

Chapter 7

SUMMARY AND SUGGESTIONS

- 7.1 Management of Ethics
- 7.2 Management of Ethics in Visakhapatnam Steel Plant
- 7.3 Findings from the Opinion Survey
- 7.4 Conclusions
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This last chapter presents the summary of the entire study dealt with in previous chapters. In a nutshell it gives a bird's eye view of the whole study along with the findings made out of the study. Finally on the basis of findings, suggestions are made that are worthy of consideration by the top management. These changes will make Visakhapatnam Steel Plant a highly respected and ethically managed company.

7.1 MANAGEMENT OF ETHICS

The word ethics is derived from the Greek word *Ethos*, which means 'character' and from the Latin word *Mores*, which means 'customs'. Ethics is defined as a set of principles or standards of human conduct that govern the behavior of individuals or organizations. Ethics means living by values. Practically speaking, ethics is an inner feeling concerned with rendering no inconvenience, trouble, damage etc. to individuals, organizations, firms, society etc. directly or indirectly. Ramayana, Mahabharata, Bhagavad-Gita, Bible and Quran embody more or less same moral values.

Nobody has the right to kill innocents with Bhopal gas. Satyam has no right to embezzle crores of government's (people's) money. Burning of buses has become a 'standard operating procedure' in many strikes. Students are becoming scapegoats. 'Media' always adds fuel to fire. Taxes are not paid properly. Reimbursement claims go beyond limits. While parking the vehicle, how many people watch for the blockage of already parked vehicles. Fierce competition to show the best results, has made some colleges to sink using unethical means. Drug companies sponsors weddings and hands out cell phones to Doctors if they prescribe their brand. Out of the 103 Adarsh housing society members, only three are Kargil soldiers. The loss to the exchequer owing to 2G scam was ₹1,76,379 crore.

Maintaining business ethics in a tough economy is not as easy as following a system of moral principles. It is not enough for today's leading companies to create wealth and produce superior goods and services. Companies are expected to behave responsibly, adhere to basic moral principles and manage their own values and commitments. It is necessary that there is adequate corporate disclosure so that it proves to be the most useful and effective

channel for the flow of information from the enterprise to the interested persons / parties. Even after several amendments in our Constitution, guidelines formulated by various regulatory bodies and directions by various judiciaries, there is no considerable and expected development of India. But if this process of global trade in goods and services is to continue and sustain itself, the important players in this game, namely, corporations, have to play their parts fairly and ethically.

The Utilitarian Approach, the Rights Approach, the fairness or Justice Approach, the Common Good Approach and the Virtue Approach are the common approaches to deal with moral issues as offered by philosophers. The principles of ethics are the principles of personal ethics, the principles of professional ethics and the principles of global ethics. The areas of business for ethics include decision making, leadership organizational structures and systems, relationship between business and society and corporate functions such as marketing, finance, production, personnel etc.

Ethical codes are statements of the norms and beliefs of an organization. Codes of conduct play an important role in a corporation's effort to institutionalise ethics. The Universal Declaration of Human Rights, adopted by the United General Assembly in 1948, was suggested as a good guideline for ethical standards that could apply across cultures in a rapidly changing world. A great many codes in India are aspirational in character. Most corporations have emphasized or discussed issues related to compliance procedures, reporting concerns and monitoring mechanisms / punishment for non-compliance. Corporate social responsibility is the organization's commitment to behave in an economically and environmentally sustainable manner and at the same time, honor the interests of stakeholders. Whistle Blowing is the voluntary disclosure

of harmful, non-public information as a moral protest. There has been a crying need to protect whistle blowers since the death of Satyendra Dube in 2003.

It is no longer enough for companies to produce healthy profits. They must also prepare the next generation of business executives to respond to the ethical, social and environmental considerations of today's corporate world. Our erstwhile President, Kalam's dream of India becoming a Superpower in 2020 may come true only when ethics are strictly implemented in each and every organization throughout India.

7.2 MANAGEMENT OF ETHICS IN VISAKHAPATNAM STEEL PLANT

Visakhapatnam Steel Plant, a Navaratna company, has the mission to attain 16 million ton liquid steel capacity through technological up-gradation, operational efficiency and expansion; to produce steel at international standards of cost and quality; and to meet the aspirations of the stakeholders. It has well set its objectives towards growth, profitability, employees, customers, suppliers, quality, technology, knowledge management, safety, environment, and society.

Rashtriya Ispat Nigam Limited (RINL), the holding company of Visakhapatnam Steel Plant was formed on 18th Feb. 1982. The first Blast furnace was blown on 28th Mar 90. VSP's product mix comprises Wire Rods, Bars, Angles, Channels/Beams, Rounds and Billets. The plant also produces Pig Iron, Granulated Slag and Coal Chemicals. The steel plant has many technological features, which are unique amongst the steel plants in the country. A large township was built for the employees with all the facilities and a unique township with greenery everywhere. *VSP* won many accolades and won the prestigious silver trophy for turnaround category from SCOPE for the

year 2000-01. In line with its vision to become a continuously growing company, Vizag Steel recast its expansion plan to double its capacity from its present 3 MT to 6.3 MT by 2011-12.

So far the name 'ethics' is not explicitly used in the steel plant as it is still new to public sector undertakings. But inherently the steel plant is maintaining ethics in many ways. Visakhapatnam Steel Plant, like any central public enterprise uses only ethical and right 'means' for generating profits. Profits are important, so also the responsibility towards the people. Policies, Rules, Regulations, Instructions, Manuals and Records are set up to be used by its employees to discharge their duties ethically. Personnel manual, Service rules for officers and Certified standing orders for non-officers, form the basic framework for maintaining ethics. RINL adopted technological revolution to improve transparency and good governance.

