



The South Indian Association's
The S.I.A. College of Higher Education
Affiliated to University of Mumbai
Re-accredited B+ by NAAC
P-88, MIDC Residential Area Dombivli Gymkhana Road,
Near Balaji Mandir, Dombivli (East), 421203.

CASE STUDY

2022-23



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BMS Department



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BMS Department

2022 - 23



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Notice & Guidelines: Case Study Discussion

25 Jan, 2023

Class: TYBMS

Course: Indian Ethos in Management

Instructor: Professor Tarun Kuckian

Date: 08 February, 2023

Time: 11:00 AM – 12:40 PM

Location: Classroom 115, 1st floor

Case Study: Kayem Pharmaceuticals

Description:

In this case study, we will discuss the value-based dilemma faced by the proprietor of Kayem Pharmaceuticals in the course of their business. We will further discuss and study the application of principles from Indian Ethos Management to resolve the ethical dilemma. Indian Ethos in Management teaches various principles and values that promote holistic management.

Pre-requisites:



- The case study has been shared in Google Classroom. The learners are expected to read the case study and be familiar with the various aspects of the case.

Objectives:

- By the end of this case study discussion, students will be able to:
 - Understand how the principles of Indian Ethos in Management can help in making ethical judgements and sound business decisions.
 - Identify the perspectives of various actors in the case study and arrive at a proper solution through critical thinking.

Format:

This case study discussion will be a combination of lecture and discussion. The instructor will begin by providing an overview of the case study. Students will then be given the opportunity to read the case study and prepare for a discussion. This will be followed by analysis and general discussion. Then, the students will be expected to present their answers to the specific case study questions with their justification before the class. The instructor will facilitate the discussion and help students to apply the concepts they have learned in class to the case study scenario.



V. Basma
Convenor

P. Rajwade
Principal
PRINCIPAL
The S.I.A. College of Higher Education
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Case Study Report

10 Feb, 2023

Case Study: Kayem Pharmaceuticals

Class: TYBMS - HR

Course: Indian Ethos in Management

Instructor: Professor Tarun Kuckian

Date: 08 February, 2023

Summary

The case study session on Kayem Pharmaceuticals was held on 8th Feb, 2023. A total of 27 students were present during the session.

In this case study, we discussed the moral dilemma faced by the proprietor of Kayem Pharmaceuticals in the light of principles of Indian Ethos in Management. The concepts of Nishkama Karma, Purusharthas, Divinity in Man, and practices of Holistic management and Value based management as espoused by Indian Ethos were discussed.

Further, the perspectives of both the 'actors' in the case study were studied so as to get an all rounded view of the situation, that would lead to better decision making.

Key Principles



The key principles of Indian Ethos in Management related to the case study include:

- **Nishkama Karma:** 'Desireless Action,' The concept of Nishkama Karma states that a person should perform an action without expectation of rewards or fruits. As human beings, we have authority or 'adhikar' only over our actions/efforts and not towards the results of that action.
- **Purusharthas & Dharma:** Every action of an individual should be guided by the first Purushartha - Dharma or Righteousness. Thus Artha and Kama are the goals of a 'Man' or 'Purusha' but they should be attained through righteous means.
- **Value Based Management:** Value based management as espoused by Indian ethos means, Values should be the guiding compass while making business decision rather than 'preyas' or short term goals.
- **Divinity in Man:** Every human being is divine. There is a spark of divine and an immense potential to become God like in every human being.

Discussion

The case study discussion was lively and engaging. Students were able to apply the concepts they had learned in class to the case study scenario. They also discussed the various aspects of the dilemma faced by the proprietor of Kayem Pharmaceuticals in the light of Indian Ethos in Management.



V. Booma
Convenor

Padma
Principal
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Case Study

NEW DELHI, India — In 2010, the Nebraska Department of Correctional Services sent an email to a small, unknown, Indian pharmaceutical company in Mumbai, Kayem Pharmaceuticals. Navneet Verma, 54, the company's owner, was overjoyed: "I was happy to have the opportunity to do business with the United States," he recalls. The department in Nebraska was looking for sodium thiopental — an anesthetic — considered one of the world's "essential drugs" by the World Health Organization.

