**Tutorial 3**

**Ethics in Information Technology Management**

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Ethics is a branch of philosophy that deals with the analysis of decisions and actions with respect to their appropriateness in a given social context. The need for organizations in both public and private sectors to behave in a socially and environmentally responsible way is a generalized requirement of society. Ethics and social responsibility apply to many different issues in business and information technology (IT).

Some people believe that an ethical dilemma emerges whenever a decision or an action has the potential to impair or enhance the well-being of an individual, group of people, or the environment. Such dilemmas occur frequently—perhaps constantly in business—with many conflicts of interest present in our information-intense societies. A variety of ethical guidelines has been devised (see next section and section T3.3), but what is unethical may not necessarily be illegal, and what is legal may not necessarily be ethical. Furthermore, whether an action or decision is considered ethical depends on many contributing factors, including the social and cultural environment in which the decision is made and the action is implemented.

Santa Clara University's Markula Center for Applied Ethics provides a comprehensive set of references and resources on corporate governance, business ethics, and how to use the Internet for public good at scu.edu/ethics/.

Many different ethical principles have been developed throughout human history. Each of us needs to make an individual choice about which principles to follow. Nevertheless, it is useful to consider a selection of some well-known and widely accepted ethical principles here.

- **The Golden Rule.** A widely applied general ethical principle, which has versions in the Bible as well as in Confucian philosophy, is known as the Golden Rule. It generally reads like this: “In everything that you do, treat other people in the same way that you would like them to treat you.” If you put yourself in the shoes of other people, and consider how you would feel if you were the object of a particular decision, then you should develop a good understanding of whether a decision is a good or fair one.

- **The Categorical Imperative.** “If an action is not suitable for everyone to take, then it is not suitable for anyone.” This is Immanuel Kant’s categorical imperative. If everyone undertook some action, what would be the consequence? Could society survive?

- **The Slippery Slope Rule.** “If an action can be repeated over and over again with no negative consequences, then no problem. But if such a repeated action would lead to disastrous consequences, then the action should not be undertaken even once.” Once you start down a slippery slope, you may not be able to stop before it is too late.

- **The Utilitarian Rule.** “The best action is the one that provides the most good for the most people.” This is a form of utilitarian rule. It assumes that you are able to rank the various competing actions. Another version of the utilitarian rule can read as follows: “The best action is the one that leads to the least harm or costs the least.” For example, this rule might be used to answer the question, Should one build an airport in the middle of a crowded neighborhood—or away from people?

- **No Free Lunch.** Every object (tangible or intangible) has an owner. If you want to use it, you should compensate the owner for doing so. This is akin to the idea that there is no free lunch—everything has a price.

These ethical principles are very general in nature. In putting ethics into practice, there are always exceptions and conflicts, so-called ethical dilemmas.

To illustrate the nature of an ethical dilemma, consider the following questions that relate to the copying, selling, or distribution of software:

- Is it ethical to buy a software product, and then to install it twice?
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- What if you install it, then give it to a friend for personal use?
- Alternatively, what if you install it and use a CD writer to create 100 copies—and sell them for profit to anyone who wishes to buy?
- What about making the software available on a Web site for others to download?
- What about trading software on the Web (consumer to consumer)?

You may be surprised to discover that there are no “correct” answers to these questions. Legally, it depends on the jurisdiction where you live and work. Ethically, it depends on the specific cultural and social circumstances of the environment in which you live and work.

The wide application of IT and the pervasive nature of the Internet have created many opportunities for activities that some people may judge to be unethical. Here are some more sample dilemmas from a selection of application areas:

1. Does a company have the right to read its employees’ e-mail?
2. Does a company have the right to monitor the Web sites that its employees visit from company computers?
3. Does an employee have the duty to the owners (stockholders) to use company resources only for company purposes/business?
4. Does an employee have the duty to report the misuse of company resources?
5. Does an individual have the right to data privacy?
6. Does an individual have the duty to ensure that personal data held about him or her is at all times accurate and up-to-date?
7. Does a software developer have the right to use disclaimers to minimize or eliminate responsibility for software failures?
8. Does an end user have the duty to respect the intellectual property vested in a product—by not decompiling and modifying it, even if the purpose is to improve the product?
9. Does a data subject (e.g., member of the public) have the right to access and to correct data records held by government agencies and departments (e.g., police, anti-corruption agencies, taxing agencies)?
10. Does a data user (e.g., the government) have the duty to ensure that it responds promptly to data subjects’ requests for access to those data?

