural differences as those involving potential misunderstandings related to traditional requirements of the exchange process including what may be called a bribe by one culture but not by another, different practices related to gifts, payments, favors and entertainment, and political contributions. This brings out issues of cultural relativism.
9. **Involvement in political affairs:** the marketer might find himself in situations where he is forced to contribute to the political agenda of the country where he is doing.

10. **Illegal/immoral activities.** The marketer might as well find himself entangled in illegal and immoral activities. In some countries the marketer might be trapped in sale of illegal products or demands to engage in immoral activities are placed on him to win contracts and be awarded tenders.
11. **Packaging:** ethical issues on package revolve around packaging sizes and the relation between packaging size and its content employed in order to lead the consumer into thinking that there is greater quantity of the product. Second, the design of the packaging implies wrongful or misleading information. Third, producers imitate another's packaging in order to imply a certain geographic provenance or quality of the product and price that may be wrongfully indicated or absent from the packaging (IMCO, 2012).
12. **Customer care:** Customer care is another very important issue for any in satisfying their customers because proper customer care can create an image to the customers as the ethical and socially responsible firm. French et.al. (1982) defined customer care as the companies' engagement in complaint handling and after sales service to the customers. Companies should try to provide a value-added service through polite and courteous service, offering confidentiality and an open-door policy, proactive problem solving and guidance and handling requests in timely and rational manner.

Among ethical issues that affect marketers most include bribery; fairness; honesty; pricing; product; personnel; confidentiality; advertising; manipulation of data; and purchasing (Chonko and Hunt (2000).

To address ethical issues in international markets, the marketer would have to analyze it first. The use of Donaldson and Dunfee (1999) model would be useful. According to this model there are three levels of ethical standards or norms.

- a) Hyper norms – fundamental rights acceptable to all cultures and organizations.
- b) Consistent norms, which are more culturally specific. They must be consistent with hyper norms; most corporations' ethical codes fall within this category. A third level
- c) Moral free space. norms that are inconsistent with some of the legitimate norms described in the second level yet are often expressions of strongly held cultural beliefs.
- d) Illegitimate norms. These are the norms which are incompatible with hyper norms.

In determining the appropriate response in right of ethical questions raised, the marketer would follow the following guideline (Blythe and Zimmerman, 2013).

1. Test ethical questions against the hyper norms which form the bedrock of ethical thinking. Violation of these hyper norms would lead to rejecting a possible course of action as unethical.
2. If the action is permissible when compared to consistent norms or falls into moral free space, it would then be subjected to a review in terms of utility (the benefits versus the costs), rights (whether human rights are respected), and justice (related to whether the benefits and costs are distributed). Should the action provide positive answers when viewed from the basis of utility, rights, and justice, the action proposed would be ethical. Should the action create negative results when viewed from these three perspectives, it would be unethical.
3. Should the answers be mixed, a marketer would have to balance the concerns of all stakeholders as related to utility, rights, and justice before deciding on a course of action.

11.6 Making ethics work.

The marketer must make sure that ethics work in his business. This calls for action from management and employees and a lot of cooperation to realize the intended results. The following are ways in which marketers are attempting to make ethics work.

1. *Code of ethics*: the marketer must ensure that there exists a well-deigned ethical code to guide all decisions. The code ensures that employees have clear guidelines on what is expected when ethical questions arise. The code is made part of the institution conduct to ensure it works.
2. *Management to become ethics role models*: it is not enough to have a code of ethics. commitment of senior management to ethics is essential for promoting ethical behavior and that familiarity with the company code of ethics increases sensitivity to ethical decision making. in relating with employees and customers the management must make all decisions with respect to the institution code of ethics (Chonko and Hunt, 2000).
3. *Ethics training*: all employees of a firm must be trained thoroughly on ethical codes of their organization and how to enforce it. The training program covers all areas of ethical requirements and ensures employees, especially new ones are conversant with ethical expectations.
4. *Appointment of ethical officer and committee*. The officer oversees enforcing the code while the committee develops appropriate policies on all areas of operations including marketing.
5. *Ethic audits and control system*. Many firms conduct ethics audits to compare actual behavior with the established company standards. firm should “quickly and decisively deal” with employees or suppliers who violate ethics policies.
6. *Association’s codes of ethics*: the firm should employ professionals who are not only members of professional bodies but who also subscribe to those bodies’ codes of ethics. Examples of such bodies with professional code ethics include American Marketing Association (AMA), Chartered Institute of Marketing (CIM), ESOMAR and Marketing Society of Kenya (MSK).