A Code of Ethics has been framed specially in compliance of the provisions of the guidelines issued by the DPE. It is "The Code of Business Conduct & Ethics for Board Members and Senior Management Personnel of Rashtriya Ispat Nigam Limited". The Board members include Part time and Independent Directors also. Senior Management Personnel shall mean personnel of the Company who are members of its core management team and would comprise all executives in the grade of E-9, E-8 and HODs in the grade of E-7. The code includes General Moral Imperatives and Specific Professional Responsibilities. The steel plant follows CDA (conduct, discipline and appeal) rules whose objective is to provide uniform knowledge to employees about do's and don'ts of the conduct expected of them, to serve as an instrument against waywardness of the employee and for detection of misconduct, to provide the

framework of penal action in case of misconduct and to provide protection to employees against unfair treatment or harassment through review and appeal.

Rashtriya Ispat Nigam Limited (RINL) is the first organization under the Ministry of Steel and second Public Sector Undertaking in India to enter into a Memorandum of Understanding with Transparency International (India) on 29.3.2007 to implement Integrity Pact (IP). Visakhapatnam Steel Plant has a clear cut procedure for handling complaints. It ensures protection to whistle blowers who render information on unethical activities going on in the steel plant. It has set up a toll free phone number '1800 425 8878'. It receives online complaints at www.vizagsteel.com.

7.3 FINDINGS FROM THE OPINION SURVEY

The data was collected by conducting a survey by administering a structured questionnaire with a sample of 200 respondents. These were in the level of officers, who could disclose the required information for the research. The survey was conducted with an objective to elicit information regarding the ethical practices they are following in discharge of their duties and their responses regarding some ethical dilemmas.

By applying ANOVA analysis, the findings of the opinion survey carried in Visakhapatnam Steel Plant, are developed. Respondents feeling are respected. Basing on the personal information provided and the opinions furnished in the questionnaire, the summary and conclusions for the survey are as follows :

Findings from the Questionnaire :

1. Visakhapatnam Steel Plant has established quite a good value framework. 80% of the officers of the Steel plant ensure that equitable treatment is done regardless of socio (sex, caste, religion etc.) – economic and cultural backgrounds.
2. For all the dealings made on behalf of the company, employees need to exercise control and must exhibit matured values. 99% of the officers of Steel Plant during their official dealing with others, ensure professionalism, honesty, integrity as well as high moral and ethical standards.
3. Any business organization aims to be a continuously growing company and profit is prime mover for it. 99.5% of the officers of Visakhapatnam Steel Plant honour their customers and suppliers like their business partners and acknowledge that they must have the opportunity to make fair profit like themselves.
4. When an organisation is trying to become a highly ethical organization it expects all the dealing parties like the customers, suppliers and other stakeholders to follow ethics. 98% of the officers of the Steel Plant follow ethics and expect the same gesture from the parties they are dealing with like customers, suppliers, other stakeholders etc.
5. There are instances where an employee buckles under pressure and indulges in unethical activities, thus causing harm to the organisation. 96.2% of the Steel Plant officers follow conscience and act in an ethical manner even when subjected to stress.
6. The notion that ‘big fish eats small fish’, cannot be accepted in today’s civic society. In all their official dealings, 97.9% of the officers of Steel plant do not want any undue advantage, by being a large organization, by bluffing, concealing information etc.

7. A highly ethical organization also expects the same ethical nature from the parties dealing with it. 98% of the officers of Visakhapatnam Steel Plant nurture values and expect reciprocity or give & take as far as the negotiations are concerned. All negotiations are to be fair and transparent.
8. A value based organization exercises reasonable thinking to the views expressed by the other parties. 98% of the Steel Plant Officers give reasonable thinking for other's views. The Steel Plant does not like hurting anyone. The officers are not autocratic. They take other's opinion and spare some time to it.
9. Ethics should be the most frequently talked about subject in all the discussions whether official or unofficial. This keeps check on unethical activities. 99% of the officers of the steel plant, keep thinking and discussing about ethics at one or the other time in the organisation.
10. 81.4% of the officers of Steel Plant promptly and candidly explain to customers about the plant's strengths and opportunities and also the threats and weaknesses, which are detrimental to them. When the disclosure is not in the interest of the company, only 34.4% officers are inclined to disclose. A highly ethical organization should not run in such a situation where it has some information which it cannot share to others like customers, thereby causing loss not only to the customers but also to the parent organization nurturing such deficiency. Transparency is the blood for ethics.
11. As per the principles of natural justice, any punishment should be given after exhausting all the opportunities given for the defendant to justify. In discussions, arguments, reprimands etc. 97% of the officers of the Steel Plant give fair chance to other person in defending his case. The Plant believes in principle of natural justice. It does not indulge in giving outright and hasty decisions.

12. The assets of an ethical organisation shall not be misused. 75.3% of the officers of the Steel Plant do not misuse the assets of the company which include tangibles like equipments, materials, facilities, systems as well as intangibles as proprietary information, relationships with customers & suppliers etc.
13. It is a common tendency in human beings, especially the egoistic persons to bluff or force false information on to the counterparts to push their point. 97% of the officers of the Steel Plant do not bluff / provide false information to the counter-part to push his point. They act sensibly in their deliberations with others and do not feel that they should have upper hand always.
14. Whistle Blowing means the voluntary disclosure of harmful information as a moral protest. Visakhapatnam Steel Plant has a large number of officers (81.3%) who do not hesitate to bring to light the unethical instances taking place in the organization. They highlight the mistakes of critical nature, done by other persons.
15. Most of the organizations with a robust ethical framework, have oath of ethics and they administer it to the new incumbents. Visakhapatnam Steel Plant ensures seriousness about ethics by imbibing ethics at the entry to the profession itself. 93% of the officers of the Steel Plant feel that any employee, before entering the profession, should be administered the oath of ethics.
16. One should be sincere and serious about maintaining ethics in the organization. Visakhapatnam Steel Plant follows values strictly and does not spare their close associates while blowing the whistle. 92.5% of the officers would not accept even a friend to break a policy, norm etc.
17. In this competitive world, professional rivalry is rampant in business organisations. It is an ethical threat to the organisation. 96.5% of the

officers of the Steel Plant assist their colleagues in their professional development, even though they are potential competitors. The Steel Plant develops a healthy competition without sacrificing the age old values.

