

**Business Ethics and Corporate Governance**  
**Lecture 2**  
**Ethical Decision Making (1)**  
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**Understanding Ethics: A Guide to Right and Wrong**

Ethics is an important part of human life. It helps us understand what is right and wrong in different situations. Ethics is like a guide that tells us how we should behave as friends, parents, children, workers, and citizens. It helps us make fair and honest decisions. Ethics is not just about following rules; it is also about our character. It requires knowledge, skills, and good habits to practice ethical behavior in daily life. When we develop strong ethical values, we become more trustworthy and responsible members of society.

**What Ethics Is Not**

Many people confuse ethics with other ideas. To understand ethics better, let's first look at what it is NOT.

**1. Ethics is not the same as feelings**

Some people believe that their feelings tell them what is right and wrong. While feelings can help us make decisions, they are not always the best guide. Some people feel bad when they do something wrong, but others might not. For example, if a person lies to avoid getting into trouble, they may not feel guilty, even though lying is wrong. Also, doing the right thing can sometimes feel uncomfortable. Imagine a situation where you see someone being treated unfairly. Speaking up against injustice may feel difficult, but it is still the right thing to do. Therefore, ethics is more than just listening to our emotions.

Feelings are personal and different for each person. One person might feel guilty about breaking a promise, while another might not care. This is why relying only on emotions can lead to poor ethical decisions. Instead of just following our feelings, we should use logic, reasoning, and ethical principles to make good choices.

**2. Ethics is not the same as religion**

Ethics and religion are different. While many religions teach good values, a person does not need to be religious to act ethically. There are many people who do not follow any religion but still behave in an honest and kind way. On the other hand, there are also religious people who do unethical things. However, religious teachings can promote high ethical standards. For example, the Golden Rule, which says, "Treat others as you want to be treated," is a common ethical principle found in many religions. Even though religion can support ethics, they are not the same.

Another reason why ethics and religion are different is that different religions have different beliefs. What one religion considers right, another may see differently. This

shows that ethics goes beyond religion and applies to everyone, regardless of their faith. Ethical values such as honesty, fairness, and respect are important in every society, whether religious or not.

### **3. Ethics is not the same as law**

Many laws are based on ethical principles, but law and ethics are not always the same. Some laws may be unfair or biased, serving only the interests of certain people or groups. History shows many examples where laws were legal but unethical. For instance, in the past, some societies had laws that allowed discrimination. Even though those laws were legal at the time, they were not ethical. Another problem is that laws may take time to change, while ethical concerns evolve faster. Just because something is legal does not mean it is right. Therefore, we should always question whether laws align with ethical values.

A good example of this is environmental protection. Some laws allow companies to pollute the air or water within legal limits. However, ethically, harming the environment can still be wrong, even if it is not illegal. Ethical thinking helps us go beyond just obeying laws and consider what is truly right for society and future generations.

### **4. Ethics is not the same as cultural norms**

Every culture has its own traditions and customs, but that does not mean that all cultural norms are ethical. Some traditions may be unfair or harmful. For example, in some cultures, women have fewer rights than men. Just because this practice is common in a society does not make it right. It is important to respect different cultures while also thinking critically about what is fair and just. Sometimes, people may be influenced by their cultural background and fail to see ethical issues. That is why ethics requires us to think beyond what is considered normal in our own culture.

Another example is workplace behavior. In some cultures, accepting gifts from business partners is normal, but in others, it may be seen as bribery. Ethical thinking helps us evaluate cultural practices and decide whether they align with fairness and honesty. Instead of blindly following cultural norms, we should ask ourselves whether they promote justice and human dignity.

### **5. Ethics is not science**

Science helps us understand the world and make better decisions, but it does not tell us what is right or wrong. Scientific discoveries can provide useful information, but ethical choices require human judgment. For example, scientists can develop new technologies, but just because something is possible does not mean it is ethical. A company may find a way to make more money by harming the environment, but that does not make it right. Ethics helps us decide how to use scientific knowledge responsibly.

For instance, advancements in artificial intelligence (AI) allow machines to make decisions, but should AI replace human judgment in important matters like medicine or justice? Ethics helps us answer these questions by considering fairness, harm, and responsibility. Science gives us facts, but ethics helps us decide how to use those facts in a fair and responsible way.

