

**MBA-II / SEM-IV / INDIAN ETHOS & BUSINESS ETHICS (2021-22)**

**COMPREHENSIVE CONCURRENT EVALUATION**

**Faculty Name: Prof. Shamli Joshi**

**Subject: Indian Ethos & Business Ethics**

**Subject Code: 402**

Sr. No.	Component	Marks	Date of Exam/Submission
1	Written Home Assignment	50	31 <sup>st</sup> May 2022
2	Case Study	50	15 <sup>th</sup> June 2022
3	Online MCQ Test	50	

**Written Home Assignment**

**Instructions:**

1. Assignment should be hand written and in your own words; copied assignments from peers or other open sources will not be considered for assessment.
2. The content should cover all the points & justify the marks for assessment.
3. Incomplete assignments will not be accepted.
4. Student name, specialization, assignment questions must be clearly mentioned.

**Q1. Solve any 5 –**

- a) Define Indian ethos. Explain significance, features, need & relevance of Indian ethos.
- b) Describe in detail - Triguna Theory & OSHA Model. Give 6 examples of brands that can be identified in 3 of the Guna.
- c) Give Differentiations –
  - i. Eastern Management v/s Western Management
  - ii. Ethics Vs Ethos
- d) List out management lessons from 'Ramayana' & 'Mahabharata'. Describe how you can relate the same in current day scenario through relevant examples.
- e) Discuss Leadership Pointers from Kautilya's Arthashastra. As a manager, explain how you can implement the same in below type of organization.
  - i. Bank
  - ii. IT firm

- f) Explain the framework for ethical decision making
- g) Discuss intellectual property rights (IPR) and WTO agreement
- h) Discuss infringement, misappropriation & enforcement of intellectual property rights

**Q2.** Solve any 2 –

- a) Explain Corporate Rishi Model. Give 3 examples of ethical leaders from current times & explain why they can be termed as corporate rishis.
- b) Explain code of ethics & business conduct. Discuss scenarios that can occur in an IT firm, in the context of below mentioned points.
  - i. Social Media Ethical Issues
  - ii. Harassment & Discrimination
  - iii. Technology / Privacy
- c) Discuss the Consequentialist & Non- Consequentialist Theories of Ethics

**Q3.** Solve any 1 –

- a) Interpret the framework of Ethical decision making. Discuss ethical dilemmas in below mentioned functional areas – HRM, Finance & Marketing
- b) Evaluate Kohlberg Six stage moral development of business ethics.

**Q4.** Solve any 1 -

- a) Design a 15 pointer 'Code of Conduct' as per your choice of industry.
- b) Summarize the (moral rules) duties as explained in the Deontological theory.

**Q5.** Solve any 1 -

- a) Evaluate the effects of depletion of natural resources & role of NREA
  - b) Summarize the principles of utilitarianism. Give relevant example
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## Case Study

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### **Case I – Study on Taj Hotel employees during 26/11 Terror attacks**

On November 26, 2008, Harish Manwani, chairman, and Nitin Paranjpe, CEO, of Hindustan Unilever hosted a dinner at the Taj Mahal Palace hotel in Mumbai (Taj Mumbai, for short). Unilever's directors, senior executives, and their spouses were bidding farewell to Patrick Cescau, the CEO, and welcoming Paul Polman, the CEO-elect. About 35 Taj Mumbai employees, led by a 24-year-old banquet manager, Mallika Jagad, were assigned to manage the event in a second-floor banquet room. Around 9:30, as they served the main course, they heard what they thought were fireworks at a nearby wedding. In reality, these were the first gunshots from terrorists who were storming the Taj. The staff quickly realized something was wrong. Jagad had the doors locked and the lights turned off. She asked everyone to lie down quietly under tables and refrain from using cell phones. She insisted that husbands and wives separate to reduce the risk to families. The group stayed there all night, listening to the terrorists rampaging through the hotel, hurling grenades, firing automatic weapons, and tearing the place apart. The Taj staff kept calm, according to the guests, and constantly went around offering water and asking people if they needed anything else. Early the next morning, a fire started in the hallway outside forcing the group to try to climb out the windows. A fire crew spotted them and, with its ladders, helped the trapped people escape quickly. The staff evacuated the guests first, and no casualties resulted. "It was my responsibility....I may have been the youngest person in the room, but I was still doing my job," Jagad later told one the media. Elsewhere in the hotel, the upscale Japanese restaurant Wasabi by Morimoto was busy at 9:30 PM. A warning call from a hotel operator alerted the staff that terrorists had entered the building and were heading toward the restaurant. Forty-eight-year-old Thomas Varghese, the senior waiter at Wasabi, immediately instructed his 50-odd guests to crouch under tables, and he directed employees to form a human cordon around them. Four hours later, security men asked Varghese if he could get the guests out of the hotel. He decided to use a spiral staircase near the restaurant to evacuate the customers first and then the hotel staff. The 30-year Taj veteran insisted that he would be the last man to leave, but he never did get out. The terrorists gunned him down as he reached the bottom of the staircase.

