



Contemporary Management Ethics: A case Analysis of Al Mest Group in Oman

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1. Introduction

Effective decision making is an indispensable part of organizational management in the context of contemporary management theories. These take into consideration the diverse application of normative ethical theories as well as the integration of meta-ethical analytical perspectives. Normative ethical theories provide one of the most plausible platforms through which such comprehensive decision-making process can be based ("Descriptive Ethical Decision-Making Models," 2017). Normative ethics is based on the application of the rationality of moral goodness or badness of an act or behavior. These moral standards play an imminent role in affecting the nature and scope of business decisions made by the management of different organizations. As such it is imperative for business organization managers to focus on adopting management practices and decisions that can take the firm forward based on a critical review of the market dynamics and coming up with the optimal solution amidst existing alternatives. Moral ethics play a vital role in understanding the relationship between organizational success or failure and the leadership scope of the organization. By taking a case study of Al Mest Group in Oman, it will provide an ample platform through which normative ethical theory can play a role in ensuring sustainable management practices as well as decision-making. In the course of this paper, emphasis will be on the integration of normative ethical theory in the effective decision-making process and examining how that can facilitate sustainable production behavior and practice taking a case study of the Al Mest Group company in the Sultanate of Oman region

A. Background of the Company

Established in the year 2001, the Al Mest Group has been one of the most influential construction companies in the region with significant advancements in the application of electromechanical as well as decoration techniques in the construction industry. The head office for the company is located in Ruwi with a significant customer base whose loyalties have been won over time through excellence and quality of the brand output (Www.NaukriGulf.com, 2018). The Al Mest Group is one of the leading companies in the entire sultanate of Oman region in the provision of construction services. Over the years since its establishment, it has made significant strides in terms of meeting its corporate social agenda and sustainable management practice. As a result, the company has been able to manage its production process under solvent bracket and maintained a relevant share of the construction industry market in the Oman region. It is therefore important to explore how the company has thrived through the integration of relevant normative theory of ethics to ensure such sustainable development progress.

B. Statement of Objectives

Often times, there has been a misunderstanding of the interplay between the application of normative ethical theories and business management practices. While some factions have always argued that there is no correlation between the two aspects of business management, other scholars have argued in favor of the assertion. Therefore, the primary objective of this paper is to explore how normative ethical theories can be integrated into the business decision-making process to ensure that the firms engage in healthy and sustainable production process throughout various aspects of their production process. For the sake of this study, a case analysis will be done based on Al Mest Group, a construction company situated in the Sultanate of Oman region.

2. Discussion

A. Management Ethics in Business

The Sultanate of Oman is comprised of very diverse and competitive markets. It is therefore important that most business organizations operating within the region should have a comprehensive framework involved in their decision making the process as well the determination of operational strategies that can enhance the perfection of sustainable business processes. Normative ethical theories are categorized into two broad categories which help in organizational decision making in different capacities (McCloskey, 1969). These include the consequentialist theories and the non-consequentialist theories. In the consequentialist perspective, the decisions or the actions can be considered right or wrong based on the scale of their outcomes or consequences. On the other hand, in the non-consequentialist perspective, decisions are not affected or dependent on the outcome of an action. Rather, they depend on the weight of the aspect of morality in every action or decision made. In the consequentialist perspective, there are various sub-theories that define the important relationship between organizational management and its success or failure.

In the egoism perspective, business decisions are dependent on the organizational goals and interest and how these affect the making of the sustainable development plan for the companies.

In the Al Mest Group, for example, there are defined organizational goals and interest, and this has enabled the company to maintain its competitive advantage for quite a long time as well as to thrive in the highly dynamic construction industry. Precisely, normative ethical theories in business administration and controlling accommodate an accepted proportion with which the decisions and accomplishments anesthetized in the business can be gauged as either appropriate or amiss (Rezaee, 2016). When such accomplishments are advised as appropriate or amiss based

on their after-effects or the consequences, again it becomes a consequentialist abstract perspective. However, if the decisions and accomplishments are fabricated based on the built-in appearance or appearance of the bodies' complex in accommodation authoritative process, and again it becomes the non-consequentialist perspective.