At the time Verma's company was already supplying sodium thiopental to Angola, and the offer from the Nebraska Department of Correctional Services (NDCS) was an opportunity to boost revenue. "I offered the drug to the Nebraska prison at approximately \$2 a vial," he says. "It was profitable for me as I was spending less than a dollar to manufacture it. I knew it was going to a prison but I did not know why." What Verma was unaware of was that sodium thiopental was the top choice among three drugs commonly used in lethal injections for death row prisoners in the United States. The NDCS commissioned 500 vials of the drug from Verma's company. Death penalty experts in the US say Nebraska corrections purchased enough sodium thiopental to execute 166 prisoners. "They try to use new kinds of drugs and experiment with them — it greatly increases the risk that they could harm someone."

Lethal injection is the most common method of execution in America since 1977. Out of 32 states with death penalty in 2014, 21 of them use only lethal injection. However, the number of states that actually use death penalty has decreased. States have the choice of how they execute and where they get the drugs from. American drug companies don't make a certain drug called sodium thiopental anymore and the EU has banned it from being exported to the US to prevent it from being used in executions. This is why orders for the drug started coming in from India.

Verma says he was shocked to learn how his company's drug was being used. In early 2011, the director of a British-based anti-capital punishment group called Reprieve, Clive Stafford Smith, wrote him and accused him of being "an accessory to the death of prisoners in the US." He says the group threatened to destroy Kayem Pharmaceuticals.



And so he began questioning doing business with the US. "Obviously I don't want to be an accessory to state sponsored killing" When the Department of Correctional Services in South Dakota got in touch with him in January 2012, he upped the drug's price, thinking that the department would simply decline.

"I told them they can have it at \$20 a vial to dissuade them from buying the drug, so they would find another supplier," said Verma. Surprisingly, they accepted his offer, and wired the payment right away. Confronted with a huge profit opportunity and not wanting to reverse his offer, he relented, sending 500 vials to South Dakota. (It turns out that the state was later barred from using the 2012 shipment, due to an unrelated US court decision pertaining to imported pharmaceuticals. It could potentially import the drug again, with FDA approval.) After that, he decided to stop sending the drug to the US — a move that has made it more difficult to carry out executions.

"I had to make a choice between losing business or losing my conscience...I chose the former." Verma accuses corrections authorities of hiding how they used his drug. "Obviously I don't want to be an accessory to state sponsored killing," he says. "I am a staunch Hindu and as such believe in the philosophy of karma — what goes around comes around." Maya Foa, strategic director of the death penalty team at Reprieve in London, says that in many cases, departments of corrections lie to Indian companies about the use of these drugs. Others agree.

The secrecy has to stop, says Verma, who adds that the experience has taught him to look more carefully at whom he is supplying and what they are doing with his product. "I was excited by the idea of being the sole supplier of the drug to the US, and did not realize how disastrous my actions were," Verma says. "Anyway, it's not like the process of making sodium thiopental is rocket science — it's the easiest drug to make. But I realized later that US companies had stopped manufacturing it because it was being used in lethal injections." "I had to make a choice between losing business or losing my conscience," he adds. "I chose the former."

Questions:

- a. Assuming you are Mr. Verma, justify your objections to this particular business deal, highlighting concepts from Indian Ethos in Management.
- b. Bring out the importance of value based management.
- c. You are an Indian consultancy hired by Nebraska Department of Correctional Services to negotiate with Mr. Verma. What arguments from Indian Ethos will you use to convince Mr. Verma to sell the chemical compound?