To integrate ethics strategy in a business, Paine (1994) gives the following suggestions.

1. The guiding values and commitments must make sense and are clearly communicated.
2. Company leaders are personally committed, credible, and willing to act on the values they espouse.
3. These values are integrated into the normal channels of management decision-making and reflected in the organization’s activities.
4. Company systems and structures support and reinforce core values.
5. Managers throughout the company have the decision-making skills, knowledge, and competence to make ethically sound decisions on a day-to-day basis.

14.7 Ethical Decision-Making Process

Ethical decision-making refers to the process of evaluating and choosing among alternatives in a manner consistent with the ethical principles. In making ethical decisions, it is necessary to perceive and eliminate unethical options and select the best ethical alternative (Singhapakdi, et al

1996). The steps followed in ethical decision-making process would include the following (Palti et al, 2014)

1. Determine the facts of the situation that the decision maker should make an honest effort to understand the problem.
2. Identifying the ethical issues involved is the in making responsible decisions. It's an ability to recognize a decision as an ethical one.
3. Identify relevant factors like stakeholders or laws or professional codes and consider the situation from their point of view who will be affected by a decision, policy or operation of a firm.
4. Consider the available alternatives which is also called the moral imagination. It is important not only to consider the obvious options regarding dilemma, but also much more subtle ones.
5. Compare and weigh the alternatives which create a mental spreadsheet that evaluates the impact of each alternative devised on each stakeholder.
6. Make a rational and reasonable decision or select a course of action among the supported ethical alternatives.
7. Evaluate the implications of the selected course of action to monitor and learn from the outcomes and to modify the actions according to face with the similar challenges in the future.

14.8 Drawbacks to ethical marketing management

While practicing ethics in marketing management is essential for long-term success and building consumer trust, it can also present certain challenges and drawbacks. Here are some potential drawbacks:

1. Increased Costs: these would include:

- Higher Quality Materials: Ethical marketing often requires the use of sustainably sourced or fair-trade materials, which can be more expensive than their conventional counterparts.
- Fair Labor Practices: Ensuring fair wages and safe working conditions often leads to higher labor costs, especially if the company previously relied on cheaper labor in less regulated regions.
- Compliance and Oversight: Implementing and maintaining ethical practices require robust compliance programs, audits, and third-party certifications, all of which add to the operational costs.

2. Competitive disadvantage arrived at due to:

- Pricing Pressure: Companies adhering to ethical practices might struggle to compete on price with those that do not, as unethical competitors can cut costs through cheaper materials, labor, or deceptive practices.
- Market Share: Ethical companies might lose market share to competitors who are able to undercut them on price, particularly in price-sensitive markets.

3. Complexity and Compliance expressed through:

- **Regulatory Landscape:** The landscape of ethical standards and regulations is complex and ever-changing. Staying compliant requires ongoing education and adaptation, which can be resource intensive.
- **Specialized Expertise:** Companies might need to hire or consult with experts in ethics and compliance, adding to overhead costs and complicating organizational structure.

4. Slower Decision-Making due to

- **Additional Scrutiny:** Ensuring all marketing practices align with ethical standards often involves multiple layers of review and approval, slowing down the process.
- **Stakeholder Consultations:** Engaging with various stakeholders, including ethical review boards or community groups, to ensure marketing practices meet ethical standards can add time to the decision-making process.

5. Limited Creativity expressed through

- **Regulatory Constraints:** Adhering to ethical guidelines can impose constraints on how products are marketed, limiting the use of certain imagery, language, or tactics that might be seen as manipulative or misleading.
- **Avoidance of Controversial Topics:** Ethical marketing often avoids sensationalism or controversial topics, which can limit creative approaches that might otherwise attract attention.

6. Market Limitations

- **Vulnerable Populations:** Ethical marketing avoids targeting vulnerable populations (e.g., children, elderly), which can limit market segments that could be lucrative.
- **Aggressive Tactics:** Restricting the use of aggressive sales tactics, such as high-pressure sales or deceptive promotions, might reduce immediate sales conversions.

7. **Higher Prices for Consumers:** The increased costs associated with ethical practices are often passed on to consumers, resulting in higher prices. This can reduce the product's competitiveness, particularly in markets where price is a primary concern.