## **Conclusion**

Ethics is an important part of life that helps us make good choices. It is different from feelings, religion, law, cultural norms, and science. While these things can influence ethics, they are not the same. Ethics requires us to think carefully about what is fair, honest, and respectful to others. By understanding ethics, we can become better individuals and contribute to a more just and responsible society. Ethical thinking helps us navigate complex situations and make decisions that benefit not only ourselves but also the people around us. In today's world, where businesses, governments, and individuals face ethical challenges every day, having a strong ethical foundation is more important than ever. By learning and practicing ethics, we can build a world that values fairness, responsibility, and integrity.

## **Six Ethical Lenses**

Ethical decision-making is complex because people have different perspectives on what is right and wrong. To help us think about ethics in different ways, experts have identified six ethical lenses. These lenses provide different ways to view ethical problems and guide us in making better decisions. Each of these perspectives plays an essential role in helping individuals and organizations navigate ethical dilemmas effectively.

### **1. The Rights Lens**

The rights lens focuses on the idea that every human being has dignity and certain moral rights. These rights include the freedom to make choices, the right to privacy, and the right to be treated fairly. This perspective says that ethical decisions should respect and protect people's rights. It also emphasizes that people should not be used only as a means to achieve other goals but should be valued for who they are.

For example, in the workplace, employees have the right to fair wages, safe working conditions, and protection from discrimination. A company that ensures equal pay for equal work is applying the rights lens. However, conflicts can arise when one person's rights clash with another's. Ethical decision-making, in this case, involves balancing these rights carefully.

When making ethical decisions, this lens asks: **"Does this action respect the rights of all individuals involved?"**

## 2. The Justice Lens

The justice lens is about fairness. It suggests that people should be treated equally and given what they deserve. Justice can take different forms, such as:

- **Social justice:** Ensuring equal opportunities for all in society.
- **Distributive justice:** Fairly sharing resources and benefits.
- **Corrective justice:** Addressing past wrongs and ensuring fairness in legal or social matters.
- **Retributive justice:** Fair and appropriate punishment for wrongdoing.
- **Restorative justice:** Repairing relationships and restoring fairness after harm has been done.

For example, in a hiring process, if two candidates have the same qualifications, but one is chosen based on race or gender rather than merit, this would be considered unjust. Organizations that use standardized evaluation criteria to ensure fairness are following the justice lens.

This lens encourages people to consider: **"Is this decision fair to everyone involved?"**

## 3. The Utilitarian Lens

The utilitarian lens focuses on outcomes. It suggests that the best ethical decision is the one that brings the greatest benefit to the most people. This approach requires careful consideration of the positive and negative effects of a decision. Organizations often use this lens in cost-benefit analyses, where they weigh the benefits of a decision against the possible harm.

For example, a company deciding whether to shut down a factory must consider how it will impact employees, shareholders, customers, and the community. If closing the factory results in significant job loss but helps the company survive and continue providing jobs in the long term, the utilitarian approach may justify this decision.

A key question for this lens is: **"Does this action create the greatest overall good and the least harm?"**

## 4. The Common Good Lens

This lens suggests that ethical decisions should consider the well-being of the entire community, not just individuals. It emphasizes shared resources and mutual responsibility. Examples of common goods include clean air, public education, healthcare, and emergency services. Ethical decisions under this lens focus on what benefits society as a whole rather than just select individuals or groups.

For instance, companies that prioritize environmental sustainability by reducing pollution and investing in renewable energy are using the common good lens. Even though it may cost more in the short term, such actions contribute to the long-term well-being of society.

A key question in this lens is: **"How does this decision support the well-being of the community?"**

## 5. The Virtue Lens

The virtue lens focuses on character. It asks whether a decision reflects honesty, kindness, courage, and other good character traits. This approach emphasizes developing moral character and forming good habits. Rather than just focusing on rules or consequences, this lens encourages individuals to strive to become ethical people in all aspects of life.

For example, an executive who chooses to tell the truth about financial struggles, rather than misleading stakeholders, is demonstrating integrity. A company that encourages ethical leadership and values like honesty and transparency is applying the virtue lens.

A key question to consider is: **"Does this action reflect good character and help me grow as a moral person?"**

## 6. The Care Ethics Lens

This lens emphasizes relationships and empathy. It encourages people to listen, understand different perspectives, and care for others. It recognizes that ethical decisions should consider personal relationships and the needs of vulnerable people. For example, this lens is commonly used in healthcare, education, and social work, where decisions are based on compassion and personal connections.

For example, a hospital that provides free medical services to underprivileged patients is applying care ethics. A manager who supports an employee dealing with personal issues instead of simply enforcing strict rules is also using this lens.