From this selection of questions, two key issues emerge:

1. The fact that rights must be balanced by duties and responsibilities.
2. The lack of concrete “correct” answers, due to legal and ethical differences in societies.

The appropriate relationship between rights and duties is clearly critical. Any understanding of this relationship will be informed by social and cultural circumstances. For example, the concept of individual privacy is more developed in Europe and in North America than in Southeast Asia, where current cultural (and political) systems favor the benefits to society rather than the individual. Similarly, privacy laws are far more developed in some jurisdictions (Canada, Sweden, the United Kingdom, Hong Kong) than in others (China, Mexico).

Issues that are generally considered to fall under the umbrella of information technology ethics are the following:

- Codes of ethics
- Intellectual property rights (primarily digital property, such as software, films and music, but also trademarks, patents, blueprints, and books)
- Accountability (for actions or inaction)
- Personal and data privacy (including “dataveillance,” electronic monitoring, and data accuracy and accessibility)
Freedom of speech versus censorship
Ownership of information

We explore some of these issues in the sections that follow.

Codes of ethics involve the formalizing of some rules and expected actions. Violation of a code of ethics may lead to suspension of membership or termination of employment. In some professions such as law and medicine, membership in a professional society is a precondition of the right to practice, though this is generally not the case with information systems. Codes of ethics are valuable for raising awareness of ethical issues and clarifying what is acceptable behavior in a variety of circumstances.

Codes of ethics have limitations, however, because of their natural tendency to generalize acceptable behavior—despite the variations in social and ethical values that exist in different communities. Certainly, it would be arrogant to impose on people in Brazil the ethical standards developed in and appropriate for Norway, or indeed to do the reverse. Such impositions are unfortunately commonplace, and they tend to lead to outright rejection (rather than to higher ethical standards, which may be the intent).

Intellectual property is the intangible property created by individuals or organizations. To varying degrees in different countries, intellectual property is protected under laws relating to copyright, patents, trademarks, and trade secrets. The copying of software is generally of concern—at least to the software developers.

Why is the topic of intellectual property rights (IPR) so important? One critical reason relates to the fundamental right to private property—especially property that represents the fruit of one’s endeavors. IPR protects the way in which the ideas are expressed, but not the ideas themselves. IPR may be seen as a mechanism for protecting the creative works of individual people and organizations. Yet this is problematic in societies that place less value on individual freedom and more on social order. In these countries, the welfare of society is considered to be more important than that of any individual.

Much of the discussion about IPR relates to the debate about rights and duties. Software developers demand the right of stringent legal protection for the fruits of their endeavors and compensation for resources expended in software development. Consumers are then deemed to have a duty to pay for that software and to respect the intellectual property, by not stealing (copying) it. Nevertheless, consumers may equally claim that the product they purchase should be free of defects (bugs), thus imposing a duty of quality and professionalism on software developers to ensure that a product is indeed bug-free and fit for use as intended and expected by the users.

Accountability is an issue closely tied to many codes of conduct. In general, accountability refers to the acknowledgment that a person, or group of people, takes responsibility for a decision or action, and is prepared to justify that decision/action and, if necessary, give compensation to affected parties if the decision/ action causes negative effects, whether intended or otherwise.

It is important that we identify who should be accountable for a decision or action because computers and information systems are widely used in our society, and so the potential for disasters caused by poor-quality work is always present.

Although accountability is a valuable concept, its value may be diminished in a number of ways. It is common, for example, for computers to be made scapegoats for human failings. If you call your travel agent and ask to book an airplane ticket, and the travel agent says, “Sorry, the computer is down,” then the computer is being blamed. Perhaps the computer really is down, or perhaps the agent is too busy or can’t be bothered to serve you. And if the computer is down, why is it down? Has a human action caused it to be down? Is it a design flaw, a software bug, a problem of installation or of maintenance? Of course, we never know the answers to these ques-
This means that it is all too easy to blame the computer and then claim that nothing can be done. All of these actions tend to help people to avoid being accountable for their actions and work.