8. Risk of Ethical Dilemmas that include:

- **Gray Areas:** Not all ethical decisions are clear-cut. Companies might face situations where the ethical course of action is ambiguous, leading to potential conflicts and decision-making paralysis.
- **Reputational Risk:** Even with the best intentions, companies can face backlash if their ethical practices are perceived as inadequate or hypocritical, especially if a lapse or oversight is publicized.

9. Stakeholder Pressure

- **Conflicting Demands:** Different stakeholders (e.g., customers, investors, employees, activists) often have conflicting demands and expectations regarding ethical practices, making it difficult to satisfy all parties.
- **Investor Expectations:** Ethical practices might conflict with the short-term profit expectations of investors, leading to pressure to prioritize financial performance over ethical considerations.

10. Short-Term Profitability Impact

- **Investment vs. Return:** Ethical practices might require significant upfront investment (e.g., in sustainable sourcing or fair labor practices) with returns that are not immediately apparent, impacting short-term profitability.
- **Market Acceptance:** Consumers may not immediately recognize or value the ethical practices, leading to slower adoption and return on investment.

Despite these challenges, many companies find that committing to ethical marketing yields significant long-term benefits, such as enhanced brand loyalty, a strong reputation, and greater resilience against regulatory and market changes. The focus on ethics can ultimately lead to sustainable growth and a competitive advantage in the eyes of socially conscious consumers.

14. 12 Review Questions

1. Consider the following scenario: A marketing manager at a large retail company is planning an advertising campaign for a new line of eco-friendly products. However, the products, while marketed as "green," still have some environmental impacts that are not fully disclosed. Based on the principles of ethics in marketing, how should the manager approach the advertising campaign to ensure it aligns with ethical standards?
2. Discuss the implications of this situation: A company is considering entering a new international market where gift-giving is a common business practice, but this practice borders on bribery according to the company's home country standards. How should the company reconcile these cultural differences while maintaining ethical marketing practices and complying with both local and international regulations?
3. Analyze this case study: A tech company has developed a new smartphone that has been found to have significant safety issues that could potentially harm users. There is no existing government legislation on the safety standards for this type of product in the country. What ethical considerations should the company consider in deciding whether to launch the product? How should they communicate these issues to potential customers?
4. Evaluate this ethical dilemma: A pharmaceutical company is using price discrimination strategies in different markets. In some developing countries, they sell their medications at significantly lower prices than in developed countries. While this practice makes the drugs more accessible to lower-income populations, it has raised concerns among competitors and

consumers in the higher-priced markets. Discuss the ethical implications of this pricing strategy and how the company can justify its approach while addressing ethical concerns.

5. Considering the use of Donaldson and Dunfee's model for ethical standards, how should a marketing manager address a situation where a company's promotional strategy involves culturally specific norms that might conflict with the hyper norms? Provide a detailed approach using the model's guidelines.
6. A multinational corporation is planning to expand its operations into a new country where local practices involve giving gifts to business partners. This practice conflicts with the company's code of ethics, which categorizes it as a form of bribery. Using the ethical decision-making process outlined by Blythe and Zimmerman (2013), how should the corporation decide whether to adopt or reject this local practice?
7. Imagine a scenario where a company has developed a new product that significantly benefits consumers but involves controversial advertising tactics that could be seen as manipulative. Using the steps for making ethics work in a business, outline a strategy the company should adopt to ensure that the advertising campaign aligns with ethical standards.
8. A marketing firm has discovered that some of its market research practices, such as data manipulation and violating confidentiality agreements, have ethical issues. Describe the steps the firm should take to address these issues, ensuring compliance with ethical guidelines and restoring stakeholder trust. Include recommendations for long-term ethical practices based on the ethical decision-making process.

Self-test

1. What is a consensus among various authors about the definition of ethics?
 - A. Ethics is universally agreed upon as a single standard.
 - B. Ethics pertains to what is right and wrong in a particular situation.
 - C. Ethics only applies to legal standards.
 - D. Ethics is solely derived from religious beliefs.
2. According to Murphy P.E (2005), what is emphasized in ethical marketing practices?
 - A. Maximizing profits
 - B. Transparent, trustworthy, and responsible actions
 - C. Aggressive sales tactics
 - D. Reducing costs.
3. Which of the following is NOT a key aspect of ethics in marketing?
 - A. Honesty and transparency
 - B. Consumer exploitation
 - C. Social responsibility
 - D. Accountability
4. Why should marketers be concerned about ethics, according to Lindfelt L.L and Tornroos J. (2006)?
 - A. Ethics reduces marketing costs.