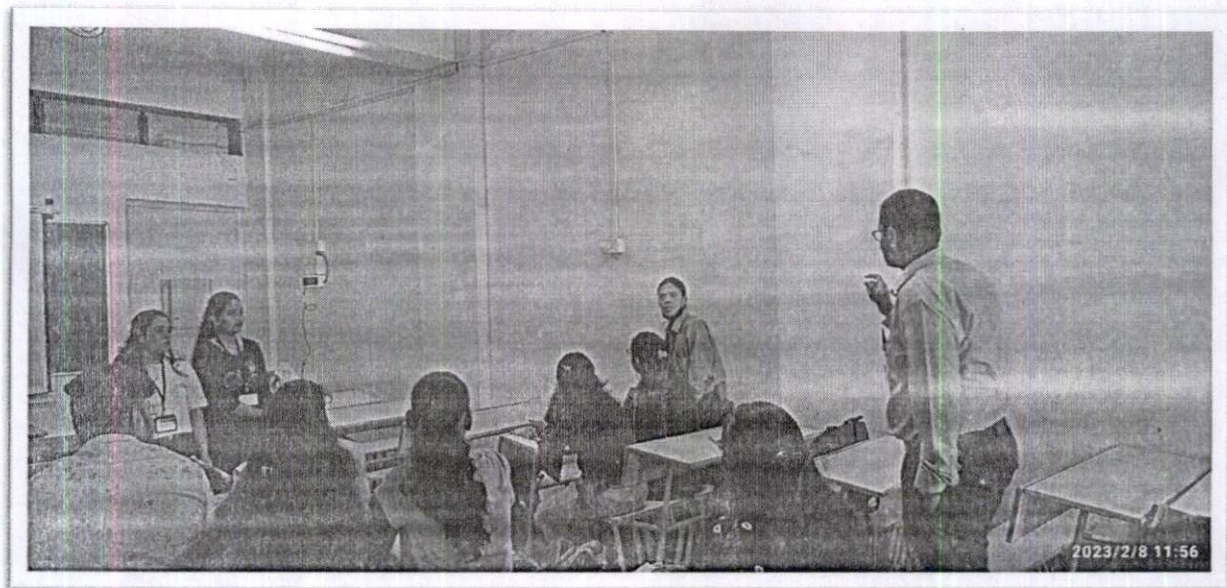


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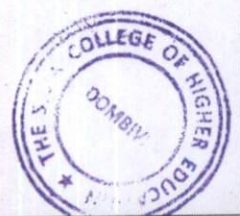
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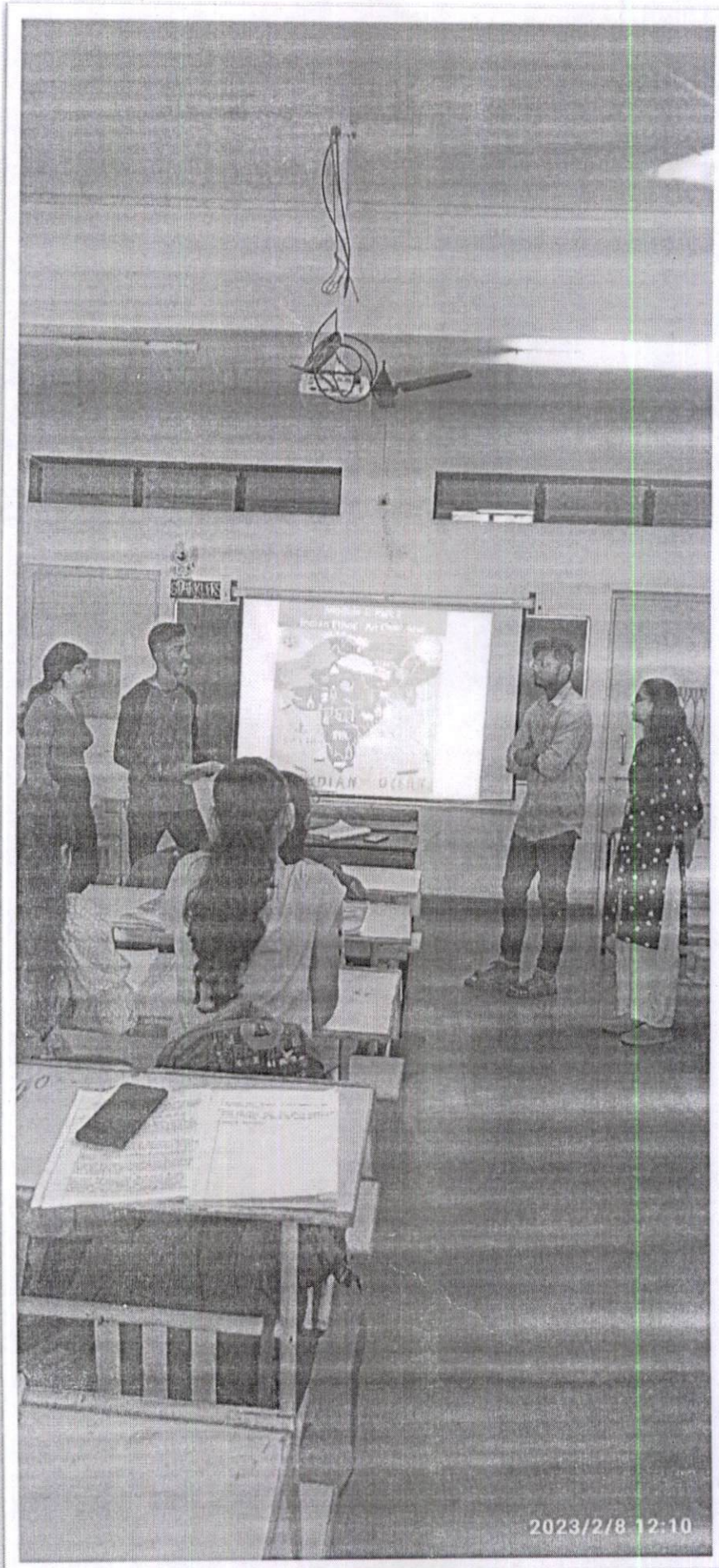
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V. Basma



