SYLLABUS
INDIAN ETHOS AND VALUES
MBA–1st SEMESTER, M.D.U., ROHTAK

External Marks : 70   Internal Marks : 30
Time : 3 hrs.

UNIT-I

Model of management in the Indian socio - political environment; work ethos; Indian heritage in production and consumption; Indian insight into TQM.

UNIT-II

Problems relating to stress in corporate management -Indian perspective; teaching ethics; trans-cultural human values in management education.

UNIT-III

Relevance of values in management; need for values in global change - Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management.

UNIT-IV

Personal growth and lessons form ancient Indian educational system; science and human values.

INDIAN ETHOS AND VALUES

MBA 1st Semester (DDE)

UNIT – I

Q. **What do you understand by Work Ethos? Discuss basic Indian Ethos for Management that may help improve work culture in organizations? Explain the need for Indian ethos for business.**

Ans. Work Ethos or Work Culture refers to certain norms of behaviour governing the conduct of workers involved in work situations to achieve certain desired objectives. In other words work culture is the involvement of a workman with work. The degree of one's involvement impacts his performance to give high or low productivity, high or low quality i.e. higher the degree of involvement, higher well be the productivity and quality.

Sometimes, work culture is also concerned with a worker's loyalty and sense of belonging, by his behaviour, to the organization. The worker should show his belonging, by his behaviour, to the organization.

Work Ethos at different levels of Management :–

Work ethos will be different at different levels. It can be defined at different levels as under:–

1. **At Basic Level**
2. **At Top Level**

1. **At the Basic Level :–** Work ethos at the basic level is about:

   a) Discipline

   b) To maintain punctuality.

   c) Coming to work on time.

   d) Behaving properly with superior, colleagues and sub ordinates.

   e) Not wasting time during working hours.

   f) Dignity in relating to peers, semorn and subordinates.

   g) To do things those are morally good or right.

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2. **Top Level: -** At the top level, it is about commitment and accountability, feel responsible for the task assigned to him. Some more points related to top level are:-

   a) **Work Culture :–** Good work culture means one is fully devoted towards work and has high morale. On the other hand, poor work culture results in high rate of wastage, poor quality, low productivity and low morale.

   b) **Loyalty :–** Work culture is also concerned with a workers loyalty and sense of belongingness to the organization. One should protect the interest of the organization. No employee should make any adverse comments about the organizations in the public.

   c) **Commitment and Responsibility :–** Every man should work like a master, not like a slave. The workers should take full responsibility for the task assigned to them and furthest efforts to achieve what is expected from than.

   d) **Sense of Belongingness :–** The worker should exhibit by his behaviour a sense of belongingness to the organization. A feeling of respect should be there for the organization. One should maintain good relationship with peers, sub ordinates and superiors and treat them well.

   e) Protecting the interest of organization

   f) No adverse comment about the organization in public.

Reasons for poor work ethos/culture :–

The following factors are responsible for poor work culture in an business organization:–

   1. **Lack of commitment :–** Lack of commitment refers to the disinterest shown by worker to the work. This creates poor work culture in the organization and results in poor quality of product and lower productivity. Dedication towards work should be visible by his behaviour.

   2. **Lack of discipline :–** Discipline includes regularity, punctuality such as to come in time to work place, to complete the task in given time, to follow rules and regulations if any, do not waste time during working hours etc. Hence, lack of discipline will create poor work culture which may cause delay in operations.

   3. **Poor working condition :–** Poor working conditions includes unhealthy working climate, lack of pure drinking water, lack of

ventilation, lack of canteen facilities, lack of safety devices and norms, industrial pollution etc. These are the constituents of poor working conditions in an organization.

4. **Political interference :–** Most of the unions in the companies are affiliated to some political party. Political leaders, sometimes, destroy the peace and harmony in the organization for the sake of power and ego only. This is one of reasons that causes industrial conflict.

5. **Decline in moral standard :–** Moral standards provide tool for judging the moral value of a decision. They provide the basis for deciding whether an act is right or wrong. If there is decline in the moral standards, the culture of the work in an organization becomes poorer.

Dimension of the work ethos :–

Following are the other dimensions of work ethics :–

1. **Protecting the interest of the organization :–** Interest of organization must be on the top agenda of employees. Their activities must focus on the protection of interest of the organization. Workers can protect the interest of their organization through higher productivity and quality of a product. They should make their best efforts in this regard.

2. **Work ethics through appropriate system :–** Clear cut policies, rules and regulations, reward system etc. are supportive in establishing work ethics. Clarity of these will make work-ethics more purposeful.

3. **Work ethics in terms of proper communication system :–** Communication system is said to be life line of an organization. Proper communication channel will promote work ethics in the organization. Any misunderstanding, mistrust, suspicion etc. may be eliminated through communication system.

Steps for improving work culture :–

Management must take some steps to improve the work culture in the organization. Following steps may be taken :–

1. In order to improve work ethos, wages should be linked with productivity. "Higher wages for higher productivity" should be the policy of the organization.