18. The appraisal forms of Visakhapatnam Steel Plant contain on one page, a small box against the side heading 'integrity', where the officer has to tick or cross-mark it. 91.4% of the officers of the Steel Plant feel that 'Employee conduct' be evaluated in a broader way in performance appraisal system as against one box named 'integrity'. The Plant at this stage needs a detailed evaluation of the employee conduct.
19. In a value based organization, the employee should use his authority solely to fulfill his responsibility towards the organization. 94.5% of the officers of the Steel Plant use the authority solely to fulfill their responsibilities and not for self-interest or to further the interests of family, friends or associates. The Plant discharges its duties ethically without rendering undue benefits to self, family, friends etc.
20. Integrity is the back bone for any ethical framework in the organization. It should be given the highest priority. Integrity is highly valued in Visakhapatnam Steel Plant. 83.5% of the officers of Visakhapatnam Steel Plant maintain their integrity at the highest level.
21. In business and personal dealings that affect business, the officers of the Steel Plant follow the rules. Where rules do not exist, 96% of them use fair judgment, within the framework of ethics. They do not turn a blind eye when the issue does not fall under general rule category.
22. 96% of the officers of the Steel Plant do not accept gifts / favours of substantial nature, from the person having official dealings (contractors, suppliers etc.) with the company. They do not succumb to the temptation of offers from various dealing parties and lower the image of the organization.

23. Any employee of an ethical organization must see that not only he himself follows ethics but also the subordinates under him should also follow ethics. 93.5% of the officers of the Steel Plant ensure that the people under them follow ethics. Visakhapatnam Steel Plant ensures ethics right from top to the bottom of the organization.
24. In the day to day functioning, if any misdeed is done, one easily passes the buck on to others. If for someone's hardship, the organization benefited, then there are some people who take the credit to themselves. 95% of the officers of the Steel Plant would not take credit for someone else's work. Visakhapatnam Steel Plant uses fair means to get ahead than using false claims.
25. Whenever there is a personal job, sometimes the employees face a clash between organizational interests and personal interests. 89% of the officers of the Steel Plant place organizational benefit over their personal requirements. They skip their personal jobs in lieu of organizational exigencies.
26. Being placed in an ethical organization, each employee has the obligation to propagate ethical decision making to superiors and colleagues. 88.2% of the officers of the Steel Plant propagate ethical decision making to superiors and peers. Visakhapatnam Steel Plant ensures compliance to ethics at all levels of hierarchy in the organization.
27. Action speaks louder than words. The leader should demonstrate high values by being a role model to the followers. 92.8% of the officers of the Steel Plant practice what they preach. Visakhapatnam Steel Plant is very much practical in its approach and puts into practice, every word spelt out.
28. Short term and immediate gains from unethical activities are always tempting. This is more predominant when one's own colleague in the organization has set a precedent. 98.5% of the officers of the Steel Plant

would not follow and break a company rule if his peers did to get some unethical advantage. Visakhapatnam Steel Plant has self values and is aloof to the temptations of unethical activities within the organization.

29. Fudging of records / accounts has been one of the most rampant unethical activities in the business world. 96% of the officers of the Steel Plant maintain records / accounts fairly and accurately in accordance with reporting standards. Visakhapatnam Steel Plant does not accept any deviations from the reporting standards in the maintenance of records / accounts.
30. Visakhapatnam Steel Plant is a public sector company. Here the job is secure and the salary is assured. But 95.5% of the officers of the Plant do not do the jobs casually. They do the job as seriously as being done in a private organization.
31. Visakhapatnam Steel Plant must have a total ethics program. 15.4% officers felt that it must be applicable to each and every employee from top to bottom. 73.8% officers felt that it must have guidelines for ethics. 7.7% officers needed to have a separate department / section. 0.5% officers want a cell receiving complaints & redress mechanism. 2.6% opined it to be applicable for all parties dealing with VSP like suppliers, contractors, ancillary industries.
32. The government collects revenue through taxes from the citizens and redistributes them to the needy people in the society by means of various welfare schemes. Every citizen has the responsibility to pay their due taxes. 96.5% of the officers of the Steel Plant feel that they must bear the fair share of taxes as a responsible citizen. Visakhapatnam Steel Plant maintains its obligation in the society as a responsible tax payer.
33. Societal ethics deals with superior values maintained by the individual in the society. 95% of the officers of the Steel Plant are well aware that their

conduct can stand public scrutiny at any time without notice. Visakhapatnam Steel Plant maintains its conduct in the society in such a manner that no one can point a finger towards it at any point of time.

34. The officers of the Steel Plant, in public places, always mind their behavior in such a way that they do not become the reason for other's troubles. While parking the vehicle, 88.5% of the officers see that they are not blocking the way out for already parked vehicles. Before any counters, 97% of the officers follow 'queue' manners and give sufficient thinking for other's opportunity also.
35. India is a fast developing country. Still harassment is going on, even by the highly educated persons. To 76% of the officers of Visakhapatnam Steel Plant, taking / giving dowry directly or indirectly in any form is not acceptable. They are up against the social evils still present in the society.
36. Corruption has been one of the root causes for unethical activities in the society. Accepting or giving bribes, especially to public officials is unpardonable. 70% of the officers of the Steel Plant do not indulge in bribing people like traffic police, railway TTE etc. Visakhapatnam Steel Plant, to some extent does not cultivate corruption by bribing government officials.
37. One should not enjoy the fruits from other's hardships. Visakhapatnam Steel Plant is an honest organization. It does not grab anything which does not belong to them and will see that it is returned to its correct owner. Whenever the 94% of the officers of the Steel Plant, find a deposit in their account which is not their own, they inform the bank themselves.
38. Visakhapatnam Steel Plant always sees that because of its own actions, others are not at trouble or loose something. The officers of the Steel Plant value other's requirements as equal to their own. 93.9% of the officers of

the Steel Plant always see that knowingly or unknowingly because of their own actions, others are not trouble or loose something.