When Karambir Singh Kang, the Taj Mumbai's general manager, heard about the attacks, he immediately left the conference he was attending at another Taj property. He took charge at the Taj Mumbai the moment he arrived, supervising the evacuation of guests and coordinating the efforts of firefighters amid the chaos. His wife and two young children were in a sixth-floor suite, where the general manager traditionally lives. Kang thought they would be safe, but when he realized that the terrorists were on the upper floors, he tried to get to his family. It was impossible. By midnight the sixth floor was in flames, and there was no hope of anyone's surviving. Kang led the rescue efforts until noon the next day. Only then did he call his parents to tell them that the terrorists had killed his wife and children. His father, a retired general, told him, "Son, do your duty. Do not desert your post." Kang replied, "If it [the hotel] goes down, I will be the last man out."

During the onslaught on the Taj Mumbai, 31 people died and 28 were hurt, but the hotel received only praise the day after. Its guests were overwhelmed by employees' dedication to duty, their desire to protect guests without regard to personal safety, and their quick thinking. Restaurant and banquet staff rushed people to safe locations such as kitchens and basements. Telephone operators stayed at their posts, alerting guests to lock doors and not step out. Kitchen staff formed human shields to protect guests during evacuation attempts. As many as 11 Taj Mumbai employees—a third of the hotel's casualties—laid down their lives while helping between 1,200 and 1,500 guests escape.

Taj Mumbai's employees gave customer service a whole new meaning during the terrorist strike. The Taj Group believes in hiring young people, often straight out of high school. Its recruitment teams start out in small towns and semi-urban areas by identifying schools that, in the local people's opinion, have good teaching standards. They call on the schools' headmasters to help them choose prospective candidates. Contrary to popular perception, the Taj Group doesn't scout for the best English speakers or math whizzes; it will even recruit would-be dropouts. Its recruiters look for three character traits: respect for elders (how does he treat his teachers?); cheerfulness (does she perceive life positively even in adversity?); and neediness (how badly does his family need the income from a job?).

Questions:

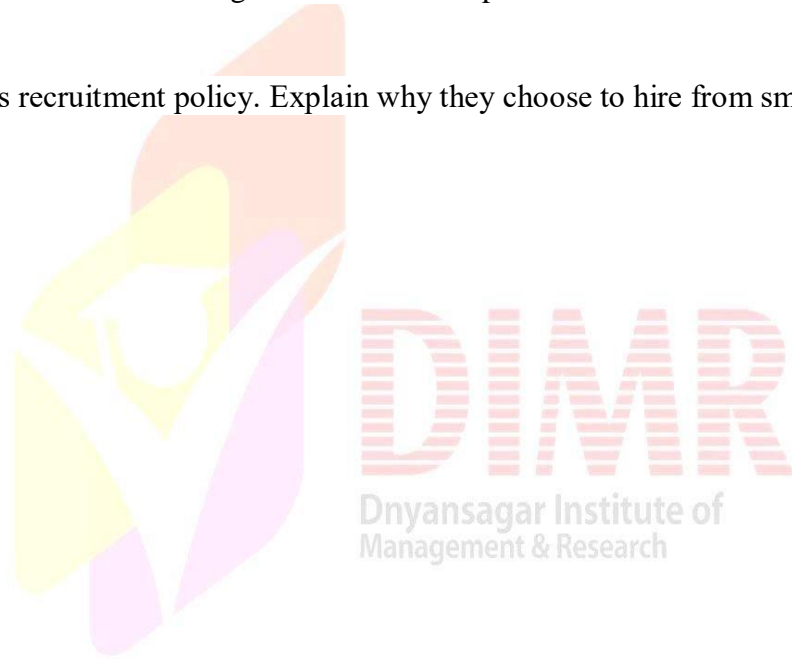
**Q1.** In above case study, relate & describe 5 lessons from Mahabharata which were implemented by Mallika Jagad.