A guiding question in this lens is: **"Am I considering the feelings, relationships, and needs of those affected by this decision?"**

## Using the Lenses in Decision-Making

Each ethical lens provides a different way to look at ethical problems. Sometimes, these lenses may lead to different conclusions about what is right or wrong. For example, a business decision that maximizes profit (**utilitarian lens**) might not always respect workers' rights (**rights lens**) or benefit the wider community (**common good lens**). This is why ethical decision-making requires balance and careful consideration of multiple perspectives.

When faced with an ethical dilemma, using these lenses can help individuals and organizations make better choices by asking key questions:

- **Does this decision respect people's rights?**
- **Is it fair and just?**
- **Will it produce the best overall outcome?**
- **Does it support the common good?**
- **Does it align with good character and values?**
- **Does it show care and empathy for others?**

By using these questions and considering different ethical perspectives, we can develop a stronger sense of right and wrong and make decisions that promote fairness, well-being, and integrity.

### **Making Ethical Decisions**

Making ethical decisions is not always easy. It requires a strong awareness of ethical issues, a clear thought process, and sometimes discussions with others to gain different perspectives. Ethical decision-making is a skill that improves with practice, helping individuals and organizations make the right choices in complex situations.

### **The Importance of a Decision-Making Process**

A structured method for ethical decision-making is essential because ethical dilemmas often involve competing values and interests. Without a clear process, decisions may be influenced by emotions, personal biases, or immediate pressures. A good ethical decision-making framework helps ensure that decisions are thoughtful, fair, and based on well-reasoned principles rather than impulse or convenience.

For example, a business leader facing a difficult choice about layoffs must consider multiple factors, including the impact on employees, the long-term health of the company, and responsibilities to stakeholders. Without a structured approach, the decision may be rushed or influenced by short-term financial pressures rather than ethical principles.

### **The Role of Discussion and Dialogue**

One of the most valuable tools in ethical decision-making is open discussion. Many ethical dilemmas do not have clear right or wrong answers, so engaging with different perspectives is crucial. Talking to colleagues, mentors, or ethical advisors can help uncover factors that might not have been considered and lead to better, more informed decisions.

For instance, a company deciding whether to expand into a new market with different cultural values might benefit from consulting local experts. This ensures that the decision aligns with ethical business practices while respecting cultural differences.

## A Framework for Ethical Decision-Making

To navigate ethical dilemmas, experts have developed practical frameworks to guide individuals and organizations in making ethical choices. A well-structured decision-making process typically involves the following steps:

1. **Identify the Ethical Issue** – Clearly define the problem and determine what ethical principles are at stake.
2. **Gather Information** – Collect all relevant facts, including how different stakeholders may be affected.
3. **Consider Ethical Perspectives** – Use different ethical lenses (such as rights, justice, or common good) to analyze the situation from multiple angles.
4. **Evaluate Options** – Weigh the possible actions based on ethical principles and their potential outcomes.
5. **Make a Decision and Take Action** – Choose the most ethical course of action and implement it.
6. **Reflect on the Decision** – Assess the impact of the decision and consider what can be learned for future ethical challenges.

By following this framework consistently, individuals and organizations can develop stronger ethical reasoning skills and ensure their choices align with core values and principles.

## A Framework for Ethical Decision-Making

Ethical decision-making is a crucial skill for individuals, businesses, and organizations. Making the right choices often requires careful thought, analysis, and consideration of various perspectives. A structured framework for ethical decision-making provides guidance in complex situations where the best course of action is not always clear.

By following a systematic approach, individuals and organizations can ensure that their choices are not only legally sound but also ethically responsible. This framework consists of five key steps: **identifying the ethical issues, gathering the facts, evaluating alternative actions, choosing an option and testing it, and implementing the decision while reflecting on its outcomes.** Each step plays a vital role in ensuring that decisions are made with integrity and fairness.

### Step 1: Identify the Ethical Issues

The first step in ethical decision-making is recognizing that a situation involves an ethical dilemma. Some decisions are simple because they have clear right and wrong answers, while others require careful analysis because they involve competing values.

To identify an ethical issue, consider the following questions:

- Could this decision harm someone or benefit one group unfairly over another?

- Does this choice involve a conflict between what is right and wrong, or is it a choice between two “right” options or two “wrong” options?
- Is this decision about more than just legal compliance and efficiency?

For example, a business may face a dilemma when deciding whether to use cheaper materials that reduce costs but could compromise product safety. While legally permissible, the decision raises ethical concerns about consumer safety versus financial savings. Recognizing such dilemmas early allows for a thoughtful evaluation of the ethical aspects involved.