It is also common, unfortunately, for software developers to deny responsibility for the consequences of software use—even when this use has been in accordance with the purpose for which the software was designed. Software developers assert that they are selling the right to use a software product, not ownership of the product itself. In parallel, developers employ legal disclaimers to reduce as far as they possibly can any liability arising out of a customer’s use of the software. At the same time, customers may use the software only in a manner defined by the tight restrictions of a software usage license. In this way, the rights of the user are severely eroded, whereas those of the developers are maximized. If the software has design flaws (bugs) that cause negative consequences for users, users are not permitted to fix those bugs themselves. Nor, it appears, are developers bound by any duty to fix them, let alone compensate users for the inconvenience suffered or damage caused by those bugs.

DATA AND INFORMATION PRIVACY

In general, privacy is the right to be left alone. The notion of privacy has become one of the most contentious issues of the information age, due to the capability of computers to perform actions previously impossible or impractical. Nevertheless, the right to privacy is not absolute. It varies considerably in different cultures, as it has to be balanced by society’s right to know. After the terrorist attacks, for example, some people’s attitude toward privacy changed. Some people who previously objected to government surveillance of private citizens believed that it should be done as part of homeland security.

One of the most detailed sets of data-privacy principles to emerge has come from the Privacy Commissioner’s Office (PCO) in Hong Kong. These principles, and the legislative measures that underwrite them, were created in the mid-1990s and officially promulgated in December 1996. A summary of the six data-protection principles appears in *A Closer Look T3.1*. These principles are designed to enshrine the reasonable rights and duties of both the data subject (the person described by the data) and data users (those who possess data).

**Scenario 1.** Nifty Tele-Electronics prides itself on its efficient working practices. It produces mobile phones for the Hungarian domestic market and is involved in all stages of the development, from surveys of potential buyers, through design issues, and then to final production and marketing. Recently, Nifty has appointed a new Chief Information Officer (CIO), Laszlo Lajtha, who has been told by senior management that still more improvements are required in this competitive market, specifically in the design labs. Laszlo spends the first week of his job observing working practices. This is an opportunity for him to learn about the computer lab, the Quality Assurance group, the package design group, and the manufacturing area. He also visits the assembly lines in the Hungarian factory. It is a very busy and productive week, and Laszlo is very much looking forward to the next stage, which is a discussion of how to improve the design lab.

### A Closer Look T3.1

**Six Principles of the Data Privacy Ordinance (Hong Kong)**

1. **Purpose and manner of collection.** Data should be collected in a fair and lawful manner. Data users should explain to data subjects what data are being collected and how such data will be used.

2. **Accuracy and duration of retention.** Personal data that have been collected should be kept accurate, up-to-date, and for no longer than is necessary.

3. **Use.** Data must be used only for the specific or directly related purpose for which the data were collected. Any other use is conditional on consent of the data subject.

4. **Security.** Suitable security measures should be applied to personal data.

5. **Information availability.** Data users should be open about the kind of data that they store and what they use the data for.

6. **Access.** Data subjects have the right to access their personal data, to verify the data's accuracy, and to request correction.

Source: Privacy Commissioner’s Office (PCO), Hong Kong. More detailed information can be obtained at the Web site of the PCO: pco.org.hk.
practices of the employees in the design labs, with the intention of identifying work practices that can be improved.

At the end of the week, Laszlo calls a meeting with his deputy, Erno Forster, who has worked for Nifty for several years. Erno is also the deputy chairman of the Board for Good Practice in Hungarian Electronics Manufacturing Industry. Laszlo has noticed that the designers, many of whom have worked for Nifty for many years, do not have what he would characterize as a “professional” attitude toward the work. They dress casually, laugh and joke across the open-plan office, and spend considerable amounts of time surfing the Web and engaging in other not-for-profit activities. Laszlo acknowledges, however, that the designers do complete on time the work that they are required to do.

Erno tries to explain to Laszlo how Nifty has traditionally given the designers a very free and stress-free environment so as to stimulate their creativity. He agrees that their behavior is sometimes not very serious, but points out that they are key components in Nifty’s success.

Laszlo does not seem to be interested in these explanations, but does feel that Erno is protecting the programmers at the expense of Nifty’s productivity. Consequently he fires Erno with no explanation provided and, over a weekend, introduces electronic monitoring equipment in the design studio. All keystrokes will be recorded, and video cameras will monitor all activities in the design studio. When the designers arrive for work on Monday morning, they are required to sign a new code of practice demanding that they spend all of their working hours on project-related work. They are also informed about the monitoring of their activities.