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V. Boomer





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Department of Management Studies

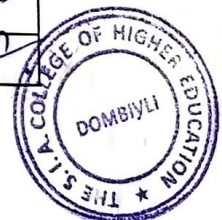
Class: TYBMS HR

Course : Indian Ethos in
Management

Activity: Case Study & Discussion: Kayem Pharmaceuticals
Faculty: Tarun Kuckian

Date:08.02.2023

Sr. No	Roll no.	Student Name	Sign
1	MF19147	SALMANI RINKI KALIM <F>	AB
2	MF20005	BIDKAR TANVI SANTOSH <F>	AB Bidkar
3	MF20006	CHAUHAN VIDHI JAYSINGH <F>	AB
4	MF20007	CHOBAY NIDHI RAMPRAVESH <F>	AB AB
5	MF20013	DHURIA RISHIKUMAR RAJKUMAR <M>	AB
6	MF20023	KADAM SRUSHTI MANGESH <F>	S.Kadam
7	MF20025	KANOJIYA AARTI SHIVPRAKASH <F>	Kanok
8	MF20027	KHANDGE PRERNA SANTOSH <F>	Prerna
9	MF20028	KHANNA JERUSHA JERRY <F>	Jerry
10	MF20029	KHUTHIA JENIL CHETAN <M>	Jenil
11	MF20032	KUWAR JANHAVI SHASHIKANT <F>	S.S.Kuwar
12	MF20036	MANE GOJIRI VISHWAKANT <F>	Gojiri
13	MF20039	MESTRY SHRUTI DEEPAK <F>	Shruti
14	MF20043	NAIR LALIT SREEKUMAR <M>	AB
15	MF20044	PADWAL VAIBHAVI RAJENDRA <F>	Kadwal
16	MF20046	PANDEY ARYAN . <M>	Aryan
17	MF20047	PARDESHI VEDASHRI RAJENDRA <F>	AB
18	MF20048	PATIL SIDDHI MAHENDRA <F>	Siddhi
19	MF20049	PATIL RITIKA SURESH <F>	Ritika
20	MF20054	RAHANGDALE TANU ANIL <F>	Tanu
21	MF20055	SAHARAN BHAVEEKA ANUP <F>	Bhaveeka
22	MF20056	SAINI MEENAKSHI SANTOSH <F>	Saini
23	MF20060	SHARMA SONAM RAJU <F>	Sonam