39. Conduct, discipline and appeal (CDA) rules Visakhapatnam steel Plant are the cardinal principles by which the value framework is maintained. 96% of the officers of the Steel Plant read and understood the CDA (Conduct, Discipline and Appeal) rules of the organization. They are well aware of various rules, norms and values practiced in the name of ethics in the organization.
40. To err is human. Hiding the errors and subsequently being the culprit for any damage to the organization is inhuman. 95.5% of the officers of Steel Plant do not hide the mistakes of critical nature, done by them. Officers of Visakhapatnam Steel Plant inform the organization against possible damage due to some self made misdeeds. They do not deter being punished.
41. In moments of conflict, doing the right things, sometimes is very difficult. People tend to take a short cut route, which is less risky and more convenient. 63% of the officers of Steel Plant do what is right and not what is convenient even during troubled times. Visakhapatnam Steel Plant sticks to doing the right things even in difficult times rather than picking up some short cuts.
42. It is the duty of all the employees of an ethical organization to report for duty correctly on time. For Visakhapatnam Steel Plant, 9AM is the reporting time for all general shift employees. 91.5% of the officers of the Steel plant almost always reported for duty daily on time in the morning. Visakhapatnam Steel Plant set this gesture more as a value than the discipline.
43. Employees of any organization, particularly the government organizations, have the tendency to take home office items like stationery, mechanical wrenches, electrical items, even though some of them are of meager value.

85.5% of the officers of Steel Plant do not take office stationery, wrenches, electrical items etc. to home. Officers of Visakhapatnam Steel Plant do not drain the company resources for personal purposes.

44. As per the standing orders of the organization, sleeping on duty has been a punishable offence. 92% of the officers of Steel Plant do not sleep for some time on duty. In Visakhapatnam Steel Plant, none of the officers make a habit of sleeping while on duty.
45. All the employees of an ethical organization must dedicate almost all their office time for discharging their organizational responsibilities. But there are employees, who get motivation, when they do personal jobs during office hours. Here the response about this aspect is analysed. 83% of the officers of Steel Plant do not use office time for personal activities. Most of the officers of Visakhapatnam Steel Plant are dedicated to organizational activities only as long as they are inside the boundary.
46. All the activities taken up by the employees of an organisation must be open and transparent. This makes the activities to be more ethical for the fear of being caught. 97% of the officers of Steel Plant ensure transparency and disclosure in their actions. Officers of Visakhapatnam Steel Plant are open and ensure transparency and disclosure in their actions.
47. Various rules and regulations are promulgated by the government, from time to time, for the benefit of people in the society. 95.4% of the officers of Steel Plant comply with all applicable laws and regulations, both in letter and spirit, irrespective of criticality of the activity. Visakhapatnam Steel Plant respects the rules of the Government and the society in which it is operating.
48. Our emotions should not influence our decision making ability. 95.9% of the officers of Steel Plant identify and separate their emotions and act in an

objective manner. Visakhapatnam Steel Plant believes in management by objectives and is impervious to external influences.

49. Dilemmas are common for the employees of an organization practicing ethics. When ethical dilemma confronts, 51.2% of the officers of Steel Plant do not try to evade it but go for a solution. Resolving ethical dilemmas is a difficult task. In Visakhapatnam Steel Plant half of the officers have the resolve to face them.
50. Value less life shuns assertiveness. Unethical employee always changes his verbal views with time and according to the situation whenever he is being cornered. 55.7% of the officers of Steel Plant stick to their words, whatever may be the outcome. Officers of the Steel Plant do not camouflage themselves with the environment.
51. For annual property returns, 91.2% of the officers made their disclosures correctly. The revelations made by 78.8% officers in declarations like LTC, LLTC, LTE, TA are exact to the extent they spent. Visakhapatnam Steel Plant ensures transparency in their personal declarations. All the declarations made by the officers of Steel Plant are genuine to a large extent.
52. Pressure may build up from any corner on the employee to reap benefit from the unethical activity. 80.1% of the officers of Steel Plant do not yield to any temptation from any corner and accept undue favours. The officers are very much resilient to pressures from family or friends or colleagues or lured by the degraded values in the society and do injustice to the organization.
53. As per the Standing Orders of the organization, no employee should take up any activity of earning money while being on the rolls of the company. 69.2% of the officers of Steel Plant do not want earn money from other activities as it will disturb the attention towards the organisation. None of

the officers want to take up the job and use the present contacts & position. The officers are loyal and sincere to their job and want to allocate all their attention towards the organization.

54. If an opportunity comes, when one can benefit by cheating the company and still it will never be known to anyone, 68.7% of the officers of Steel Plant do not want to cheat the company and 26.7% officers further go ahead to see that no one ever gets this type of opportunity. Officers of Visakhapatnam Steel Plant follow high moral values and even on instigation, they do not resort to mistrust like cheating.

Findings from the Statistical Analysis :

1. Among different directorates in the Steel Plant, for External Ethics, the Directorate of Commerce is the most ethical directorate in the steel plant as they look after legal and paper work more. The least ethical directorates are Operations and Projects as the employees of both the directorates are involved more in field jobs.
2. For Internal Ethics, the Directorates of Finance and Personnel are the most ethical directorates in VSP. The least ethical is again the Directorate of Operations. The above inference is again confirmed here. The one who does paper work and maintain records of proof, is more ethical than the one who does a field job.
3. For Societal Ethics all the employees in different directorates of Steel Plant have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.
4. For Self Ethics also, all the employees in different directorates of Steel Plant have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.

5. Among the three levels of management, for external Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons. It is evident that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
6. Again for Internal Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons. The above inference is again confirmed here. Experience enhances the level of ethics.
7. Again for Societal Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons. The above inference is ratified here. New to organization are new to ethics as well.
8. For Self Ethics, all the employees in different directorates of Steel Plant have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.
9. Among the three different age groups, for External Ethics, all the employees in different directorates of Steel Plant have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.
10. For Internal Ethics, officers of 'above – 50' years age group are the most ethical employees in VSP. The least ethical are the 'up to 30' years age group officers. It is evident that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.