Instructions. As the chief designer, your task is to present a cohesive case to Laszlo in response to his unilateral action to impose electronic monitoring on the designers. You should take into consideration issues associated with personal privacy, designer efficiency, organizational culture, and legal entitlements. While you may not be familiar with legal requirements in your own jurisdiction, you may extrapolate from acceptable legal and ethical practice in a culture or jurisdiction with which you are familiar.

Scenario 2.
1. Programmer: “Software bugs are unavoidable.”
2. Wife of Passenger: Strict liability is essential if the public is to be protected.
3. Frequent Flyer Association: Accountability is necessary if future problems are to be avoided.

Instructions. Attempt to resolve these three statements in the light of an aircraft crash where 400 people in the aircraft and 300 on the ground are killed as a jumbo jet attempts to land in thick fog at your local airport. The cause of the accident is established as programming error in the local radar system (operated by air traffic control), causing the plane to attempt to land in a local residential district.

You should discuss each of the three statements, providing arguments both for and against each. You may make other assumptions, but these should be stated clearly. You should attempt to create an integrated solution that satisfies the people you believe to have the highest level of rights in this case. This solution may not satisfy all parties concerned, but suggestions of measures to avoid similar accidents happening in the future will add strength to your argument.

Scenario 3. The copying of software programs, although nominally protected by copyright laws, is certainly a widespread phenomenon. While some people agree that such copying is a form of theft, the activity persists if only because it is so easy and the risks are low. Such copying is not restricted to personal users; businesses are involved as well, though often inadvertently.

The Business Software Alliance (BSA) has reported “employees contribute significantly to the presence of illegal software in the workplace, posing serious financial and legal consequences for their employers. Among those [companies] surveyed, software decision-makers indicate that colleagues bringing software from home
(40%), downloading unauthorized copies from the Internet (24%), and sharing programs with other employees (24%) are three of the most common violations occurring at their companies.”

**Instructions.** As an IT professional, you have been appointed by your country’s government to analyze the software piracy situation in your country and to make recommendations for policy.

a. Identify the key components of the software piracy situation in your country.

b. Discuss these components and their relative importance. In addition, pay attention to cultural issues that are pertinent in the local culture.

c. Consider to what extent standards of acceptable behavior should favor (i) software users, and (ii) software developers.

d. Finally, make your policy recommendations to the government; these should include specific actions that you believe the government should enact into law. Be sure to justify each recommendation and evaluate the implementability of your recommendations.

**Scenario 4.** In the early years of the twenty-first century, the Internet has penetrated most corners of the world, enabling many people to obtain information and to sell their products in a global market. Although some people talk about global communities and even global culture, in reality there are many unique cultures and standards in different parts of the world.

At the same time, some Western or developed-country organizations and governments try to impose their values and behaviors on other, less-developed countries. An example relates to intellectual property rights (IPR), which it has been suggested should apply universally to all people in all countries.

Many governments around the world apparently have accepted the need for rigorously enforced IPR. Many governments are urging their citizens both to avoid buying IPR-violating materials/products and to promote creativity by respecting the copyrights of others.

**Instructions.** Discuss the issues associated with IPR as it is applied in your country, paying special attention to the rights and duties of software developers (local and international) and users. Try to develop ethical principles that will help to protect the rights and enforce the duties of both software users and software developers.

**Scenario 5.** In the 1920s, Frederick Taylor used time and motion studies to analyze the work practices of various types of employees. His theory has been criticized for treating some employees like machines, making them work to the detriment of their physical and psychological health. In the late 1950s, McGregor developed his X and Y Theory to explain how people work. According to Theory X, the average person dislikes work and therefore must be controlled and threatened with punishment to ensure that work is done. According to Theory X, most people prefer to be treated in this way, having relatively little ambition.

Theory Y, on the other hand, posits that working is as natural as playing or resting, with people naturally exercising self-control when trying to achieve their objectives. According to Theory Y, the average person learns to accept and to seek responsibility. The ability to be imaginative and creative when solving problems is a skill possessed by most people.

In the twenty-first century, electronic monitoring is increasingly used to measure the productivity of employees. This monitoring can include measurements of typing speed and program-coding speed as well as clickstream analysis and the amount of time spent on nonwork activities (lunch breaks, toilet breaks, etc.). At the same time, employees are increasingly concerned about their privacy, the quality of their work place and task environment, and their innate human dignity.

