



Gyanmanjari
Innovative University

Syllabus
Gyanmanjari Institute of Management Studies
Semester-I (BBA)

Subject: Indian Ethos and Values in Management – BBA2XX11204

Type of course: Indian Knowledge System (IKS)

Prerequisite: Basic understanding of management principles and general awareness of Indian culture, ethics, and values.

Rationale: Ethics and professional conduct serve as the moral compass guiding individuals in their respective fields, ensuring responsible behavior and decision-making. Ethics and professional conduct promote fairness, equality, and social responsibility. These principles encourage professionals to treat others with respect and impartiality, regardless of background or status, while also encouraging a commitment to social well-being.

Teaching and Examination Scheme:

Teaching Scheme			Credits	Examination Marks		Total Marks
CI	T	P	C	SEE	CCE	
2	0	0	2	50	50	100

Legends: CI-Class Room Instructions; T – Tutorial; P - Practical; C – Credit; SEE - Semester End Evaluation; LWA - Lab Work Assessment; V – Viva voce; CCE-Continuous and Comprehensive Evaluation; ALA- Active Learning Activities.

Course Content:

Sr. No	Course Content	Hrs.	% Weightage
1	Foundations of Indian Ethos and Cultural Heritage Theory Topics: • Meaning, Nature and Scope of Indian Ethos • The Idea of India and Bharat • Concept of Jambudvipa, Aryavrata and Bharatvarsha • Evolution of Indian Culture and Civilization • Ethical Values Embedded in Indian Culture and Philosophy • Relevance of Indian Ethos in Modern Management	02 T 04 P	



20

Practical 1: Personal Values Reflection Exercise

Students will identify and write five ethical values they observe in Indian culture such as honesty, respect, discipline, or compassion. They will then explain how these values can help a manager in professional decision-making and workplace behavior.

Practical 2: Bharat and Indian Identity Interpretation

Students will individually write a short classroom note explaining the concepts of India, Bharat, Aryavrata, and Jambudvipa in their own words. They will also mention how cultural identity influences management thinking and leadership styles in India.

Practical 3: Indian Ethos in Daily Management Situations

Students will analyze simple classroom-based management situations such as handling conflict, teamwork, or responsibility, and explain how Indian ethical principles can be applied in each case. The activity develops practical understanding of Indian Ethos in management.

Practical 4: Cultural Heritage Observation Activity

Students will individually recall and document cultural practices, traditions, or teachings from their family or society that promote ethical behavior and discipline. They will connect these practices with modern organizational values and professional conduct.

Examination Style:

Sr. No	Evaluation Methods	SEE	CCE
1	ALA 1: Tracing the Journey of Indian Culture and Civilization Students will prepare a timeline-based presentation highlighting the major stages in the evolution of Indian culture and civilization, including important values, traditions, and philosophical contributions. The activity should reflect the relevance of Indian heritage in modern society through examples and visuals. Students must submit the work in PPT or PDF format with proper references, uploaded on the GMIU Web Portal.		10
2	Foundations of Indian Ethos – Applied Concept Interpretation Students will be given a set of short prompts related to Indian Ethos, Bharat concept, cultural heritage, and ethical values. They must interpret	10	