## **Step 2: Gather the Facts**

To make a well-informed ethical decision, it is essential to gather accurate and relevant information. Without a clear understanding of the situation, it is difficult to make a fair and justifiable choice.

Key questions to consider in this step include:

- What are the known facts? Are there any uncertainties that require further investigation?
- Who are the stakeholders affected by this decision? Do some groups have greater stakes than others?
- What are the possible courses of action? Have all potential solutions been explored?

For instance, if a company is considering layoffs, it should examine its financial health, explore alternative cost-saving measures, and understand the impact of job cuts on employees and the community. Consulting with employees, financial experts, and other stakeholders ensures that decisions are based on a complete picture rather than assumptions.

## **Step 3: Evaluate Alternative Actions**

Once all relevant information has been collected, the next step is to evaluate different courses of action through various ethical lenses. These ethical perspectives provide different ways to analyze and compare the potential consequences of each choice.

1. **Rights Lens:** Does the decision respect the rights of everyone involved? Are fundamental human rights being upheld?
2. **Justice Lens:** Is the decision fair? Are people being treated equally, or are some unfairly disadvantaged?
3. **Utilitarian Lens:** Which option provides the greatest benefit and causes the least harm for the most people?
4. **Common Good Lens:** Does the decision promote the well-being of the community rather than just benefiting a few individuals?

5. **Virtue Lens:** Does the decision align with the values of honesty, integrity, and fairness?
6. **Care Ethics Lens:** Does the decision consider relationships, empathy, and compassion for all stakeholders?

For example, a company deciding whether to implement AI-driven hiring practices should evaluate whether the technology respects candidates' rights (Rights Lens), ensures fair treatment (Justice Lens), benefits most stakeholders (Utilitarian Lens), supports diversity and inclusion (Common Good Lens), and aligns with ethical leadership values (Virtue Lens).

By applying these lenses, organizations can make more thoughtful and well-rounded ethical choices.

#### **Step 4: Choose an Option and Test It**

After analyzing different options, the next step is to select the most ethical course of action and test its validity. A useful way to test an ethical decision is to consider:

- **The Public Disclosure Test:** Would I feel comfortable if my decision was made public in the news or on social media?
- **The Role Model Test:** Would a person I admire approve of this decision?
- **The Reversibility Test:** Would I still consider this choice ethical if I were on the receiving end?

For example, if a business decides to increase prices on essential goods during a crisis, it should consider how customers would feel about the decision if they were struggling to afford the products. If the decision does not pass these ethical tests, it may need to be reconsidered.

#### **Step 5: Implement and Reflect on the Outcome**

The final step in ethical decision-making is putting the chosen action into practice and assessing its effectiveness. Ethical decision-making is an ongoing learning process, and reflecting on past choices helps improve future decisions.

Important reflection questions include:

- Did the decision achieve the intended ethical outcome?
- Were there any negative consequences that could have been avoided?
- What lessons can be applied to similar ethical dilemmas in the future?

For instance, if a company introduces a new policy that affects employees, it should monitor its impact and be willing to make adjustments if unexpected challenges arise. Ethical reflection helps individuals and organizations grow in their ability to make responsible and fair decisions.

## **Conclusion**

Following a structured framework for ethical decision-making ensures that choices are well thought out, fair, and aligned with moral principles. By carefully identifying ethical issues, gathering relevant facts, evaluating options through ethical lenses, testing decisions, and reflecting on outcomes, individuals and businesses can navigate complex dilemmas with integrity and confidence.

## **7 Ways to Improve Your Ethical Decision-Making**

Ethical decision-making is an essential skill in both personal and professional life. It involves making choices that align with moral principles, fairness, and integrity. However, ethical dilemmas are often complex, requiring individuals to consider multiple perspectives and potential consequences. To make ethical decisions effectively, individuals and organizations must cultivate ethical awareness, critical thinking, and a commitment to fairness. Below are seven key strategies to improve ethical decision-making and create a culture of integrity.

### **1. Gain Clarity Around Personal Commitments**

One of the most important steps in ethical decision-making is understanding personal values and commitments. Knowing what you stand for makes it easier to make ethical choices, even in difficult situations.

To gain clarity, ask yourself:

- What are my core values and beliefs?
- What ethical boundaries will I never cross?
- What kind of professional reputation do I want to build?
- How do I want to be remembered as a leader or decision-maker?