**Instructions.** Imagine that you are an IT consultant who has been given the task of preparing a report for the management board of a software vendor that is cur-
Recently thinking of implementing electronic monitoring throughout its operations. Your task is to prepare a concise report that considers the relevant issues in electronic monitoring and makes recommendations. Your report should include a discussion of the current trend to use electronic monitoring to measure employee productivity, bearing in mind the theories of Taylor and McGregor. Make a recommendation to the management board about what it should do. You should include the key ethical issues and the stakeholders involved. You must justify your ideas and recommendations. You should also attempt to analyze how the impacts that electronic monitoring is likely to exert would affect you personally, as an employee.

**Scenario 6.** Nuclear power stations rely on water cooling systems, which are used to control the temperature inside the reactor. If the temperature rises too high, the reactor may melt down, with radioactive gases escaping into the atmosphere.

**Time:** January 1, 2001  
**Place:** The Tranquil River Nuclear Power Station, Ontario, Canada

**Accident Details:** A water cooling system sensor fails. No one is aware that the reactor temperature rises, and as a result there is a radioactive gas leak. Thousands of people downwind of the power station are affected, many dying immediately, others developing cancers over the next few years, and children in future generations suffering birth defects.

**Nuclear Power Station Details:** Designed by a French company experienced in nuclear power station design work. Built by Chinese construction engineers. Supervised by French, Canadian, and Chinese management staff. Software developed by the Osaka, Japan, office of an Australian software vendor that won the contract in a competitive bid. (Other bids had been nominated by software vendors based in India, Germany, Russia, and South Korea.)

An investigation into the disaster conducted by an independent third party concludes that the software controlling the water cooling system was not Y2K compliant.

**Instructions.** You have been employed by the Canadian government to assess what should be done in this case. The government is concerned about the accident and wants to ensure that similar software-related problems do not recur. However, it does not ask you to make any decisions about punishments. It also asks that your investigation be conducted in private, that your results be reported directly to the Ministry of Energy in the government, and that you do not “leak” any findings to the media.

**Scenario 7.** UroMine is a German mining company that specializes in extracting uranium ore. It has traditionally operated in developed economies such as Australia but is now seeking to exploit uranium deposits elsewhere. Recently, it has established a new operation in Kolgonia, an underdeveloped country in Central Africa. The operation appears to be promising, with rich veins of uranium identified in surveys.

You are the IT project director for the Kolgonia operations. Your budget is allocated by UroMine’s headquarters in Germany and closely follows UroMine’s accounting practices, with specific budgets allocated to individual accounts. Of particular interest is the software budget, which is typically used to purchase software used in measuring the purity of the extracted ores, as well as for controlling the drilling equipment used. The software budget is preset by UroMine’s HQ and is standardized across all country operations, since software costs the same everywhere.

You also need to buy standard word-processing software for the clerical staff who work on site, but here you encounter problems. The local cost for this software is far higher than in Germany (where the budgets were prepared), and import duties apply if software is bought overseas and shipped in. The software manuals are also far more expensive—so high that the budget will not allow the purchase of sufficient copies (software and manuals) for your staff. When you raise this issue with the Kolgonian liaison officer, he suggests that you buy one local copy and make as many additional
copies as you need. Since there are no intellectual property rights protection laws in Kolgonia, he says, there is nothing illegal about this action.

However, you are concerned by this suggestion. While it appears to be legal in Kolgonia, it would certainly not be legal in Germany. However, you also wonder about the ethics of charging such a high price for software in the first place and of the imposition of such high import duties on imported goods.

**Instructions.** What are you going to do? Justify your decision.

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### T3.2 What Business People Need to Learn Regarding Ethics and Responsibility—and Why

We have seen a dramatic increase in reports of corporate wrongdoings ranging from unethical practices to illegal criminal behavior in recent years. Such behaviors have destroyed companies, careers, financial markets, and people’s life savings or personal wealth. Ethical misconduct disasters create devastating operational disruptions to an enterprise’s ability to sustain its profitability.

On the business side, several U.S. corporations have suffered the adverse consequences for believing that their unethical decisions would somehow remain invisible. Worldcom’s senior executives were convicted of fraud, conspiracy, and lying to regulators. Global conglomerate Tyco’s CEO was charged with pillaging his own company of $600 million. Boeing’s top executive was fired after a series of scandals involving military contracts, and his successor resigned a few months later in the wake of other scandals. Adelphia, Arthur Andersen, Global Crossing, Halliburton, Enron, and many more corporations found themselves in the headlines accused of a wide range of offenses. The name Enron, which once was considered an innovative and successful energy company, is synonymous with fraud, greed, and ethical misconduct at the highest levels. The Sarbanes-Oxley Act was passed by the U.S. Congress in 2002 to deter fraud and other ethical misconduct that harmed investors and the stock markets.

