

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	Description the course:	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	Vertical:	Major
3	Type:	Theory
4	Credit:	4 credits
5	Hours Allotted:	60 Hours
6	Marks Allotted:	100 Marks Continuous Evaluation 40 marks and Semester End Examination 60 marks
7	Course Objectives: 1. To understand the concept of Indian Ethos in Management. 2. To understand work ethos and values. 3. To acquaint the learners with the society and social practices. 4. To comprehend management practices in Ancient India.	
8	Course Outcomes: 1. Learners will be able to understand the concept of Indian Ethos in Management. 2. Learners will be able to understand work ethos and values. 3. Learners will be able to acquaint with the society and social practices. 4. Learners will be able to comprehend management practices in Ancient India.	

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

Evaluation Pattern

Continuous Evaluation: 40%

Semester End Examination: 60%

	Total Marks
Assignment/Project Work/Presentation/Case Study	30
Online MCQ Objective Test	10
Total	40

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.

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

Signature of Team Members

Sr. No.	Name	Signature
1	Dr. Sadhana Venkatesh	
2	Ms. Shalini Clayton	
3	Ms. Ashiyana Shaikh	