**Q2.** What created that extreme customer-centric culture of employee after employee staying back to rescue guests when they could have saved themselves?

**Q3.** What can other organizations do to emulate that level of service, both in times of crisis and in periods of normalcy?

**Q4.** Explain the type of ethical dilemma which was faced by Karambir singh Kang. Being a general manager, describe 5 values of Indian Managers which were implemented in his course of action.

**Q5.** Discuss in brief Taj's recruitment policy. Explain why they choose to hire from small towns.



## Case II

### **Mumbai Dabbawala Case Study : Epitome of Brilliant Management & Logistic System**

Mumbai dabbawala's believe that home-cooked [food](#) is the most hygienic food. It has love and affection of your mother and wife, they want you should eat home-cooked food. This is Mumbai Dabbawalas. These people believe in God Ganesha, Nareshwara. They are Varkari Sampradaya people.

This business started before 1890. Mumbai Dabbawala have been delivering food for more than a [century](#) now since 1890. In 1890, there was one dabbawala, one customer. As for today, there are having 5,000 dabbawalas and 200,000 customers. It means one dabbawala can carry 40 Lunchboxes. That's really the highest weight they could carry; they can hold 60-65 kg.

All Mumbai Dabbawalas are average eighth-grade schooling, and almost 50% are illiterate. They couldn't read or write, but suppose they want to deliver Lunchbox in SSN College, being illiterate, they know this is SSN, because tiffin should be delivered in SSN. That's the Literacy of work, traveling 60 kilometers, 70 kilometers, eight to nine hours, they believe ownership of eight to nine hours, but morning three hours are overtime. There Ideology is Customer should deliver Lunchbox in time.

In 120 years, not a single time it ever happened that, our lunchtime have started, and Mumbai dabbawala didn't arrived yet. They will never make an excuse about anything.

In every group, the highest aged member is the group leader. He controls the whole activities of the group, of the members. The group leader doesn't even get higher revenue via a single rupee. But he controls the whole activities. He gets an opportunity to become the group leader. There is no single error being noticed ever, out of millions of transactions.

They've earned six sigma certification. They've received Six Sigma phuket and without application. That too, without technology, because their technology is their brain. Everything is in the mind. There are more than 50 customers' name, number, address, everything is in their mind. They charge Per month like 350 rupees. If we calculate per day, it comes to 11-12 rupees. In Place like Mumbai, A courier man charges for a small delivery, 15 rupees. Mumbai dabbawala do two deliveries and charging 11-12 rupees. Because They Believe The Customers should have economically feasible. If we increase the charge, customer will discontinue our services. Because customer should sustain, we charge less. And they earn about 5,000-6,000 per month, on an average.

The customer is God for Mumbai Dabbawala. And for them, Work is worship. Mumbai Dabbawal will never discontinue the service on late payment because If they discontinue, then their customer will remain without food. And that's the reason in 120 years, no strike record in the history. They don't do alcohol, or smoke

during working hours. Cap is compulsory. ID card is compulsory. No leaving without prior notice in business, otherwise 1,000 rupees fine. The Mumbai Dabbawalas are a close-knit group of 5,000 people of stamina, values, and ethics. Mumbai Dabbawala have zero attrition rate, not a single dabbawala left in last 120 years in the organization.

Questions :

**Q1.** Discuss any 5 characteristics of business ethics displayed in above case.

**Q2.** Analyse & explain that even though the working conditions are harsh, none of the employees have ever quit the organization. Why?

**Q3.** The Mumbai Dabbawala's have developed a strong framework of Ethical Business. Discuss any 5 factors Code of Conduct which can be a part of their strategy.

**Q4.** Relate the management lessons from Ramayana which are being followed by the Dabbawala's.

**Q5.** Discuss the type of Business ethics followed by the Dabbawalas. Explain how?