2. In order to reduce absenteeism, attendance bonus should be introduced.

3. In order to increase efficiency of workers, they should be properly rewarded. In other words, efficient workers should get incentives.

4. Workers should be given opportunity for participation in management decisions.

5. There should not be political interference in the day today operation of the business.

Indian Ethos for Management :–

The Indian ethos is the outcome of the Hindu way of life. Indian ethos means application of principles of managing an organization revealed in our ancient wisdom described in Gita and Upanishads.

Indian ethos would certainly help the future as well as existing organizations to tackle the changes and canalizing it for their development. The Indian ethos will prove to be of immense help as well as practical use to the managers in an organization.

Features of Indian ethos -----
Following are the essential features of Indian ethos and insight-----

1. Indian ethos focuses on the existence of human being as a truth. There is nothing perfect other than the supreme soul.

2. Indian ethos focuses on, "if you are good then the whole world is good".

3. Indian ethos are principle derived from the Upanishads, Bhagwad Gita and Purans.

4. According to Indian ethos, there must be balance between spiritual values and secular values so that even a rich person can lead a life of materialism and spirituality.

5. The Indian ethos gives greater emphasis on values and ethics. Knowledge is not power. Character is the real power and health.

6. Indian ethos emphasizes on inner resources. Inner resources are much more powerful than outer resources.

7. According to Indian ethos, total quality management can be assured through excellence at work through self motivation and self development.

The following are some of the Indian Ethos relevant to management that can improve work culture in organization :–

1 All work is an opportunity for doing well to the world and thus gaining materially and spiritually in our work.

footer

2 One who works with calm and even mend achieves most.

3 As we think, so we succeed, so we become.

4 Strength and cooperation for excelling in work comes from divine.

5 All will enjoy the highest good by mutual cooperation and respect.

Elements of Indian Ethos :– Indians are the products of Indian Ethos. Indian management methods are bound to work in India. Indian Ethos is better than other ethos present in other countries. Indians believe:-

1) Ego sublimation rather than ego assertion.

2) Sacrificing spirit rather than fighting spirit.

3) Team achievement rather than individual achievement.

4) Spiritual attainment rather than material prosperity.

5) Self control rather than outside control.

6) Concept of duties rather than concept of rights.

7) Yielding rather than dominating.

8) Concern for this age world and improvement.

9) Respect for and search for all truth whatever be its source.

Need for Indian ethos for business :–

We need Indian ethos in our management for the following reasons----

1. To develop proper management system in the organization. Management systems based on principles as per ancient wisdom are of immense help for the smooth conduct of business. Value-oriented management system can be established with the help of Indian ethos.

2. To ensure all round development, growth and prosperity i.e., productivity, marketing and profitability.

3. Indian ethos teaches us that if you work sincerely for the society, for your organization and for the Nature, you will really enjoy your life through money harmony, peace and bliss. Your image is bright.

4. Indian wisdom indicates that productivity of human being is more important than plant capacity.

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Application of Indian ethos----

The applications of Indian ethos are as follows----

1. **Attitude of the management :–** This refers to the attitude of top management towards ethics and values. Top management must have belief in value-oriented holistic management of business. The management must fulfill expectations of all stakeholders.

2. **Self management :–** The manager should first learn to manage and control himself. Manager cannot control and manage others without self exercising self management.

3. **Meditation :–** Meditation helps to solve many complex problems of management and organization demanding higher consciousness. A dynamic meditation is a process of transforming of lower consciousness into higher consciousness.

The Indian Ethos emphasizes on the concept like sacrificing individual desires in favour of social benefits, preferring long term benefits over short term gains.

Q. **Describe main features of Indian heritage. What lessons can be drawn from Indian heritage for production, consumption and other economic activities to face successfully the challenges of new economy?**

Or

What had been the Indian Heritage in production and consumption as regards work ethos? Exemplify your answer.

Ans. According to Indian Heritage man's attitude towards his social existence shifted towards duties, obligations and sacrifice. He believed in 'Simple living and high thinking'. Indian heritage emphasized that the essence of civilization lies not in multiplication of wants but in the purification of human character. There is very little knowledge about the social organizations, administration and systems of production of people living in Indian.

Production :– It can be defined as conversion of inputs into output through a transformation process. Men, money, machines material and management are different elements of input. The result of this may be finished products, goods and services. Goods produced means manufacturing products and services like hospitals, communication and rental transport services etc.

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Consumption :– It can be defined as consuming the produced goods and services. For example a car manufacturer customers buy it and consume it. Customers are these who buy products and consumers are those who finally consume the products i.e. parents buy toys for their children. Here parents are customers and children are the consumers.

Production and Consumption are directly connected to each other. If there is no demand of products and services, then there is no need of production. If consumption of products and goods increases, then production will get increased automatically.