By reflecting on these questions, individuals can create a moral compass that guides them in making ethical choices. For example, a business leader who values honesty and transparency will be less likely to engage in deceptive marketing practices, even if it could lead to short-term financial gains.

When individuals have a strong ethical foundation, they are less likely to be swayed by external pressures, such as peer influence or short-term business goals. They will be able to stand firm in their beliefs and ensure that their decisions align with their values.

### **2. Overcome Biases**

Biases are unconscious or conscious tendencies that influence decision-making. While biases are a natural part of human cognition, they can lead to unfair or unethical choices. Understanding and overcoming biases is crucial for making objective and ethical decisions.

Biases can come in many forms, including:

- **Confirmation Bias** – The tendency to seek out information that confirms existing beliefs while ignoring contradictory evidence.
- **Implicit Bias** – Unconscious attitudes or stereotypes that affect decision-making, such as assuming that younger employees are more tech-savvy than older ones.
- **Recency Bias** – Giving greater importance to recent events rather than considering the bigger picture.

To overcome biases, individuals should:

- Seek diverse perspectives before making important decisions.
- Use structured decision-making processes to ensure fairness.
- Challenge assumptions and consider multiple viewpoints.

For instance, if a manager assumes that a particular employee is less capable based on past performance rather than recent improvements, their decision may be unfair. By recognizing and correcting biases, decision-makers can ensure a more ethical and balanced approach.

### **3. Reflect on Past Decisions**

Self-reflection is a valuable tool for improving ethical decision-making. By analyzing past choices, individuals can learn from mistakes and identify areas for improvement.

To reflect on past decisions, ask:

- What was the outcome of my decision?
- Were all ethical aspects considered?
- Did I allow bias to influence my choice?
- What would I do differently next time?

For example, a business executive who previously ignored environmental concerns in favor of cost-cutting may later realize the long-term consequences of that decision. By learning from past experiences, they can make more ethical choices in the future, such as investing in sustainable business practices.

Reflection also helps leaders build self-awareness and accountability. When individuals take responsibility for past ethical missteps, they can grow and become more responsible decision-makers.

### **4. Be Compassionate**

Compassion is a critical component of ethical decision-making. Many ethical dilemmas involve people's well-being, and approaching such situations with empathy can lead to fairer and more humane outcomes.

For instance, when making difficult choices such as terminating an employee, leaders should consider:

- How would I feel if I were in this person's position?
- How can I communicate this decision with kindness and respect?
- What support can I provide to minimize the negative impact?

Compassionate leadership does not mean avoiding tough decisions, but rather handling them with care and understanding. For example, if layoffs are necessary, a company can offer affected employees career counseling, severance packages, and assistance in finding new job opportunities.

In addition to leadership, compassion is also valuable in everyday interactions. Treating colleagues, clients, and stakeholders with kindness fosters trust and creates a positive ethical culture.

## 5. Focus on Fairness

Fairness is a cornerstone of ethical decision-making. It ensures that all individuals are treated with respect and that decisions are made impartially. However, fairness is often subjective, and different people may have different perspectives on what is fair.

To ensure fairness, organizations should focus on:

1. **Procedural Fairness** – Making decisions through transparent and unbiased processes.
2. **Distributive Fairness** – Ensuring fair distribution of opportunities, benefits, and responsibilities.
3. **Interactional Fairness** – Treating individuals with respect and ensuring open communication.

For example, if a company is offering promotions, it should ensure that the selection process is based on merit rather than personal relationships. If employees perceive favoritism, it can lead to dissatisfaction and decreased morale.

A good test for fairness is to ask:

- Would I accept this decision if I were on the receiving end?
- Would I be comfortable explaining this decision to others?

By maintaining fairness, organizations can build trust and create an ethical workplace culture.

## 6. Take an Individualized Approach

Ethical decision-making should take into account the unique needs of individuals. A one-size-fits-all approach may not always be appropriate, as different people have different values, backgrounds, and circumstances.

Leaders can improve ethical decision-making by:

- Understanding employees' cultural and personal values.
- Tailoring decisions based on specific situations.
- Ensuring inclusivity in decision-making.

For example, if an employee requests time off for a religious holiday that is not officially recognized by the company, an ethical leader would accommodate this request to promote inclusivity.

Similarly, when resolving conflicts, it is important to understand the personal perspectives of those involved rather than applying generic solutions. Taking an individualized approach fosters a culture of respect and ethical responsibility.