- B. Ethical issues are not relevant in today's global market.
 - C. Social and environmental concerns and the impact of economic scandals.
 - D. Ethical marketing is less important due to globalization.
5. What ethical issue might marketers encounter in the selling function?
- A. Setting prices below market value
 - B. Bribes and misrepresentation of products
 - C. Reducing advertising costs
 - D. Using recycled materials for products
6. In terms of product safety, what is a common concern for marketers in the absence of government legislation?
- A. Ensuring lower production costs
 - B. Adhering to the rule of caveat emptor
 - C. Enhancing product packaging
 - D. Increasing product shelf life
7. Which of the following is a key aspect of fairness in marketing ethics?
- A. Treating all customers equitably
 - B. Maximizing profits at all costs
 - C. Avoiding product recalls
 - D. Ignoring consumer feedback
8. What is an ethical consideration in marketing communications?
- A. Using manipulative or coercive tactics
 - B. Avoiding misleading advertising
 - C. Ignoring consumer privacy concerns
 - D. Focusing solely on short-term gains
9. Which of the following is considered a hyper norm according to Donaldson and Dunfee's model?
- A. Culturally specific norms
 - B. Fundamental rights acceptable to all cultures and organizations
 - C. Company-specific codes of conduct
 - D. Norms inconsistent with legitimate norms
10. In Donaldson and Dunfee's model, what are "moral free space" norms?
- A. Norms that are universally accepted across all cultures
 - B. Norms that are culturally specific and consistent with hyper norms
 - C. Norms that are inconsistent with some legitimate norms but express strongly held cultural beliefs
 - D. Norms that are incompatible with hyper norms
11. What is the first step a marketer should take when testing ethical questions, according to Blythe and Zimmerman (2013)?
- A. Review the action in terms of utility, rights, and justice
 - B. Balance the concerns of all stakeholders

- C. Test the questions against the hyper norms
- D. Compare and weigh the alternatives

12. Which of the following is NOT a way marketers attempt to make ethics work in their organization?

- A. Establishing a code of ethics
- B. Using aggressive sales tactics
- C. Conducting ethics training
- D. Appointing an ethics officer and committee

13. What is a potential drawback of ethical marketing management?

- A. Reduced product quality
- B. Increased operational efficiency
- C. Higher costs due to fair labor practices
- D. Decreased employee satisfaction

14 Which of the following should a company do to integrate ethics into its business strategy, according to Paine (1994)?

- A. Focus solely on short-term profitability
- B. Ignore stakeholder demands
- C. Ensure guiding values are clearly communicated
- D. Avoid involving managers in ethical decision-making

15. What is a key aspect of the ethical decision-making process described by Palti et al. (2014)?

- A. Ignoring stakeholder perspectives
 - B. Identifying and eliminating unethical options
 - C. Prioritizing short-term gains over ethical considerations
 - D. Making decisions based solely on cost-benefit analysis
- Answer: B. Identifying and eliminating unethical options

16. Which of the following is a step companies take to enforce ethical behavior, as outlined by Chonko and Hunt (2000)?

- A. Disregarding ethical audits
- B. Promoting employees regardless of their adherence to ethics
- C. Conducting ethics training for all employees
- D. Minimizing the importance of ethics in management decisions

Marketing Management Project

Part 13

- a) Share your main lessons learn in this course in about 500 words.
- b) Submit your project for examination.

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Answers to self-test evaluations

1. Ethics pertains to what is right and wrong in a particular situation.
2. Transparent, trustworthy, and responsible actions
3. Consumer exploitation
4. Social and environmental concerns and the impact of economic scandals.
5. Bribes and misrepresentation of products
6. Adhering to the rule of caveat emptor
7. Treating all customers equitably
8. Avoiding misleading advertising
9. Fundamental rights acceptable to all cultures and organizations
10. Norms that are inconsistent with some legitimate norms but express strongly held cultural beliefs.

11. Test the questions against the hyper norms.
12. Using aggressive sales tactics
13. Higher costs due to fair labor practices
14. Ensure guiding values are clearly communicated.
15. Identifying and eliminating unethical options
16. Conducting ethics training for all employees