24	MF20061	SHELAR SALONI SANJAY <F>		<u>G. Shelar</u>
25	MF20063	SHETTIYAR NEHA BALAN <F>		<u>N. Shetty</u>
26	MF20067	SIDDHIKI ROSHANALI SAKIRHUSAIN <M>		<u>AR</u>
27	MF20069	SONAWANE YASH SHANTARAM <M>		<u>Sonawane</u>
28	MF20070	TALWADKAR ROHAN PRAMOD <M>		<u>R</u>
29	MF20101	AMBRE KOMAL PRABHAKAR <F>		<u>Komal</u> X
30	MF20103	BHADRA HARSH SHIVJI <M>		<u>Bhadra</u>
31	MF20107	BIDAYE BHAVANA MANOHAR <F>		<u>Bhavana</u>
32	MF20110	CHANDAN ROHITH GOPAL <M>		<u>Rohit</u>
33	MF20113	DHAWAL GAURAVI BUDHAJI <F>		<u>Gauravi</u>
34	MF20114	GHADI UTAKARSHA HARISHCHANDRA <F>		<u>Ghadi</u>
35	MF20116	GUPTA KAJAL MAHENDRA <F>		<u>Kajal Gupta</u>
36	MF20121	KAMBLE SIDDHI PANDURANG <F>		<u>AR</u>
37	MF20122	KOKATE ESHAN VIJAY <M>		<u>AR</u>
38	MF20130	MINDHE SARTH ANAND <M>		<u>Sarth</u> X
39	MF20133	MORE JYOSTNA SHIVAJI <F>		<u>Jyostna</u>
40	MF20146	PEDNEKAR OMKAR PRASHANT <M>		<u>AR</u>
41	MF20150	PULASKAR VINOD VIKAS <M>		<u>Vinod</u>
42	MF20152	RANE SAKSHI SUDHIR <F>		<u>Rane</u> X
43	MF20158	SHETTY THIRTHESH SURESH <M>		<u>AR</u>
44	MF20163	SURYAVANSHI DEEPAK SAHEBRAO <M>		<u>Deepak</u>
45	MF20167	TERSE PRATHAM BHALCHANDRA <M>		<u>Terse</u>

[Signature]

Subject Teacher



[Signature]
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Caselet and Video Discussion: Nike : Diversity Initiatives

Source: Coursera Program '**Optimizing Diversity on Teams**' by
University of Pennsylvania

Introduction: [Nike Introduction - Diversity Case Study | Coursera](#)

Nike Goals: [Nike Goals - Diversity Case Study | Coursera](#)

Nike Roles: [Nike Roles - Diversity Case Study | Coursera](#)

Questions:

- What initiatives are undertaken by Nike towards diversity & inclusion?
- Why is diversity important for Nike?
- What are the goals of Nike's Diversity programme?
- What is the new job role created for diversity by Nike?
- What can a company like Nike do to create an inclusive workplace in India?



V. B. B. B.



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Notice & Guidelines: Caselet, Video & Discussion

24 March, 2023

Class: TYBMS

Course: Workforce Diversity

Instructor: Professor Tarun Kuckian

Date: 31 March, 2023

Time: 1:00 PM – 2:40 PM

Location: Classroom 109, 1st floor

Topic : Nike: Diversity initiatives

Description:

In this session, we will learn about the various diversity initiatives undertaken by Nike in USA. We will focus on the strategies used by Nike to attain its diversity goals and review the importance and need for diversity and inclusion.

Pre-requisites:

- **Study the following topics in Module 3:** Organisational strategies to manage diversity, Workplace inclusion strategies through corporate leadership, Techniques of managing diversity at the workplace, Employee Resource Groups.



Objectives:

- By the end of this case study discussion, students will be able to:
 - Understand the various initiatives undertaken by Nike to towards diversity and inclusion.
 - Understand the significance of diversity and inclusion to a global brand.

Format:

Informative videos explaining the various initiatives and strategies undertaken by Nike will be shown at the beginning of the session. This will be followed by discussion and inter-linking the actions taken by Nike with the concepts taught in the class. Finally, the learners will be expected to reflect and answer specific questions related to the video caselet.



V. Boomer
Convenor

Padmaji
Principal
PRINCIPAL
The S.I.A. College of Higher Education
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Report

03 April, 2023

Case Study: Nike : Diversity Initiatives

Class: TYBMS - HR

Course: Workforce Diversity

Instructor: Professor Tarun Kuckian

Date: 31 March, 2023

Summary

The session consisting of caselet in the form of videos and discussion on diversity initiatives in Nike was conducted on 31 March, 2023. A total of 33 students attended the session.

Three videos from University of Pennsylvania's online Coursera course 'Optimizing Diversity on Teams' were shown to the students. These videos presented the various initiatives undertaken by Nike towards improving diversity and inclusion in its workforce. During the discussion that followed, the strategies used by Nike were linked with the concepts and lessons taught in the classroom earlier. This was followed by questions where the learners were required to reflect and share their observations.



Discussion

The case study discussion was informative and engaging. Students were able to better understand the significance of diversity and inclusion in the modern world. They could also better understand the strategies and techniques to manage and sustain diversity in a global organisation.



