

## Culture at google

Here are summary headings and main points from the Google case study:

### Google's Workplace Culture

- Google prided itself on open communication, collaboration, and creative thinking among employees
- Provided perks like free meals, bikes, generous benefits
- Employees felt a sense of moral responsibility from "Don't Be Evil" motto
- weekly all-hands TGIF meetings kept employees informed

### Diversity, Equity, and Inclusion

- Like many tech companies, Google struggled with diversity in gender and race
- Possible factors included pipeline problem, hostile culture, belief in innate "genius"
- Google tried to increase diversity but made slow progress

### Employee Speech

- Google's open culture encouraged lively debate on internal forums
- But discussions sometimes devolved into personal attacks
- Some employees claimed conservative views marginalized
- Firings of James Damore and others raised concerns about limiting speech

### Project Maven and Dragonfly

- Employees protested military AI contract and Chinese censorship project
- Led to petition drives and some resignations
- Showed activism against contracts with ethical concerns

### Google Walkout

- 20,000 employees protested sexual harassment payouts in 2018
- Organizers demanded policy changes on misconduct reporting
- Google changed some policies but walkout organizers still critical

### Unionization Attempts

- Google relied heavily on contract/temp workers with fewer benefits
- Employees began unionization efforts, starting with contractors
- Leaks showed Google hired firm to discourage unionizing

### Firing Employee Activists

- In late 2019 Google fired 4 employees for policy violations
- Employees claimed illegal retaliation for their activism
- Move suggested crackdown on internal dissent

### Changes at Google

- New guidelines discouraged political talk at work
- Scaled back freewheeling weekly TGIF meetings
- Page and Brin stepped down from Alphabet management

Here is a more detailed summary for the requested headings:

#### Google: America's Happiest Place to Work

- Google built a culture reflecting founders' values like minimal management, creativity, empowering employees
- Provided perks like free meals, bikes, colorful offices to enable casual, collaborative environment
- Employees felt a sense of moral responsibility from the "Don't Be Evil" motto
- Open communication on internal forums, weekly TGIF meetings kept employees informed
- Ranked #1 on Fortune "100 Best Companies to Work For" list from 2012-2017

#### Employee Speech

- Google's open culture encouraged lively debate on internal forums
- But discussions sometimes devolved into personal attacks
- Some employees claimed conservative views were marginalized
- James Damore fired in 2017 after circulating memo critical of diversity efforts
- Firings of Damore and others raised concerns about limiting speech
- Damore and others claimed illegal retaliation and political discrimination

#### Contract Workers and Unionization

- By 2019, Google had more contractors and temps than full-time employees
- Contractors had fewer benefits and limits on participating in Google culture
- Employees began unionization efforts, starting with contractors in 2019
- Leaks in 2019 showed Google hired firm to discourage unionizing
- Suggested growing labor tensions despite Google's workplace reputation

#### Changes at Google

- After years atop "Best Place to Work" rankings, Google dropped off list in 2018
- New guidelines in 2019 discouraged political talk and limited TGIF meetings
- Moves aimed to address culture issues but marked shift from open culture
- Co-founders Page and Brin stepped down from Alphabet management in 2019
- Gave Pichai consolidated leadership across all Alphabet companies

#### Problems in Culture at Google

While the "Culture at Google" case study primarily focuses on the positive aspects of Google's culture, it does touch upon some of the challenges and criticisms the company has faced. Here are some key points about what Google has done wrong or the challenges it has encountered:

**Data Privacy Concerns:** Google has faced criticism and scrutiny regarding data privacy issues. The company has been accused of collecting and using user data without sufficient transparency or consent.

**Antitrust Actions:** Google has been subject to antitrust investigations and actions by regulatory authorities in various countries. These actions allege anti-competitive behavior related to Google's dominance in online search and advertising.

**Diversity and Inclusion Challenges:** Google has faced criticism for its lack of diversity in its workforce, particularly in leadership roles. The company has been called out for its gender pay gap and underrepresentation of certain demographic groups.

**Workplace Culture Controversies:** While Google promotes an open and inclusive workplace culture, it has experienced internal controversies, such as employee protests and debates related to ethical issues, including the company's involvement in government projects.