11. For Societal Ethics, officers of '30 to 40' years age group surprisingly emerged as the most ethical employees in VSP. The least ethical are the 'up to 30' years age group officers. As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to '30-40' age group, for some particular cases like this, they instantaneously reached the peak. But they cannot sustain there, subsequently they fall down and reach the stabilization level.
12. Again for Societal Ethics, officers of '30 to 40' years age group are the most ethical employees in VSP. The least ethical are the 'up to 30' years age group officers. As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to '30-40' age group, for some particular cases like this, they instantaneously reached the peak. But they cannot sustain there, subsequently they fall down and reach the stabilization level.
13. Among different service groups, for External Ethics, officers of 'above – 20' years service group are the most ethical employees in VSP. The least ethical are the 'below 10' years service group officers. It is clear that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
14. Again for Internal Ethics, officers of 'above – 20' years service group are the most ethical employees in VSP. The least ethical are the 'below 10' years service group officers. It is established that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
15. For Societal Ethics, officers of '10 – 20' years service group surprisingly emerged as the most ethical employees in VSP. The least ethical are the

‘below 10’ years service group officers. As explained earlier, junior level officers, being fresh and inexperienced, lacked awareness about ethics. But as they migrated to the next group, for some particular cases like this, they instantaneously reached the peak. But they cannot sustain there, subsequently they fall down and reach the stabilization level.

16. For Self Ethics, all the employees in different service groups of Steel Plant have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.

17. Among different gender groups, for External Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts. Generally it is expected that female gender stick to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

18. Again for Internal Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts. As explained earlier, female gender sticks to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

19. Again for Societal Ethics, female officers are the most ethical employees in VSP. Male officers have shown a comparatively lesser ethics than their female counter parts. As explained earlier, female gender sticks to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.

20. For Self Ethics, male officers have ultimately emerged as the most ethical employees in VSP. Female officers have shown a comparatively lesser ethics than their male counter parts. Here male officers have demonstrated

their individuality. They shown their supremacy in self ethics as they may have exercising more self discipline than female gender.

21. Among different groups classified as per the mode of entry, for External Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics. Direct recruited officers, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics. Directly promoted officers are aged, lesser qualified and have pre-tuned mindset. As such they are not expected to show higher level of ethics.

22. For Internal Ethics, all the employees of Steel Plant, irrespective of their mode of entry, have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.

23. Again for Societal Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics. Direct recruited officers, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics.

24. Again for Self Ethics, direct recruited officers are the most ethical employees in VSP. Promoted officers have shown a comparatively lower level of ethics. Direct recruited officers, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics.

25. Among different groups basing on educational background, for External Ethics, non-engineering officers are the most ethical employees in VSP. Officers from engineering background have shown a comparatively lower

level of ethics. For External Ethics, non-engineering officers are the most ethical officers in the steel plant as they look after paper and legal work more. Engineers are practical and are involved more in field jobs.

26. Again for Internal Ethics, non-engineering officers are the most ethical employees in VSP. Officers from engineering background have shown a comparatively lower level of ethics. For Internal Ethics, non-engineering officers are the most ethical officers in the steel plant as they look after paper and legal work more. Engineers are practical and are involved more in field jobs.

27. For Societal Ethics, all the employees of Steel Plant, irrespective of their educational background, have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.

28. Again for Self Ethics, all the employees of Steel Plant, irrespective of their educational background, have shown similar level of ethics. There is no significant difference in the level of ethics. But the level of ethics shown by them is high.

Findings from the Analysis for Total Ethics of Different Profiles

1. Among different functional directorates, for Total Ethics, officers belonging to the 'Directorate of Personal' have shown the highest level of ethics. The lowest level of ethics was shown again by the officers belonging to the 'Directorate of Operations'. This again confirms the above presented findings that the highest level of ethics was shown by the people who deal

with paper work and the lowest level of ethics was shown by those who deal with field jobs.

2. Among the three levels of management, for Total Ethics, officers of senior level management are the most ethical employees in VSP. The least ethical are the junior level management persons. It is again proved that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
3. Among the three different age groups, for Total Ethics, officers of 'above – 50' years age group are the most ethical employees in VSP. The least ethical are the 'up to 30' years age group officers. Once again It is evident that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
4. Among different service groups, officers of 'above – 20' years service group are the most ethical employees in VSP. The least ethical are the 'below 10' years service group officers. It is made clear once again that the senior level officers having so much experience and gaining knowledge and understanding continuously have shown higher level of ethics. Whereas junior officers, being fresh and inexperienced, lack awareness about ethics.
5. Among different gender groups, female officers are the most ethical employees in VSP. Male officers have shown comparatively lesser ethics than their female counter parts. It is further proved that female gender stick to high moral values. Here female officers have shown their supremacy in self ethics as they exercise more general discipline than male gender.
6. Among different groups classified as per the mode of entry, direct recruited officers are the most ethical employees in VSP. Promoted officers have

shown a comparatively lower level of ethics. It is once again proved that direct recruited officers, because of their formal education, age and career prospects, are expected to exhibit higher level of duty mindedness and thus a high level of ethics. Directly promoted officers are aged, lesser qualified and have pre-tuned mindset. As such they are not expected to show higher level of ethics.

7. Among different groups basing on educational background, non-engineering officers are the most ethical employees in VSP. Officers from engineering background have shown a comparatively lower level of ethics. It reaffirms the fact that non-engineering officers are the most ethical officers in the steel plant as they look after paper and legal work more. Engineers are practical and are involved more in field jobs.