		each prompt and relate it to modern management practices with suitable examples. The focus is on conceptual understanding and application in a structured written response.											
		Total	10	10									
2		Dharma and Ethical Leadership in Management Theory Topics: • Concept of Dharma in Bharatiya Philosophy • Purusharthas: Dharma, Artha, Kama and Moksha • Dharma and Decision Making in Organizations • Ethical Leadership and Professional Conduct • Application of Dharma in Workplace Ethics • Corporate Governance and Dharma-based Management Practices Practical 1: Dharma-Based Decision Analysis Students will individually analyze a simple workplace ethical dilemma and write how the principle of Dharma can guide fair and responsible decision-making. They will justify their response using ethical values and professional conduct. Practical 2: Purusharthas and Life Management Mapping Students will prepare a personal reflection note explaining the relevance of Dharma, Artha, Kama, and Moksha in balancing professional and personal life. The activity helps students understand holistic development through Bharatiya philosophy. Practical 3: Ethical Leadership Self-Assessment Students will identify and write five qualities of an ethical leader inspired by Dharma-based leadership principles. They will also evaluate their own behavior and mention areas where they can improve professional ethics and responsibility. Practical 4: Corporate Ethics Observation Exercise Students will observe and document examples of ethical or unethical practices seen in organizations, institutions, or public life. They will relate these observations with concepts of Dharma, workplace ethics, and corporate governance. Examination Style: <table><tr><th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr><tr><td>1</td><td>ALA 2: Professional Ethics Case Analysis Students will analyze a real-life or hypothetical case related to ethical leadership and professional conduct in organizations. The activity should include identification of ethical </td><td></td><td>10</td></tr></table>	Sr. No	Evaluation Methods	SEE	CCE	1	ALA 2: Professional Ethics Case Analysis Students will analyze a real-life or hypothetical case related to ethical leadership and professional conduct in organizations. The activity should include identification of ethical		10		02 T 04 P	20
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		issues, leadership decisions, and suggested ethical solutions. Students must prepare a written report in PDF format with brief conclusions and examples, uploaded on the GMIU Web Portal.				
2		Dharma-Based Managerial Decision-Making Exercise Students will be presented with a workplace ethical dilemma and required to take a justified decision using Dharma and Purushartha principles. They must explain alternatives, reasoning, and expected outcomes in a structured format. The focus is on ethical reasoning and decision-making ability.	10			
		Total	10	10		
3		Indian Philosophical Traditions and Business Ethics Theory Topics: • Ethical Teachings from Vedas, Upanishads and Bhagavad Gita • Gandhian Ethics and Trusteeship • Swami Vivekananda's Views on Work Ethics and Leadership • Karma Yoga and Selfless Service in Management • Value-based Organizational Culture • Work-Life Balance and Human Values in Professional Life Practical 1: Bhagavad Gita and Management Reflection Students will individually select one teaching from the Bhagavad Gita related to duty, discipline, or selfless action and explain its relevance in modern management practices. The activity develops ethical thinking and value-based decision-making.			02 T 04 P	20
		Practical 2: Gandhian Trusteeship Analysis Students will write a short classroom note on how Gandhian principles such as honesty, simplicity, and trusteeship can improve ethical business practices. They will also mention how organizations can contribute responsibly to society.				
		Practical 3: Karma Yoga in Professional Life Students will reflect on the concept of Karma Yoga and describe how selfless service and dedication can improve workplace productivity and professional relationships. The activity connects Indian philosophy with practical work ethics.				



	Practical 4: Work-Life Balance and Human Values Exercise Students will prepare an individual self-analysis identifying challenges in balancing personal values, studies, and future professional responsibilities. They will suggest practical ways to maintain work-life balance through human values and ethical behavior. Examination Style: <table border="1"> <thead> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> </thead> <tbody> <tr> <td>1</td><td> ALA 3: Karma Yoga in Workplace Practices Students will prepare a reflective assignment explaining the concept of Karma Yoga and its application in professional and managerial life. The activity may include examples of selfless service, responsibility, teamwork, and ethical work culture observed in daily life or organizations. Students must submit the assignment in PDF or presentation format, uploaded on the GMIU Web Portal. </td><td></td><td>10</td></tr> <tr> <td>2</td><td> Indian Philosophical Ethics Application Test Students will answer applied questions based on teachings from Vedas, Upanishads, Bhagavad Gita, Gandhian ethics, and Karma Yoga. They must connect these philosophies with business ethics and leadership situations. The focus is on practical application of philosophical concepts. </td><td>10</td><td></td></tr> <tr> <td></td><td>Total</td><td>10</td><td>10</td></tr> </tbody> </table>	Sr. No	Evaluation Methods	SEE	CCE	1	ALA 3: Karma Yoga in Workplace Practices Students will prepare a reflective assignment explaining the concept of Karma Yoga and its application in professional and managerial life. The activity may include examples of selfless service, responsibility, teamwork, and ethical work culture observed in daily life or organizations. Students must submit the assignment in PDF or presentation format, uploaded on the GMIU Web Portal.		10	2	Indian Philosophical Ethics Application Test Students will answer applied questions based on teachings from Vedas, Upanishads, Bhagavad Gita, Gandhian ethics, and Karma Yoga. They must connect these philosophies with business ethics and leadership situations. The focus is on practical application of philosophical concepts.	10			Total	10	10		
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4	Ethical Challenges in the Digital Age Theory Topics: • Technology and Ethical Decision Making • Ethics in Artificial Intelligence and Digital Transformation • Cyber Security and Ethical Responsibilities • Digital Journalism Ethics and Responsible Communication • Data Privacy, Transparency and Accountability • Ethical Issues in Social Media and Digital Business Practices Practical 1: Digital Ethics Case Reflection Students will individually analyze a simple case related to misuse of technology, fake information, or unethical online behavior and suggest ethical solutions. The activity helps students understand responsible decision-making in the digital environment.	02 T 04 P	20																