**Environmental Impact:** Despite its commitment to environmental sustainability, Google has faced criticism for its carbon footprint and energy consumption, given the scale of its data centers and operations.

**Handling of Political Issues:** Google's approach to handling political and controversial issues, including censorship in certain countries, has been a subject of debate and criticism.

It's important to note that while Google has faced these challenges and criticisms, the company has also taken steps to address some of them. For instance, it has implemented stricter privacy controls, invested in diversity and inclusion programs, and made efforts to reduce its environmental impact. The case study suggests that Google acknowledges these challenges and works toward improving its practices and corporate responsibility.

### **Problems in Culture at Google by claudi:**

Based on the information provided in the case study, some of the key problems faced by Google as an organization include:

- Lack of diversity and inclusion, especially regarding gender and race/ethnicity. The proportions of women, Black and Latino employees were much lower compared to the overall U.S. workforce.
- Allegations of gender and age discrimination, including a lawsuit from the Department of Labor regarding pay equity and a class action age discrimination lawsuit.
- Controversies regarding free speech and employee activism, including the firing of employees like James Damore and Tim Chevalier who expressed controversial political views internally.
- Backlash regarding controversial projects like Project Maven (AI for military drones) and Project Dragonfly (censored Chinese search engine).
- Claims of retaliation against employees involved in activism and organizing, including the Google Walkout organizers. Several organizers alleged they faced demotions or changes to their roles.
- Tensions between full-time employees and contract/temporary workers, including demands to improve pay and benefits for TVCs.
- Attempts to limit internal debate and employee speech, with new community guidelines discouraging political discussions at work.
- Declining employee trust and satisfaction, with Google dropping off the Fortune "100 Best Companies to Work For" list in 2018 after topping it for many years.
- Leadership issues, including controversies surrounding executive misconduct and lack of transparency from founders Larry Page and Sergey Brin.

In summary, the main problems appear to revolve around challenges to Google's culture, values, and employee relations practices as the company grew larger and faced external scrutiny. Tensions emerged regarding diversity, employee speech, labor practices, and leadership.

## BCS CODE OF CONDUCT

The Code is divided into following sections:

1. The Public Interest
2. Professional Competence and Integrity
3. Duty to the Relevant Authority
4. Duty to the Profession

### **Public Interest**

- a) have due regard for public health, privacy, security and wellbeing of others and the environment.
- b) have due respect for the legitimate rights of third Parties.
- c) Conduct your professional activities without discrimination on the grounds of gender, marital status, nationality, color, race, ethnic origin, religion, age or disability, or of any other condition or requirement.
- d) promote equal access to the benefits of IT and seek to promote the inclusion/addition of all sectors in society wherever opportunities arise.

### **Professional Competence and Integrity**

- a) Only undertake to do work, or provide a service that is within your professional competence.
- b) NOT claim any level of competence that you do not possess.
- c) Develop your professional knowledge, skills and competence on a continuing basis, maintaining awareness of technological developments, procedures, and standards that are relevant to your field.
- d) Ensure that you have the knowledge & understanding of Legislation & that you comply with such Legislation in carrying out your professional responsibilities.
- e) Respect and value alternative viewpoints and, seek, accept and offer honest criticisms of work.
- f) Avoid injuring others, their property, reputation, or employment by false or malicious or negligent action or inaction.
- g) Reject and will not make any offer of bribery or unethical inducement.

### **Duty to Relevant Authority**

- a) Carry out your professional responsibilities with due care and diligence in accordance with the Relevant Authority's requirements whilst exercising your professional judgment at all times.
- b) Seek to avoid any situation that may give rise to a conflict of interest between you and your Relevant Authority.
- c) Accept professional responsibility for your work and for the work of colleagues who are defined in a given context as working under your supervision.
- d) NOT disclose or authorize to be disclosed, or use for personal gain or to benefit a third party, confidential information except with the permission of your Relevant Authority, or as required by Legislation.
- e) NOT misrepresent or withhold information on the performance of products, systems or services (unless lawfully bound by a duty of confidentiality not to disclose such information), or take advantage of the lack of relevant knowledge or inexperience of others.

