

AC – 27-11-2024

Item No. – 03

**Approved by the BOS in Bachelor of Commerce (Management Studies) on 16-11-2024 Item no. 04.**

**As Per NEP 2020**

**Tolani College of  
Commerce  
(Autonomous)**



**Title of the Course: - Indian Ethos and Management**

**Programme: Bachelor of Management Studies Semester -V**

**Name of the Course: Indian Ethos and Management  
Syllabus for 4 Credit**

**Course from the Academic Year – 2025-2026**

| Sr. No. | Heading                        | Particulars  |
|---------|--------------------------------|--|
| 1       | <b>Description the course:</b> | Indian Ethos and Management is a body of knowledge that applies the principles of management to India's cultural foundations, including its religions, philosophies, and sacred texts  |
| 2       | <b>Vertical:</b>               | Major  |
| 3       | <b>Type:</b>                   | Theory   |
| 4       | <b>Credit:</b>                 | 4 credits  |
| 5       | <b>Hours Allotted:</b>         | 60 Hours   |
| 6       | <b>Marks Allotted:</b>         | 100 Marks<br>Continuous Evaluation 40 marks and<br>Semester End Examination 60 marks   |
| 7       | <b>Course Objectives:</b>      | <ol style="list-style-type: none"> <li>1. To understand the concept of Indian Ethos in Management.</li> <li>2. To understand work ethos and values.</li> <li>3. To acquaint the learners with the society and social practices.</li> <li>4. To comprehend management practices in Ancient India.</li> </ol>  |
| 8       | <b>Course Outcomes:</b>        | <ol style="list-style-type: none"> <li>1. Learners will be able to understand the concept of Indian Ethos in Management.</li> <li>2. Learners will be able to understand work ethos and values.</li> <li>3. Learners will be able to acquaint with the society and social practices.</li> <li>4. Learners will be able to comprehend management practices in Ancient India.</li> </ol> |

|    |   |  |
|----|---|--|
|    | <p><b>Module 1: Indian Ethos -An Overview (15 Hours)</b></p> <p>Indian Ethos:</p> <ul style="list-style-type: none"> <li>• Meaning, Features, Need, History, Relevance</li> <li>• Principles Practiced by Indian Companies, Requisites, Elements</li> <li>• Role of Indian Ethos in Managerial Practices</li> <li>• Indian Heritage in Business Management, Production and consumption, Ethics v/s Ethos, Indian Management v/s Western Management.</li> </ul> <p><b>Module 2: Work Ethos and Values (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos</li> <li>• Values: Meaning. Features, Values for Indian Managers, Relevance of Value Based Management in Global Change</li> <li>• Impact of Value on Stakeholders: Employees, Customers, Government, Competitors and Society</li> <li>• Values for Managers, Transcultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture.</li> </ul> <p><b>Module 3: Society and Social Groups (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Society: combination of individuals of diversity, values that reflect on social practices and customs.</li> <li>• Impact on individual and collective behaviors, uses coercion to enforce compliance, societal values.</li> <li>• Significance of festivals, harmony with nature.</li> <li>• Indian concept of learning – gurukul system of learning.</li> </ul> <p><b>Module 4: Management in Ancient India (15 Hours)</b></p> <ul style="list-style-type: none"> <li>• Arthashastra Saptanga theory in management-Svami, Amatya, Janapada, Durg, Kosh, Dand, Mitra; HRM: Recruitment, Portfolios, Compensation and welfare</li> <li>• Niti Shastra: Concepts, Classification, Important text</li> <li>• State craft through Panchatantra: Introduction, Mitrabheda, Mitralabh, Kakolukiyum, Labdha pranasam, Apriksita karakam</li> <li>• Concept of karma – meaning and importance to managers, corporate karma. Concept of Vasudhaiva Kutumbakam</li> </ul> |  |
| 10 | <p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>• Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998</li> <li>• Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987</li> <li>• Chakraborty, S.K.: Management by Values, Oxford University Press 1991.</li> <li>• Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010</li> <li>• Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009</li> <li>• Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009</li> <li>• Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009</li> <li>• S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008</li> </ul>  |  |

**Evaluation Pattern**

Continuous Evaluation: 40%

Semester End Examination: 60%

|   | <b>Total Marks</b> |
|---|--------------------|
| Assignment/Project Work/Presentation/Case Study | 30                 |
| Online MCQ Objective Test                       | 10                 |
| <b>Total</b>                                    | <b>40</b>          |

A learner must be present for each of the sub-components.

**Semester End Examination Question Paper Pattern**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

| <b>Q. No.</b> | <b>Particular</b>  | <b>Marks</b>    |
|---------------|--|-----------------|
| Q-1           | <b>Attempt any Two of the following: (Module – 1)</b><br>A. Full Length Question<br>B. Full Length Question<br>C. Full Length Question | <b>15 Marks</b> |
| Q-2           | <b>Attempt any Two of the following: (Module – 2)</b><br>A. Full Length Question<br>B. Full Length Question<br>C. Full Length Question | <b>15 Marks</b> |
| Q-3           | <b>Attempt any Two of the following: (Module – 3)</b><br>A. Full Length Question<br>B. Full Length Question<br>C. Full Length Question | <b>15 Marks</b> |
| Q-4           | <b>Attempt any Two of the following: (Module – 4)</b><br>A. Full Length Question<br>B. Full Length Question<br>C. Full Length Question | <b>15 Marks</b> |

**Signature of Team Members**

| <b>Sr. No.</b> | <b>Name</b>           | <b>Signature</b> |
|----------------|-----------------------|------------------|
| 1              | Dr. Sadhana Venkatesh |                  |
| 2              | Ms. Shalini Clayton   |                  |
| 4              | Mr. Kaustubh Bhagat   |                  |
| 3              | Ms. Ashiyana Shaikh   |                  |