	Practical 2: Social Media Responsibility Exercise Students will observe their own social media usage patterns and identify examples of ethical and unethical digital communication. They will write a short reflection on responsible online behavior and professional communication ethics. Practical 3: Data Privacy Awareness Activity Students will prepare a classroom note explaining the importance of data privacy, transparency, and accountability in digital platforms and businesses. They will also suggest personal practices to protect digital information responsibly. Practical 4: AI and Ethical Decision-Making Analysis Students will individually write their views on the ethical challenges of Artificial Intelligence in areas such as employment, privacy, or decision-making. The activity encourages critical thinking about ethics in digital transformation and modern business practices. Examination Style: <table><tr><th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr><tr><td>1</td><td>Ethics Over Profit: Case Study Analysis Students research a real-life case where a company upheld ethical values despite incurring financial costs or losses. Prepare a report analyzing the company's ethical decision, the challenges faced, and its long-term impact on stakeholders and business reputation. Submit the report by uploading it to the GMIU Web Portal.</td><td></td><td>10</td></tr><tr><td>2</td><td>Digital Ethics Case Analysis Examination Students will analyze a case related to digital ethics such as AI misuse, data privacy breach, cyber security issues, or social media responsibility. They must identify ethical issues, impacts, and suggest practical solutions in a structured answer format.</td><td>10</td><td></td></tr><tr><td></td><td>Total</td><td>10</td><td>10</td></tr></table>	Sr. No	Evaluation Methods	SEE	CCE	1	Ethics Over Profit: Case Study Analysis Students research a real-life case where a company upheld ethical values despite incurring financial costs or losses. Prepare a report analyzing the company's ethical decision, the challenges faced, and its long-term impact on stakeholders and business reputation. Submit the report by uploading it to the GMIU Web Portal.		10	2	Digital Ethics Case Analysis Examination Students will analyze a case related to digital ethics such as AI misuse, data privacy breach, cyber security issues, or social media responsibility. They must identify ethical issues, impacts, and suggest practical solutions in a structured answer format.	10			Total	10	10		
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5	Ethics, Globalization and Nation Building Theory Topics • Ethics and Globalization • Sustainable Development and Ethical Business Practices • Developed Bharat Vision Integration • Ethical Governance Strategies	02 T 04 P	20																



	- Youth Ethics and Social Development - Role of Indian Values in Global Leadership and Inclusive Growth Practical 1: Globalization and Ethics Reflection Task Students will individually analyze how globalization impacts ethical business practices in India and globally. They will write a short reflection on both positive and negative ethical challenges arising from global business interactions. Practical 2: Sustainable Development Case Study Exercise Students will examine a simple real-life example (such as pollution, resource use, or corporate responsibility) and suggest ethical business practices aligned with sustainable development. The focus is on responsible decision-making for long-term societal benefit. Practical 3: Vision of Developed Bharat Mapping Activity Students will write their interpretation of the "Developed Bharat" vision and explain how Indian values and ethics can contribute to nation building and inclusive growth. They will connect individual responsibility with national development goals. Practical 4: Youth Ethics and Leadership Self-Assessment Students will reflect on their role as future professionals and list ethical responsibilities they must follow to become responsible global leaders. They will evaluate how Indian values can support ethical leadership in a globalized world. Examination Style: <table> <tr> <th>Sr. No</th><th>Evaluation Methods</th><th>SEE</th><th>CCE</th></tr> <tr> <td>1</td><td> Drama Performance & Participation on Bhagavad Gita/Indian Ethical Values Students will form teams and prepare a short drama based on themes from the Bhagavad Gita or Indian ethical values (e.g., Karma Yoga, duty vs. attachment, righteous leadership, ethical decision-making). As proof of participation, take geo-tagged photos/videos during the performance and upload them to the GMIU portal. </td><td></td><td>10</td></tr> <tr> <td>2</td><td> Global Ethics and Nation Building Application Test Students will respond to questions on globalization, sustainable development, ethical governance, and Indian values in global leadership. They must demonstrate how ethics </td><td>10</td><td></td></tr> </table>	Sr. No	Evaluation Methods	SEE	CCE	1	Drama Performance & Participation on Bhagavad Gita/Indian Ethical Values Students will form teams and prepare a short drama based on themes from the Bhagavad Gita or Indian ethical values (e.g., Karma Yoga, duty vs. attachment, righteous leadership, ethical decision-making). As proof of participation, take geo-tagged photos/videos during the performance and upload them to the GMIU portal.		10	2	Global Ethics and Nation Building Application Test Students will respond to questions on globalization, sustainable development, ethical governance, and Indian values in global leadership. They must demonstrate how ethics	10			
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		contributes to inclusive growth and nation building with relevant examples.				
		Total	10	10		

Suggested Specification table:

Distribution of Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage %	20%	20%	20%	30%	10%	0%

Note: This specification table shall be treated as a general guideline for students and teachers. The actual distribution of marks in the question paper may vary slightly from above table.