Consequentialist ethical theories also include the traditional theories such as those of utilitarianism which guide organizations such as Al Mest Group into proper decision making in their bids to achieve sustainable production process (Van den Brink, 2017). Utilitarianism theory, for example, advocates for doing good to the maximum number of people. In this context, the organizations should, therefore, focus on the management practices which enhance maximum satisfaction to the greatest number of people. Al Mest Group, for example, has a management strategy to increase the productivity of its employees through performance appraisal and motivation. This is done to ensure the employees focus on quality service delivery which increases the competitive advantage of the firm in the region amidst stiff competition within the construction industry in Oman. It is also prudent that the company be involved in customer evaluation to find out what brings happiness to most of their customers. This can make the company be quite objective in terms of its decisions and focus on those decisions that motivate the employees and increase the loyalty of their customers for their products and services notwithstanding.

When making decisions in any for-profit organization, it is important to focus on measures and strategies that are sustainable. This has also been achieved to the greater percentage by Al Mest Group. Through its human resource department, the company has been involved in conducting professional development training for most of its employees and this has defined the better performance index of the employees relative to those of other companies in the same industry

across the entire Sultanate of Oman. Professional development training is one of the most imperative long-term sustainability goals in the organization because it enhances the productivity of the business organization and eventually leads to the realization of both short-term and long-term benefits. It cannot be underscored that in some aspect, this promotes the level of expertise and diversity within the organization and the ultimate results in enhanced productivity.

B. Differentiating Normative Ethical Theories and Traditional Ethical Theories

Ethical theories exist in many forms and play crucial roles in business decision making either in sole proprietorship business or organizational business. Under any circumstance, it is important to clearly and precisely understand the existing difference between the traditional ethical theories in business management and contemporary ethical theories in business management. In most cases, the normative ethical theories are used as a standard upon which actions and behavior can be judged as either right or wrong. There is a difference in the way the general society understands the application of the normative ethics in business compared to the earlier understanding of the meta-ethical perspectives (Van den Brink, 2017). Most traditional ethical theories focus on the understanding of life and explaining the reasons behind the existence of various phenomena. Therefore, on the basis of these traditional ethical theories, it is easy to make decisions affecting various business operations without paying much attention to how they will affect current organizational setup and structure. It must be noted with deep cognizance that most forms of contemporary ethical theories depend on the understanding of diversity in the organizational framework and how these are integrated into organizational decision-making within the organization. Based on the case study, Al Mest Group has been actively involved in the integration of ethical diversity principles and has motivated its employees based on their performance indices. This is a strategy that has really given the firm a better competitive

advantage relative to its competitors in the construction industry within the Sultanate of Oman region.

The contemporary ethical perspective evaluates the life of norms in a society primarily based on their consideration and information within the context of society and subculture. In most commercial enterprise interactions and choice-making projects in contemporary contexts, the emphasis is on comparing what makes human choices, acts and behavior proper or incorrect. There is the scale of the virtuous precept and that of vices via which the outcome of human action and conduct can be categorized and rationalized. Most conventional moral theories also accept as true with and acknowledge the lifestyles of best creatures which include God that controls and guides the conduct of people and their relationship with every other. In the context of normative moral theories nevertheless, the emphasis isn't on reading expertise based totally on the understanding of reality and morality of nature. Rather, the focal point is on the usual upon which human movements and behavior may be classified as right or wrong. While it is particular that consequentialist theories examine human movements and conduct in addition to that of the institutions as absolute capabilities of what goodness and badness plays in a society and in enterprise environments, it is also prudent to remember the fact that the non-consequentialist angle is likewise critical because it emphasizes on the call to obligation as opposed to the dimensions of goodness or badness of actions and behavior. Sometimes, the decision to responsibility could be very vital especially in the context of business operations and this is something that has given the Poly merchandise an higher hand inside the management of its personnel and shooting the attention of the customers through quality productions and human useful resource control.