### **Duty to the Profession**

- a) Accept your personal duty to maintain the reputation of the profession and not take any action, which could bring the profession into disrepute.
- b) Seek to improve professional standards through participation in their development, use and enforcement.
- c) Uphold the reputation and good standing of BCS, the Chartered Institute for IT.
- d) Act with integrity and respect in your professional relationships with all members of BCS and with members of other professions with whom you work in a professional capacity.
- e) Notify BCS if convicted of a criminal offence or upon becoming bankrupt or disqualified as a Company Director and in each case give details of the relevant jurisdiction.
- f) Encourage and support fellow members in their professional development.

## **Mr Ahmed Assignment:**

### **Here are more detailed bullet point summaries of the answers:**

1. Sole proprietorship is not ideal for Intuit Pakistan because:
  - It has unlimited personal liability - all debts and litigation fall on the owners' shoulders, putting their personal assets at risk
  - Raising capital and getting financing/business credit is hard compared to a corporation
  - Should instead choose partnership deal or limited company to limit personal liability
2. Adding an employee does not affect the choice of entity concerns because:
  - The ownership structure remains the same as a sole proprietorship with Ahmed as sole owner
  - Hiring an employee does not change the core entity structure even if operations expand
3. An exit plan in a partnership should:
  - Have explicit clauses referring to scenarios like a partner leaving or taking equity out before break even
  - This avoids disputes about profit, equity and liability distribution when a partner exits
  - Needed because lack of exit plan can cause contention among partners when someone leaves
4. Not listening to employees can:
  - Negatively impact innovation and thought diversity by lacking input from different perspectives
  - Reduce employee ownership and trust by not valuing their voice
  - Cause irritation among team members by not allowing them to share arguments/ideas
5. Scaling will:
  - Greatly increase Ahmed's workload since he currently manages everything directly
  - Not be possible unless proper hierarchy and delegated management is implemented
  - Ahmed needs to empower trusted managers to handle teams instead of directly overseeing everyone
6. Diversity brings:
  - Individual talents and experiences that suggest flexible ideas adaptable to changing markets
  - Useful perspectives to deal with complex issues and allow innovation in creative processes
7. Shared values build a great workplace because:
  - Employers should enable development, listening, diversity, communication for employees
  - Employees should fit company values like Google's "don't be evil" to be compatible
8. Ahmed violates:
  - Duties of profession, competency, integrity by not listening and embracing inclusive culture
  - He should adapt by delegating authority, accepting diversity, listening to employees

## **Organizations:**

### **Organization Types**

**Sole trader:** An individual who runs their own business. No legal formalities, but personally liable for all debts.

**Partnership:** Two or more people carrying on a business together. Unlimited liability, partners jointly responsible for liabilities. Used mainly in professions like law and medicine.

**Cooperative:** Important in agriculture, have special legal status. Unusual in information systems industry.

**Limited company:** Most common commercial organization. Offers limited liability to owners. Two main types - public limited company (PLC) and private limited company (Ltd).

Setting up a Limited Company

Requires memorandum and articles of association.  
Name, location, objects, liability clause, share capital specified in memorandum.  
Can buy 'off-the-shelf' company or create new one. Quick and inexpensive to register.  
Directors

Responsible for company operations and finances. Must consider interests of employees and shareholders.  
Executive directors are employees, non-executives act in advisory role.  
Non-commercial Bodies

Many public organizations created by statute or Act of Parliament.  
Universities, professional bodies, charities etc. intended to serve public interest, not profit-making.

### **Intuit India**

Here are the key points from the Intuit India case study, organized by headings:

#### **Talent Acquisition**

- Hires top talent from premier engineering and business schools in India
- Campus team engages students through internships, innovation workshops, and technology workshops to give experience of Intuit's culture and business challenges
- "Assessing for Awesome" framework empowers top employees ("Awesome Assessors") to quickly identify and hire the best candidates aligned to skills and values needed for roles

#### **Performance Management**

- Iterative goal setting, monthly check-ins between managers and employees to review goals and progress
- Year-round coaching and feedback using Situation-Behavior-Impact model
- CEO publicly shares his own unedited performance review to lead by example