Course Outcome:

After learning the course, the students should be able to:	
CO1	Explain the foundations of Indian Ethos, including key cultural concepts (Bharat, Jambudvipa, Aryavrata) and their relevance to modern management.
CO2	Apply Dharma and Purusharthas in ethical decision-making, leadership, and corporate governance.
CO3	Interpret Indian philosophical and ethical teachings to develop value-based leadership and workplace ethics.
CO4	Identify and address ethical issues in the digital age including AI, cybersecurity, data privacy, and social media ethics.
CO 5	Evaluate Indian values in globalization and sustainability for ethical governance and nation-building.

Instructional Method:

The course delivery method will depend upon the requirement of content and need of students.

A minimum of 20–30% of the course content shall be suggested to deliver through Flipped Learning, where students study digital learning resources before the classroom session. Classroom time shall be utilized for discussion, problem-solving, practical applications, and higher-order learning activities.

Students shall be encouraged to use AI-powered learning platforms, simulation software, virtual laboratories, digital libraries, research databases, online certification courses, NPTEL, SWAYAM,



MOOCs, and other technology-enabled learning resources to strengthen conceptual understanding and practical competence.

Continuous assessment shall be conducted through Active Learning Assignments (ALAs), quizzes, skill demonstrations, presentations, practical exercises, projects, case studies, innovation activities, peer assessment, reflective learning, and industry-oriented tasks instead of relying primarily on conventional written assignments.

Reference Books:

- [1] Chakraborty, S. K. (1995). *Ethics in Management: Vedantic Perspectives*. Oxford University Press.
- [2] Fernando, A. C. (2016). *Business Ethics: An Indian Perspective*. Pearson Education India.
- [3] Sharma, S., & Rao, R. (2012). *Indian Ethos in Management*. Himalaya Publishing House.
- [4] Sharma, J. P. (2017). *Corporate Governance, Business Ethics and CSR*. Ane Books Pvt. Ltd.
- [5] Sen, A. (2009). *The Idea of Justice*. Harvard University Press.

Suggested Assessment Guidelines:

SEE	Topic	Criteria	Marks	Description
1	Foundations of Indian Ethos – Applied Concept Interpretation	Concept Clarity and Understanding	5	Evaluates how clearly the student explains key concepts of Indian Ethos, Bharat concept, cultural heritage, and ethical values with correct meaning and relevance. Assessment focuses on accuracy, completeness, and conceptual depth.
		Application to Modern Management	5	Evaluates the ability to connect Indian Ethos concepts with modern business and management situations. Assessment focuses on relevance of examples, practical linkage, and logical explanation.
2	Dharma-Based Managerial Decision-Making Exercise	Ethical Analysis Using Dharma Principles	5	Evaluates identification of ethical issues and use of Dharma and Purushartha concepts in analyzing the dilemma. Assessment focuses on reasoning ability and ethical clarity.
		Decision Justification and Outcome Evaluation	5	Evaluates the final decision, justification, and expected impact on organization and stakeholders. Assessment focuses on



				practicality, logic, and ethical soundness.
3	Indian Philosophical Ethics Application Test	Understanding of Philosophical Teachings	5	Evaluates understanding of teachings from Vedas, Upanishads, Bhagavad Gita, Gandhian ethics, and Karma Yoga. Assessment focuses on correctness and conceptual clarity.
		Business Application of Ethical Teachings	5	Evaluates ability to apply philosophical teachings to workplace and leadership situations. Assessment focuses on real-life relevance and practical integration.
4	Digital Ethics Case Analysis Examination	Identification of Ethical Issues	5	Evaluates ability to identify key ethical problems in digital contexts such as AI, cyber security, data privacy, and social media. Assessment focuses on accuracy and issue recognition.
		Solution Orientation and Ethical Reasoning	5	Evaluates suggested solutions and ethical justification for handling digital challenges. Assessment focuses on practicality, responsibility, and clarity of solutions.
5	Global Ethics and Nation Building Application Test	Understanding of Global Ethics Concepts	5	Evaluates understanding of globalization, sustainable development, ethical governance, and Indian values in global leadership. Assessment focuses on conceptual clarity and relevance.
		Linkage to Nation Building and Real Examples	5	Evaluates ability to connect ethics with inclusive growth, nation building, and provide suitable examples. Assessment focuses on application, depth, and real-world relevance.