Ethical misconduct disasters constitute serious costly risks to an enterprise’s continuity and survival. Media reports reveal that breakdowns of integrity collectively cost businesses billions of dollars in litigation, fraudulent financial acts, increased costs, and fines. Other negative consequences include damage to a business’s reputation, brand, or image; loss of customer trust; lost sales and recovery costs; and jail time for senior management. Enterprises need to manage ethical and socially responsible behavior like their other assets.

Business ethics should be of great interest and relevance to you as a future professional or manager. Will we read about your wrongdoing in the future or will you be a more enlightened manager who does a better job of balancing the interests of all of the stakeholders?

Managers must deal with pressures and interests from inside the firm as well as from the external environment—external in that these forces arise mainly, but not totally, outside of the organization, or in response to actions by the firm. We include subenvironments or forces such as social, legal, economic, ethical, ecological, political, international, and technical.

How can managers properly integrate the concerns of society and all stakeholders into their thinking and decision-making? How can the manager stay aware of, and in tune with, the changing “rules of the game”?

There are three major mechanisms by which society determines or influences the behavior of the firm: the market mechanism, the legal mechanism, and self-control. The market mechanism and the legal mechanism are not sufficient to ensure ethical behavior, nor to deter all possible unethical behavior. Therefore, self-control by individuals in the firm is necessary. While many business people complain about increasing government regulation and lawsuits, it is important to understand that it was the
unethical behavior of business people in the past that forced more regulation. So business is the cause of most regulation, and, if less external regulation by government is desired, then firms must have more internal or self-regulation, and, most importantly, the individuals in the firm must have good ethics and the courage to resist wrongdoing.

There are many theories and principles about ethics, but even many of those who have read or heard the principles, and profess to accept them, still get into trouble. They are not all “evil” and deliberate wrongdoers, although some may be. Most slip slowly into unethical or irresponsible behavior because they do not pause to reflect on all of the implications and consequences of what they are doing. They believe that making more profit is the highest goal and therefore are willing to use any means to accomplish this. A middle-level manager or professional may also simply fail to see the connections between his/her actions and the flow of consequences from those actions. A younger person may be led astray by past practices in the firm and by being surrounded by peers and managers with a culture of disregard for thoughtful ethical considerations.

The main message regarding business ethics is simply to do no harm, which is also included in the guiding examples in the next section.

T3.3 Guiding Examples of Ethical and Socially Responsible Behavior

Here are some points that may help you to be a more ethical and more responsible participant in the firm, and to help it survive and prosper in the long term.

1. Whenever the term “profit maximization” is used, add the phrase “by legitimate and ethical means.” Profit is not the dominant priority, and certainly is not to be pursued by any means. We should stress long-term enlightened self-interest and profits to ensure longer term survival of the firm.

2. Business firms exist to serve society. To the degree that the firm is successful in doing so, it is rewarded with profits.

3. All stakeholders must be treated fairly if the firm is to survive in the longer term.

4. Managers have obligations not only to their firm, but also to the industry and the entire system. The ethical firms in an industry have an interest (and duty?) in correcting or weeding out the firms whose behavior tarnishes the reputation of all in the industry.

5. Professionals (managers, IT professionals, accountants, engineers, lawyers, and others) have obligations to the standards of their profession, and these standards should not be overridden or compromised by pressures from higher-level managers.

6. In accounting, the concept of “materiality” must include qualitative consideration, not just quantitative.

7. Blowing the whistle on wrongdoing is an obligation. Normally one should report the allegations or concerns internally first.

8. Good corporate governance, including transparency, is an obligation and is essential for the capitalistic market system to operate properly.

9. When business firms abuse their discretionary freedom or fail to self-regulate, they induce more government regulation for everyone.

10. The market system works best with maximum honesty, openness, transparency, and disclosure with regard to all business transactions and activities.

11. Understanding and following the spirit of the law, not just the letter of the law, is likely to be the better path.

12. Every decision and action has ethical components and consequences that are better dealt with if made explicit.

13. Human rights and dignity should not be violated.

14. Do no harm.