V. Boomer
Convenor

Radhika
Principal
PRINCIPAL
The S.I.A. College of Higher Education
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Department of Management Studies

Class: TYBMS HR

Sub: Workforce Diversity

Activity: Caselet, Video & Discussion: Diversity Initiatives by Nike
Faculty:

Date:31.03.2023

Sr. No	Roll no.	Student Name	Sign
1	MF19147	SALMANI RINKI KALIM <F>	AB
2	MF20005	BIDKAR TANVI SANTOSH <F>	Bidkar
3	MF20006	CHAUHAN VIDHI JAYSINGH <F>	AB
4	MF20007	CHOBAY NIDHI RAMPRAVESH <F>	Chobay
5	MF20013	DHURIA RISHIKUMAR RAJKUMAR <M>	Dhuria
6	MF20023	KADAM SRUSHTI MANGESH <F>	S Kadam
7	MF20025	KANOJIYA AARTI SHIVPRAKASH <F>	Kanojiya
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Subject Teacher




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Name of the

Faculty: Ranjana Mhalgi
Class : TY BMS -FINANCE
Semester V

Program :BMS
Course: IAPM
Date :08/09/2022

Case Study Record

Sr no	Roll No	Name of the Student	Sign
1	MF18156		
2	MF20001	Jenish Sam Jeyasingh	Jenish
3	MF20002	Nikitha P. Anchan	Nikitha
4	MF20003	Zeny J Bhanushali	Zeny
5	MF20004	Manali Vinod Bhoir	M.v.Bhoir
6	MF20008	Jigna H. Dave	Jigna
7	MF20009		
8	MF20012	Pawan S. Dhawale	Pawan
9	MF20016	Priya Homprakash Dubey	Priya
10	MF20017	Aman P. Gala	Aman
11	MF20018	Durgesh C. Gupta	Durgesh
12	MF20019	Sonu S. Gupta	Sonu
13	MF20021	Harsh Kumar Jain	Harsh
14	MF20037	Priya Rajesh maurusya	Priya
15	MF20041	M. Akash Vinodh Kumar	M. Akash
16	MF20042	Khushi S. Nagotkar	Khushi
17	MF20050	Aditya Dilip Patil	Aditya
18	MF20051	vijetha S. Poojari	Vijetha
19	MF20052	udit S. Poojari	udit
20	MF20053	Kudharshan Poojari	Kudharshan
21	MF20057	Vaishnavi V. Salian	Vaishnavi
22	MF20058	Prathmesh Salian	Prathmesh
23	MF20062	Nagdeep Shetty	Nagdeep
24	MF20065	Shamitha Shetty	Shamitha
25	MF20068	Ambika Singh	Ambika
26	MF20071	Priyanka J. vide	Priyanka
27	MF20072	Ankita Anu Gadav	Ankita
28	MF20104	Shrutthi Rohitksh Bhandary	Shrutthi
29	MF20106	Shubham Bhasate	Shubham
30	MF20108		



31	MF20109	Rakshita R. Chandan	Rakshita
32	MF20111		
33	MF20112		
34	MF20115	Sachin Gupta	Sachin
35	MF20118	Leeni Norayya - R. Gurjee	Leeni Norayya
36	MF20119	Divya Parshuram Kadam	Divya
37	MF20120	Shweta Ravindra Kadam	Shweta
38	MF20124		
39	MF20127		
40	MF20128	Bankab Mehta	Bankab
41	MF20131	Devanshi A. mojidra	Devanshi
42	MF20134	Yash Deepak Morje	Yash
43	MF20137	Geetam. Naik	Geetam
44	MF20138	Sankalp. Nayakwad	Sankalp
45	MF20142	Adwait. A. Parbalkar	Adwait
46	MF20147	KARTHIK	KARTHIK
47	MF20148	Ruhmi B. Poojari	Ruhmi
48	MF20151	Prinyakei Omankumar Rajbhar	Prinyakei
49	MF20156		
50	MF20157		
51	MF20159	Surbhi - R. Shukla	Surbhi
52	MF20160		
53	MF20162		
54	MF20164	Trina Pureshkumar Suthar	Trina
55	MF20165	Harit Haran Balgi P. Swamy	Harit
56	MF20166	Sahil - S. Tambali	Sahil
57	MF20168	Kamlesh Tiwari	Kamlesh
58	MF20170		
59	MF20173	SHARMA SANJANA AMARJEET	Sanjana
60	MS21074	Umar Siddiki	Umar
61	MS21074		

Rachali
Subject Teacher



V. Borne