Findings from the Analysis for Ethics of Entire Steel Plant

1. Among different categories of ethics, the officers of Visakhapatnam Steel Plant have scored maximum in Societal Ethics and have shown a lesser performance in External Ethics. They are at moderate level for Internal and Self Ethics. Officers of the Steel Plant have shown high concern for societal ethical factors. They have less regard for external environmental factors like towards various stakeholders including the government.
2. Among different modes of ethics, the officers of Visakhapatnam Steel Plant have excelled in Ethical Comprehension and have shown a lesser affinity for Ethical Frequency. They are at moderate level for Ethical Perception. Officers of Visakhapatnam Steel Plant have shown higher analytical skills regarding ethical environment, followed by basic understanding regarding ethics and the seriousness about ethics on continual basis.

3. Among the twelve ethical variables, the officers of Visakhapatnam Steel Plant have excelled in Societal Ethical Perception and External Ethical Comprehension. They have shown a lesser affinity for Societal Ethical Comprehension and External Ethical Frequency. The officers of the Steel Plant are not very much clear about societal and external ethical variables. Regarding societal ethics, they have shown strong inclination towards societal ethical perception and at the same time a lesser affinity for societal ethical comprehension. They have shown excellent skills as far as the basic understanding about societal ethics is concerned. But they are not able to analyse the ethical cases, they encounter from time to time. In a similar manner, regarding external ethics, the officers have strong foot in external ethical comprehension and shy away from external ethical frequency. Here they demonstrated analytical skills pertaining to external ethics. But they are not serious about external ethics every time.
4. Now the total level of ethics shown by Visakhapatnam Steel Plant is 4.12 as mean score on a 5-point scale and is 82.35 on percentage basis. From the study, it is evident that Visakhapatnam Steel Plant is an ethically managed company to a large extent. Further the Steel plant needs some formal ethics program to see that its superior ethical performance is distributed more or less equally among all its ethics variables and among all categories of employees.

7.4 CONCLUSIONS

It is true that most organizations and the people in them, have a cognitive understanding of ethics. The prosperity of the organization depends on how it stimulates and empowers that characteristic. Visakhapatnam Steel Plant is a world class organization with excellence in every field from technology to

management. It has won many awards and has been a benchmark. On ethical front, it has been a well practiced organization as has been demonstrated in the study. However the ethical management has to be streamlined in a proper manner. Some of the ethical lapses need some immediate push up. Basing on the entire study and the findings from the survey, some suggestions are put forward here which prove to be of immense use both in short run and long term as well.

MEASURES SUGGESTED FOR THE SHORT TERM

Based on the findings presented, the following suggestions are pointed out, which will bring back the organization on to the ethical path in the immediate future. However, these measures are for short duration only.

Suggestions regarding unethical activities

1. The assets of an ethical organisation shall not be misused. Employees must be counseled in such a way that there is a reduction in the incidences of misuse of company assets. Company assets are to be treated on par with employee assets. In this regard the requisite wall posters are to be pasted at important locations.
2. Employees must be educated against the social evils like dowry and bribing of government officers. Money accepted or given for unlawful purposes does not stay for along. Upholding human values in modern era is essential for social development. Seminars on ‘values’, once in a year will help to keep the tempo.
3. Employees must be trained in resolving the ethical dilemmas effectively. Identification of the dilemma, coping strategies and finding a correct

solution must be taught to the employees. A suitable training program has to be designed accordingly.

4. Counseling sessions must be held for the employees to make them stay calm during trouble times. They must do only right things than doing the things for namesake that are easy, convenient and do not yield any results. Once misdeed done cannot be taken back. Short cuts will always cut short the temporary gains. Patience and perseverance are the key for long term cherishment of values.
5. Trait based training package must be evolved where the assertiveness of the employee is improved. He should not to change his verbal views as and when situation changes. No harm can be done to those who stick to values.
6. Employees must be educated through refresher courses, against cheating the company and earning from other sources of income. One should not cut a tree under whose shade one is standing.

Suggestions for different profiles of respondents

7. As the field officers (Directorate of operations, Projects) have scored low for total ethics, proper practical orientation programs must be designed and imparted to the officers, regarding the importance of adherence to ethics.
8. For the officers of remaining directorates, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.
9. As the junior level managers have shown immaturity regarding ethics, a suitable ethics induction program has to be designed at entry level. Even though they cannot be brought on par with senior level managers, effort should be made to reduce the gap.

10. For the officers belonging to senior and middle level, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.
11. As mentioned earlier, a properly designed ethics induction program should improve the level of ethics for officers of below '30 age' group as they exhibited lower level of ethics. Again effort should be made to reduce the gap in the level of ethics shown by different age groups.
12. For the officers of remaining age groups, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.
13. As the level of ethics shown for male employees is low, more emphasis must be laid on them for improvement in internal & external environmental ethics, in particular and societal ethics, in general. Accordingly a special awareness enhancement program must be generated to take care of the above ethical variables. The number of male employees is much more than the female employees. There is a dire need for male employees to be more ethical.
14. All female employees must be counseled to excel in self ethical variables. They have shown higher level of ethics in all other ethical variable. They are expected to show the same performance in self ethics also. A tailor made program must be designed to improve the level in self ethics.
15. For the rest of the ethical variables for all male & female employees, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.

16. As promoted officers have demonstrated lesser ethics, the above mentioned ethics induction ethics program is sufficient to boost up their levels. They must be administered the oath of ethics as well.
17. For the overall development of direct recruited officers, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.
18. All engineers have to take one course on ethics specially designed for the employees from technical backgrounds. The number of employees from engineering background is much more than the employees from non-engineering background. There is a serious need for the employees of engineering background to be more ethical.
19. For the non engineers, even though a comparatively higher level of ethics are exhibited, they should undergo a general ethics management program to develop skills for all the ethical variables and to ensure sustainability at higher level of ethics.

Suggestions regarding ethical variables

20. Awareness about all the twelve ethical variables must be taught by an expert in the field of ethics. These impart minute ethical values in to the individuals in the organization.
21. As the mean score for total ethics is low, effort on counseling must be put regarding the ethical variables societal ethical comprehension and external ethical frequency. A focused on the job training will be sufficient.
22. General Ethics Management System is to be incorporated in the organization to look after various ethical aspects for the organization. For all other ethical variables (except the above mentioned two variables), the

general ethics management system is capable to take care of the necessity. The formation of general ethics management system is explained in the long term measures.