## **7. Accept Feedback**

Receiving feedback is essential for improving ethical decision-making. Ethical dilemmas often involve gray areas, and listening to different perspectives can help refine judgment and identify blind spots.

The benefits of accepting feedback include:

- **Learning from mistakes** – Constructive criticism helps individuals and organizations improve decision-making.
- **Enhancing transparency** – Open discussions about ethical concerns build trust and accountability.
- **Strengthening relationships** – Employees feel valued when their opinions are considered.

Leaders should encourage open dialogue by:

- Actively seeking feedback from employees and stakeholders.
- Creating a safe space where ethical concerns can be discussed.
- Being receptive to criticism and willing to make changes when necessary.

For example, a company implementing a new policy should invite employees to share their opinions before finalizing it. This approach not only improves the policy but also increases employee trust and engagement.

## **Conclusion**

Ethical decision-making is a skill that requires continuous learning and self-awareness. By gaining clarity on personal values, overcoming biases, reflecting on past choices, practicing compassion, prioritizing fairness, considering individual needs, and accepting feedback, individuals can make more ethical and responsible decisions.

Incorporating these seven strategies into daily decision-making leads to better choices, stronger leadership, and a more ethical workplace. As the business world becomes increasingly complex, making ethical decisions is more important than ever. By committing to ethical principles, individuals and organizations can build trust, maintain integrity, and contribute positively to society.

## **The Impact of Ethical Decision-Making**

Ethical decision-making is not just about following rules or fulfilling responsibilities; it plays a significant role in shaping both personal growth and society as a whole. Every ethical choice an individual makes has consequences that extend beyond themselves, influencing their moral development and the broader community. When people commit to making ethical decisions, they help build trust, fairness, and respect in their personal and professional environments.

One of the most important benefits of ethical decision-making is personal growth. When individuals consistently choose to do the right thing, they develop stronger moral reasoning and character. Ethical decision-making helps people become more self-aware by encouraging them to reflect on their values, principles, and actions. This self-awareness allows individuals to align their choices with their beliefs, leading to a sense of integrity and inner peace. Additionally, making ethical choices strengthens a person's ability to analyze situations critically and weigh different perspectives before making a decision. This skill is valuable in all aspects of life, from professional careers to personal relationships, as it fosters fairness, empathy, and responsibility.

In professional settings, ethical decision-making is essential for building a strong reputation and gaining the trust of colleagues, clients, and stakeholders. Employees who act with integrity are more likely to be respected by their peers and superiors. Ethical behavior also contributes to career success, as companies often value employees who demonstrate honesty, responsibility, and accountability. Leaders who prioritize ethical decision-making create a positive workplace culture where fairness and respect are upheld, leading to higher employee satisfaction and productivity. On the other hand, unethical decisions can damage reputations, lead to legal consequences, and create an environment of distrust and instability.

Beyond personal growth, ethical decision-making has a broader influence on society. The collective impact of individual ethical choices helps shape the moral fabric of communities and organizations. When people act ethically, they contribute to a culture of honesty, fairness, and justice. Ethical behavior encourages trust among people, which is essential

for social and economic relationships. For example, businesses that operate with ethical standards gain the loyalty of their customers, while governments that prioritize ethical policies build stronger relationships with their citizens.

One of the most powerful aspects of ethical decision-making is its ripple effect. When one person makes an ethical choice, it can inspire others to do the same. For instance, if a leader in a company demonstrates ethical behavior by treating employees fairly and prioritizing corporate social responsibility, employees are more likely to follow their example. This creates a positive cycle where ethical behavior becomes the norm rather than the exception. Similarly, in everyday life, acts of kindness and fairness encourage others to adopt similar behaviors, leading to a more just and compassionate society.

In contrast, when unethical behavior becomes common, it can negatively impact society. Corruption, dishonesty, and unethical business practices can weaken trust in institutions and create a culture where unethical behavior is accepted or ignored. This can lead to serious consequences, such as financial crises, environmental destruction, and social inequality. Therefore, promoting ethical decision-making at all levels—individual, organizational, and societal—is essential for building a better world.

In conclusion, ethical decision-making is a powerful force that drives both personal and societal progress. It helps individuals grow by strengthening their moral character, critical thinking skills, and sense of responsibility. At the same time, ethical choices influence the broader community by fostering trust, fairness, and integrity. By consistently making ethical decisions, individuals can contribute to a more just and equitable society, inspiring others to do the same.

### **Reading Material (Supplementary):**

Business Ethics and Corporate Governance, Fernando A.C., Pearson Education India, 2010