#### **Recognition and Rewards**

- Unexpected day off to recognize employees' hard work in making Intuit #1 workplace
- Celebrations for employee milestones like 5 and 10 year anniversaries
- Personalized experiences like CEO Leadership Award trip for top performers
- Peer recognition through "Spotlights" redeemable for rewards

#### **Diversity and Employee Networks**

- Networks for women, young professionals, differently abled, LGBTQ employees
- Executive sponsors, cross-functional membership, leadership opportunities
- Programs like "Intuit Again" to bring women technologists back to workforce, "Intuit Ability" to recruit differently-abled

#### **Benefits**

- Transportation, food, work-life flexibility, extended maternity leave, caregiver leave, retirement contributions, stock incentives

#### **Infrastructure**

- Open, collaborative workspaces, innovation zones, amenities
- Accessibility features, gender neutral restrooms

#### **Employee Experience**

- Numerous events to delight employees and make them feel valued
- Engaging families through "Little Intuit Day" with kids on campus

#### **Employees as Brand Advocates**

- Campaigns like "I Am Intuit" feature employees sharing pride in company

- Employees amplify campaigns on own social networks

#### Leadership

- Emphasizes vulnerability, giving up control, empowering employees
- Forums for leaders to support each other, share best practices
- Leaders participate alongside employees, e.g. CEO learning the product

#### Employees' Role in Transformation

- Great Place to Work Ambassadors drive engagement, feedback, story sharing
- Great Place to Work Council enables employee-powered transformation

Overall, Intuit India focuses extensively on listening to employees, engaging them as partners, creating a culture of inclusion and empowerment, and designing personalized experiences that delight.

In contrast, Google is known for its emphasis on data-driven people management, perks like free food and massages, and prestige of working for the tech giant. But some critiques are that Google lacks the close-knit, "human" feeling described at Intuit India. Intuit seems to go deeper on relationships, community, and meaning.

### **What were the problems that led to the disaster**

The 1996 Mount Everest climbing disaster was a tragic event that resulted in the loss of several lives. Several problems and factors contributed to this disaster:

**Summit Fever:** Many climbers, including experienced guides, were determined to reach the summit of Mount Everest, a goal they had invested significant time and resources into. This determination, often referred to as "summit fever," can cloud judgment and lead climbers to push forward despite dangerous conditions.

**Communication Breakdown:** There was a breakdown in communication among climbing teams, with some climbers and guides not effectively communicating their plans, progress, or concerns to others. This lack of communication hindered coordination and decision-making.

**Inadequate Acclimatization:** Some climbers did not adequately acclimatize to the high-altitude conditions, which can lead to altitude sickness and impaired judgment. Inadequate acclimatization can affect decision-making and physical performance.

**Weather Conditions:** The climbers faced deteriorating weather conditions on the mountain, including the development of a severe storm. Weather can change rapidly at high altitudes, making it challenging to predict and respond to adverse conditions.

**Late Summit Attempts:** Climbers and teams began their summit attempts later in the day than recommended, increasing their exposure to the dangers of the mountain, including harsh weather and the risk of descending in darkness.

**Inadequate Experience and Training:** Some climbers lacked the necessary experience and training to handle the extreme conditions of Mount Everest. In high-risk environments, experience and skills are crucial for making safe decisions.

**Lack of Oxygen:** The climbers' reliance on supplemental oxygen canisters, which can run out or malfunction, posed additional risks. Insufficient oxygen can lead to impaired judgment and physical capabilities.

**Ethical Dilemmas:** Climbers and guides faced ethical dilemmas, such as whether to assist struggling climbers or prioritize their own survival. These dilemmas can lead to moral distress and complex decision-making.

**Overcrowding:** The commercialization of Everest expeditions led to overcrowding on the mountain, particularly near the summit. Crowding can slow progress, reduce access to essential resources, and increase the risk of accidents.

**Leadership Challenges:** Some expedition leaders may have struggled to make critical decisions or failed to assert authority in the face of challenges. Leadership is crucial in high-risk situations to guide and protect team members.

**Resource Constraints:** Limited resources, such as medical supplies and rescue teams, were available on the mountain, making it challenging to provide assistance to climbers in distress.