C. The Potential of the contemporary view of ethical theories for business.

Contemporary view of ethical theories plays vital roles in organizational management and decision making initiatives. From a critical and in-depth perspective, most of the decisions made in business organizations require integration of ethics of practice and management. There is an important need for management in many business organizations to consider the virtue of sustainable production processes that are not objective in the maximization of profits but also keen on reducing the impacts of climate change in both the short-term and the long-term perspective (Mel Wilson, 2003). One of the vital features of modern-day moral theories is the fact that they consciousness on the call to responsibility instead of the goodness or the badness that outcomes from distinct actions and choices. In maximum enterprise setups, there's diversity in all elements in terms of cultural understandings and ethnic backgrounds of the employees. It is, therefore, a duty of the management department to ensure the relevant ethical standards are followed and implemented for the sake of ensuring sustainable growth of an organization. This is likewise important in facilitating the collaboration and cooperation among one-of-a-kind group participants in the company.

With reference to the Al Mest Group, loads of moral attention is taken into account for the duration of the production system. Precisely, there is a lot of integration of the factors of both conventional as well as the normative ethical views. For instance, inside the mission and imaginative and prescient statements of the firm, the emphasis is provided on using environmentally pleasant manufacturing techniques. This is based at the normative idea of utilitarianism which advocates for goodness to the most quantity of human beings within the society. With the adoption of one of this pleasant manufacturing approach, it is pretty evident that the corporation promotes environmental conservation which is a key corporate social obligation schedule driving the competitive cost of maximum multinational businesses currently.

This is also in line with the worldwide millennium development goals in which sustainable monetary manufacturing and the conservation of biodiversity is satisfactorily enshrined and captured. Ethics isn't always simplest concerned with doing that which is appropriate within the eyes of humans but additionally focusing the effects of the movements and how possibly they are able to impact

3. Corporate Sustainability

In the newly emerging management paradigm, corporate sustainability has received a lot of significance and provides an alternative avenue for growth and maximization of profits in the for-profit organizations. While focusing on the primary objectives of streamlining the production and marketing process of the business, it is also important to look into societal issues and how the business operations are likely to impact them. This is the essence of corporate social responsibility that firms are advised to emulate in the context of normative ethical theories. Based on the case of Al Mest Group, the company has achieved its mandate and obligation of corporate sustainability by focusing on four important aspects (Mel Wilson, 2003). These include sustainable development, corporate social responsibility, stakeholder's theory, and corporate accountability. These four pillars have enabled the organization to experience a better competitive advantage in the face of stiff competition from the industry. With reference to sustainable development, the company has policies which empower the employees based on the application of utilitarianism principle of maximizing happiness to the greatest number of people. The accountability theory has also enhanced the promotion of organizational diversity which has created a culture of teamwork and togetherness which implies that the firm can meet its objectives in both the short-term and the long-term perspectives.

4. Conclusion and Recommendation

The Sultanate of Oman is a region of many activities and dynamic markets. Effective survival of businesses in this region, therefore, commands an effective integration of various ethical theories in decision making. While striving to achieve this noble objective, it is imperative for business organizations to consider sustainability in the long run perspective. This calls for a serious review of the decisions taken by firms such as Al Mest Group (McCloskey, 1969). At the top of every business, organization should always be the long-term sustainability and development goals. This will make the management of such firms to focus on taking initiatives that will not only be geared towards the maximization of business profits but also through ensuring that the corporate social responsibility of the firms is achieved as desired. By integrating the normative ethical theories and their sub-theories, it is possible for various departments within the business organizations to take appropriate measures which are aimed in ensuring better development goals are achieved. In this sense, it can be confirmed with certainty that normative ethical theories and sound decision making for sustainable organizational development are inseparable.

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