- 23.Regarding different modes of ethics (perception, frequency, comprehension), ethical perception and ethical frequency needs further boost up as their scores are comparatively lower. Identification of ethical problems and attaching seriousness to them are the things to be taught as part of departmental improvement programs.
- 24.Regarding different categories of ethics (external, internal, societal, self), external ethics require some brush up as its score is little lower. Employees are to be sensitised during action plan based initiatives, regarding values to be followed while dealing with external agencies.

MEASURES SUGGESTED FOR THE LONG TERM

As the short term measures mentioned here do not ensure sustainability, some long lasting measures are presented here. These measures, if implemented, will make the organization most ethical and keep the organization on growth track on continual basis.

Exclusive department for Ethics Management

1. A separate department called 'Department of Ethics' is to be formed in Visakhapatnam Steel Plant. It should be made responsible for maintenance of ethics in the organization.
2. One officer from each department must be identified as 'ethics resource person' who will look after all ethics related activities in the department and report to the Department of Ethics.

3. The Department of Ethics must implement a comprehensive ethics management system in the organization. The said ethics management system should take care of all the ethical needs of the organization.
4. A code of ethics must be developed to act as a guide for ethical behavior. Every employee must possess a copy of the code of ethics as a ready reference for his day-to-day activities.
5. The Department of Ethics must see that every employee from the lowest grade to the Chairman cum Managing Director, follows ethics. Even though senior management and board members have a separate code, they must also conform to VSP ethics as well.
6. The Department of Ethics must have separate sections and must include those dealing with ethical dilemmas and whistle blowing as these are the crucial elements for the success of any organization to be ethical.
7. Ethical management must be one of the core values for the company. It should reflect in the statement of core values exhibited by the organization. The mission, vision, objectives and core values must be the 'ten commandments' for the organization.

Adherence to ethics by employees

8. All the employees must be trained on 'ethics' in a phased manner. They must be evaluated for ethical compliance at regular intervals. Retraining must be considered for the low performing employees.
9. An oath of ethics must be prepared and administered for all new incumbents. This must go in parallel with the ethics induction program imparted for all the new entrants.
10. Every employee must ensure transparency and openness in his activities. Any abnormality will be easily identified and corrected. This will put a

check on unethical activities and ensures ethical compliance. This further ensures peace of mind for the employee in the organization.

11. The appraisal forms of Visakhapatnam Steel Plant have one box named 'integrity'. 'Employee conduct' is to be evaluated in a broader way in the performance appraisal system as against one box named 'integrity'. The Steel Plant, at this stage needs a detailed evaluation of the employee conduct.

Communication about ethics

12. Adherence to ethics, must be given wide publicity through training programs, computer networks, display boards etc. Ethics must be the much talked about subject at various discussions whether official or casual. This depicts common platform for all the employees of the organization.
13. There should be a display about 'ethics' in the official web site and in the internal web site. The ethical policy followed by the organization, must be published here.
14. A monthly magazine on ethics has to be designed to spread current awareness about ethics. Ethical practices followed by other organizations may be exhibited here.
15. Solved cases depicting the resolution of dilemmas and arresting unethical practices have to be published in the magazine. This should be an eye opener for the employees of the organization.

Ethical dilemmas & whistle blowing

16. Employees must be encouraged to come forward freely with ethical dilemmas and unethical activity disclosures. There should not be fear or favour towards anyone in the organization.

17. Employees must be equipped sufficiently to handle the ethical dilemmas they encounter in day to day activities. The code of ethics and the departmental ethics resource manager must help these employees.
18. Employees must be assured of protection for whistle blowing. His details should not be mentioned anywhere. He should be isolated for any retaliatory tactics taken up by the convicted persons.

Rewards & Punishments

19. Employees showing high ethical behavior must be rewarded as a motivation. The monthly magazine must provide sufficient coverage to this issue as this will motivate other employees as well.
20. Employees indulging in unethical behavior must be counseled and guided properly. Sufficient opportunities must be given to the employee to mend his ways.
21. On repeated instances of unethical behavior and after giving sufficient opportunity for correction, if still in the same way, then punitive measures have to be taken.

Advice on ethics for dealing parties

22. Every employee shall enlighten the persons with whom he is interacting, about ethics and advice them for ethical compliance. When everyone follows ethics, the temptations towards unethical activities, will not generate as the unethical individuals will be more conspicuous and will be caught easily.
23. The steel plant shall see that all the interacting parties like suppliers, suppliers etc. are aware of ethics and its benefits. The umbrella of ethics must be wide enough to accommodate various parties dealing with it as well.

24. The Department of Ethics shall cater to employees as well as to act like an advisory body for ethics to other stake holders like the government, customers, suppliers.
25. If needed training on ethics may be imparted to suppliers, customers etc. as a big brotherly gesture. This also ensures long term business relations. This further enhances the image of the organization in the society.

Awareness and ethical conduct of employee families

26. Awareness on ethics may be imparted to employee's families as well to ensure good ethical atmosphere in the township, in particular and in the society, in general. VMS (Vizagsteel Mahila Samiti) may be entrusted with this responsibility.
27. The plant shall strive to see that there is a clear cut demarcation of its employee's behavior as against others in public places. The essence of ethics must be clearly visible. For this, good conduct needs to be identified and rewarded among housewives, children and employees in social life.
28. As part of CSR (corporate social responsibility), the company shall try to improve the ethical behavior in its rehabilitation colonies also. The organization should stand as a benchmark for other organizations.

Oath of Ethics

As suggested in the findings, every employee should be administered the oath of ethics, especially those who are joining the organization. Accordingly an oath of ethics is developed and is given below.

I pledge that I shall continuously ensure ethics in all my actions and advice all the parties dealing with me including my family, friends and acquaintances to

follow ethics. I relentlessly strive to make my organization ‘Visakhapatnam Steel plant’, an ethical organization.

