

MBA-II/SEM-IV**Year (2024-2025)****Comprehensive Concurrent Evaluation (CCE)****Faculty Name: Prof. Ujjval More****Subject Name: Indian Ethos & Business Ethics****Subject code: 402****Important Instructions:**

- 1. Student Name, Course name, Course code and contact number, email id must be clearly mentioned on the first page.**
- 2. Assignments to be submitted in person and should be hand written.**
- 3. The assignments should be submitted strictly on or before the given date. The incomplete and late assignments will not be accepted.**
- 4. Students should not copy each other's assignments. In all such cases, assignments of both the students will be rejected.**
- 5. The subject is evaluated on the basis of 3 components**

Component	Component	Marks	Date of Submission
1	Written Home Assignment	50	08/03/2024
2	Case Study	50	15/03/2024
3	Term Paper	50	



COMPONENT 1- WRITTEN HOME ASSIGNMENT (50)

Attempt all the questions. Each question carries 10 marks.

Q 1 (a) Consider the following aspects of TQM and their potential impacts on employee productivity. Analyze how these principles can be implemented in a real-world scenario to create a more efficient and motivated workforce. Appraise how Total Quality Management (TQM) principles can be applied to improve employee productivity in the workplace.

OR

Q 1 (b) Develop a strategic plan that utilizes the insights from the table below to enhance stakeholder relationships through the organization's value statement. How can the organization tailor its approach for each stakeholder group to maximize the impact of its value statement?

Q 2 (a) The Laws of Karma emphasize that every action has a corresponding reaction, which can significantly influence business dynamics. In what ways can understanding and applying the Laws of Karma enhance ethical practices and decision-making in a business setting?

OR

Q 2 (b) Kautilya's Arthashastra offers timeless insights into leadership that remain relevant in today's business environment. How can modern leaders apply the leadership principles outlined in the Arthashastra to enhance their effectiveness and drive organizational success?

Q 3 (a) Chris Moon's Ethical Fitness framework emphasizes a four-step workout for enhancing moral awareness, defining values, and conducting ethical analysis. How can organizations implement Moon's Ethical Fitness model to cultivate a culture of ethical decision-making among employees, and what specific strategies can be employed at each step to ensure its effectiveness?

OR

Q 3 (b) The importance of business ethics extends beyond compliance and can significantly influence various aspects of organizational performance, including long-term growth, cost reduction, and risk mitigation. How can a strong commitment to business ethics contribute to the sustainable success of an organization, particularly in managing limited resources and enhancing stakeholder trust?

Q 4 (a) A structured framework for ethical decision-making is crucial for guiding organizations through complex moral dilemmas. How can organizations effectively implement a framework of ethical decision-making to navigate challenges, enhance accountability, and promote a culture of integrity among employees?

OR

Q 4 (b) The PLUS Filter Model provides a systematic approach for evaluating the ethical implications of decisions in organizations. How can organizations apply the PLUS Filter Model to enhance their ethical decision-making processes and ensure that their actions align with core values and stakeholder interests?

Q 5 (a) Contemporary cases in corporate strategy often involve navigating complex moral reasoning and personal responsibility, especially when companies face ethical dilemmas. How can organizations integrate moral reasoning and personal responsibility into their corporate strategy to foster ethical leadership and sustainable business practices?

OR

Q 5 (b) Recent ethical issues, such as bank scams and challenges within the airline industry, have highlighted the critical need for robust ethical practices in business. How can organizations in the banking and airline sectors implement stronger ethical frameworks to prevent misconduct and restore stakeholder trust following ethical breaches?

CASE STUDY-1

Preserving Indian Heritage: A Case Study of Fabindia

Fabindia, founded in 1960 by John Bissell, is a renowned Indian retail chain that specializes in selling products crafted by artisans using traditional techniques. The company's core ethos revolves around promoting Indian culture, heritage, and craftsmanship while providing sustainable livelihoods to artisans across the country.

Fabindia began as an export company sourcing handcrafted goods from rural artisans in India. Over the years, it evolved into a retail brand with a wide range of products including clothing, home furnishings, personal care items, and organic foods.

In 2015, Fabindia faced a significant challenge when it was accused of violating privacy rights after a hidden camera was discovered in one of its stores in Goa. The incident sparked outrage and raised concerns about ethical business practices and consumer trust.

In response, Fabindia took swift action to address the issue transparently and responsibly. The company apologized for the incident, conducted a thorough investigation, and implemented stringent measures to ensure compliance with privacy laws and ethical standards. Fabindia also reaffirmed its commitment to Indian ethos by reiterating its support for artisans and ethical sourcing practices.

Despite the setback, Fabindia's reputation for promoting Indian heritage and empowering local communities remained largely intact. The company's proactive approach to addressing the privacy scandal demonstrated its commitment to ethical conduct and accountability.

Fabindia's case illustrates how Indian ethos can be integrated into business practices to promote cultural heritage, empower communities, and foster sustainable development. By staying true to its core values, Fabindia has not only achieved commercial success but also made a positive impact on society and the environment.

Attempt all the questions

1. Can you identify any challenges the company faces in balancing traditional Indian ethos with modern business practices?
2. How does the company's adherence to Indian ethos impact its relationships with stakeholders such as employees, customers, and the community?

CASE STUDY - 2

"Embracing Indian Ethos: A Case Study of Tata Group"

The Tata Group, one of India's oldest and largest conglomerates, is renowned for its commitment to Indian ethos in business. Founded by Jamsetji Tata in 1868, the group has established itself as a beacon of ethical business practices, social responsibility, and inclusive growth. The Tata Group operates in diverse sectors including steel, automobiles, IT services, hospitality, and more. Despite its global presence, the group has remained rooted in Indian values and traditions, shaping its corporate culture and decision-making processes.

In 2016, Tata Group faced a significant ethical dilemma when its chairman, Cyrus Mistry, was abruptly removed from his position. The decision sparked a high-profile corporate battle and raised questions about corporate governance and succession planning within the group. Despite the controversy, Tata Group's response to the crisis reflected its commitment to Indian ethos. The group emphasized transparency, accountability, and adherence to ethical standards throughout the process. Ratan Tata, who returned as interim chairman, sought to uphold the legacy of integrity and values established by the group's founders. Ultimately, the case study highlights how Tata Group's adherence to Indian ethos guided its actions during a challenging period, reinforcing its reputation as a bastion of ethical business practices.

The Tata Group exemplifies the integration of Indian ethos into modern business practices. By upholding ethical values, serving stakeholders, and embracing tradition, the group has not only achieved commercial success but also contributed to the greater good of society. The case study underscores the enduring relevance of Indian ethos in shaping responsible and sustainable business conduct.

Attempt all the Questions

Q1. What role do Tata Group's leaders play in upholding and promoting Indian ethos within the organization?

Q2. In what ways does Tata Group demonstrate its commitment to stakeholder welfare, and how does this align with Indian ethos?



DNYANSAGAR INSTITUTE OF MANAGEMENT AND RESEARCH

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.

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 were overwhelmed by employees' dedication to duty, their desire to protect guests without regard guests 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 casualties—laid down their lives while helping between 1,200 and 1,500 guests escape.

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?

Mumbai Dabbawala: 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.

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