7.5 CODE OF ETHICS FOR VISAKHAPATNAM STEEL PLANT

Basing on the entire study done on ethics, after going through all the codes of ethics practiced by different agencies and organisations, based on the survey behavior exhibited by the respondents and basing on different values practiced in the organisation, a sample code of ethics is developed which can be used by the steel plant in developing a more coherent and adept code of ethics.

‘The Code of Business Conduct & Ethics for Board Members and Senior Management Personnel’ as given by the Department of Public Enterprises (DPE) was taken as a basic platform. It is interpolated in developing the code for the steel plant, so as to fit to the entire workforce, ranging from the lowest employee and up to the Chairman cum Managing Director. For every profession, some ethical guidelines are provided and every individual, in profession, is expected to maintain conformity with this standard. There is a lack of universally accepted formal ethical codes, whose duty is to protect the interests of all parties – owners, suppliers, consumers, government etc. In this respect, they are expected to maintain codes of conduct.

TCC (Tata Code of Conduct) has been among the first and most renowned code of ethics developed and being used in our country. This is the uniform code of ethics practiced in all of its undertakings (Salt to Software companies). Tata steel has been the heart of Tata Sons group and it has the same area of business as VSP. As a result TCC was taken as a cardinal platform in framing the code for Visakhapatnam Steel plant. The code is uniform across all functions of management like operations, marketing , finance. This guide is a

straightforward and highly practical tool designed to help leaders and managers implement comprehensive ethics management systems in their workplaces and have systems to deal with the complex ethical issues that can occur in the day-to-day realities of leading and managing an organization.

In tune with the certified standing orders and service rules of the organization, the code clearly specifies not to accept gifts and favours of substantial nature. Employees are likely to subvert decisions that benefit particular groups at the expense of the organization as a whole. Employees are more likely to share knowledge and to learn from one another in an environment of mutual trust and respect. Conversely low trust impedes the flow of knowledge. As per the long term measures suggested, aspects like adherence to ethics by all the dealing parties, highlighting unethical instances, giving a thought for others, fair treatment, are all taken care in drafting the code of ethics for Visakhapatnam Steel Plant. At a time when bottom line issues and moral compromises are increasingly blurring the thin line between right and wrong, the code becomes a tool to equip employees to handle the ethical dilemmas they encounter in day to day activities. As ethics is maintained on continuous improvement basis, provision for self study and correction has been given in the code.

The motto behind developing the code is to have a pledge that we shall continuously strive to bring about integrity and transparency in all spheres of our activities. We also pledge that we shall work unstintingly for eradication of corruption in all spheres of life. We shall remain vigilant and work towards the growth and reputation of our organization. Through our collective efforts, we shall bring pride to our organisations and provide value-based service to our countrymen. We shall do our duty conscientiously and act without fear or favour. Through the Code of Ethics, employees of the organization are

enlightened to the fact that unethical business practices though profitable sometimes lead to litigations resulting in loss of revenue, image and goodwill of the company. The public sector units are given some autonomy and regulation of the government made lesser in such a way that the organizations should not indulge in unethical business practices.

Codes developed for Visakhapatnam Steel Plant are tailor-made for the specific circumstances and the unique missions of the company, as spelt out from the response to the questionnaire. As such they would be more widely adapted and recognized by the employees of the organisation. As per the statement given in the core values for the steel plant, the code is framed with a view to run the business in a transparent manner meeting the needs and expectations of the stake holders and to give utmost importance to the value system in the company.

As spelt out in the research work, the code should have a title, which is inspiring, short and exact. It should bear a name which can be recalled easily. The code for Visakhapatnam Steel Plant is named as ‘Ukku Sankalpam’ (US), in local language ‘Telugu’, meaning the determination as strong as steel. The code is

‘UKKU SANKALPAM’

Visakhapatnam Steel Plant expects all its employees from the entry grade non-officer to the Chairman cum Managing Director to try to maintain the following ethical guidelines at the highest level.

1. *Fair Treatment* : Treating the government, customer, supplier or anyone in a non-aligned manner without any bias, favour, intimidation, coercion, tit for

tat etc. Ensuring equitable treatment regardless of socio (sex, caste, religion etc.) – economic background.

2. *Equal Opportunity* : Always adhere to provide equal opportunity to all even to the opponents as well. Decision should be unbiased and be based on merit. Before disapproving anything, sufficient opportunity must be given to defend themselves.
3. *Disclosure* : Provide information to all interested parties even when unasked for. All declarations like accounts , return statements must be factual and timely. Transparency must pervade all through the organization. Unethical instances are also to be disclosed.
4. *Honesty* : Cheating, misguiding should not be done for any reason. One can explain to interested parties our strengths and opportunities and also our threats and weaknesses, which are detrimental to them. Ensure maintenance of ethics by all in family or professional life.
5. *Undue Relationship* : Do not take decisions favouring anyone and take undue interest with dealing parties. Accepting gifts or favour of substantial nature should not be done. Voluntary disclosure of sensitive information should be avoided.
6. *Space for Others* : Habituate parallel thinking for the well being of others. One can be selfish but not at the cost of trouble to others. One need not help another but he should not be a loser because of you.

7. *Discipline* : Personal discipline must always be maintained. The assets of the Company shall not be misused. These include tangibles like equipments, facilities, systems as well as intangibles as proprietary information, relationships with customers & suppliers etc.
8. *Damage to None* : One should mind his behavior so that no damage or inconvenience is done either directly or indirectly, knowingly or unknowingly. Do not bluff / provide false information to counter-part to push your point.
9. *Even Temper* : Our conduct can stand public scrutiny at any time without notice. One must be able to stay composed in both good, bad times and under pressure. One should not change verbal views with time and according to the situation.
10. *Self Study* : One is responsible to the communities in which we live and work and to the global community as well. Continuous monitoring and introspection must be done to ensure that the above values are followed diligently.

ANNEXURE

Questionnaire