Indian Heritage in Production :– From the point of view of economists, production from local resources for local needs is the most rational way of economic life. In the beginning, humans have a tendency to produce goods and products according to their basic requirements or we can say needs. Needs, wants and desires are the part of one's life. And production is required for fulfilling these needs, wants and desires of human beings. With the development of human beings ways of production have also changed in the modern world. Now a days, many natural resources or non-renewable resources are used in excess to produce goods and services. Productive resources should be diverted to produce most essential goods i.e. the resources used in the production of alcohol, harmful chemicals and arms should be used for the production of food, clothing and house building.

Indian Heritage in Consumption :– Consumption increased number of production ways and time to time man developed new methods and techniques of production with increasing consumption. According to modern economist, a measure of standard of living is judged by the amount of annual consumption. Consumption is mainly a means to welfare of human being. The aim should be to obtain the maximum well being with minimum of consumption.

Lessons drawn from Indian heritage for production, consumption and other economic activities :– The production and consumption has completely changed over the years. Now the trend is to move towards move reliable, more efficient and safer modes of production and consumption. It is very much evident that production process of any country focuses on social benefits, lessons are:-

➢ **Impact of Spiritual Consideration :–** In early times, those was a coordination between 'Artha (money) and Karma (desire). During that time, wealth creation was important but was not the focus, so the focus was on striking a proper balance between the amount of efforts and the amount remuneration attached to it.

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➢ **Role of great economists :–** Role of great economists in term of their thought on production and consumption can not be ignored. Great intellectual gurus like Mahatma Gandhi, Vivekananda and Buddha believed in one principle of 'more of giving and less of grabbing'.

➢ **Increase in per Capita income: -** A performance of the plan is judged by the criteria of how quickly a country is able to increase its per capita income. Indian Heritage System did not pay much attention to increase in per capita income the prime focus was on spiritual growth.

➢ **Use of Resources: -** Indian Heritage advocates the prudent and economic use of resources in the development of man but does not advocate the irresponsible and indiscriminate use of resources. It prefers the optimum use of resources and conservation of natural resources because they are available in limited quantity.

Q. **"TQM is the need of modern competitive Industrial Organizations". Examine the statement.**

Or

Explain the concept of "Total Quality Management (TQM)". What lessons can be drawn from Indian Ethos and values with regard to TQM?

Ans. "Total Quality Management (TQM)" is an approach to business which looks critically at the products and services of a company in order to obtain complete customer satisfaction. The approach is called 'Total' because it involves everything the company does: all its processes and all of its employees at every lend in the company all the time.

TQM is the sum of three attributes, namely: ----

     1. T ---- Total

     2. Q ---- Quality

     3. M ---- Management

1. **Total :–** Any decision or action takes place in a particular department not only confined to that department but influence the whole system of organization. Hence every matter should be studied as a whole.

2. **Quality :–** Quality is the integration of quality in production, quality in services, and quality in management process.

3. **Management :–** Management is an art to getting things done through others.

TQM is a continuous improvement approach and it is based on a concept that quality can be managed and that it is a process. Quality is a way of managing, not a technical activity. Quality means something more than just the basics out lined in ISO 9000 or ISI.

Purpose of TQM :– The purpose of TQM is to set up a system and management discipline that prevents unnecessary losses in company's performance cycle. The basic objective of a company is to integrate the all functions and processes within an organization in order to achieve continuous improvement of quality of goods and services and people, business processes, quality is the single greatest factor in achieving market success for any company. TQM primarily focus on total satisfaction.

> **Total** --- Quality involves everyone and all processes.
>
> **Quality** --- Meeting customer requirement.
>
> **Management** --- Quality is a way of Managing.

Facts related to TQM :– TQM is the basis for activities to achieve defect for work most of the time. The assertion is expressed in various ways, as right first time, zero defects. The idea is to strive for perfection in the work. Zero defects is the result of an emphasis on prevention and the careful use of measurement, process controls and elimination of waste and error.   It serves as a goal for continuous improvement. Some points related to TQM are following:-

1) Prevention is the aim of all quality assurance.
2) Quality is the single greatest factor in achieving market success for the company.
3) Reducing products and services cost.
4) Following 'Just in Time' Techniques.
5) Customer Satisfaction.
6) Processes, not people are the problem.
7) Quality improvement must be continuous.
8) Quality can and must be managed.
9) Reduce Variation.

Indian Insight into TQM :– In Indian Context, TQM indicates that Mind is the key factor of   total excellent performance in any organization. It gives the direction to the management to establish vision mission, business definitions. It is the intellectual strength of human beings which control the quality of human resources and processes. Quality of mind is related to

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thought process, perception, attitude and implementation activity which maintain the quality of products and services. A perfect human being is one who accepted everyone as a part of himself/herself as an individual. Such a quality person in any organization can best establish TQM. There are some factors discussed here for quality in person:-

1. Attitude of a person towards work.
2. Cooperation from peers, seniors and sub ordinates.
3. His leadership skill.
4. Top Management.
5. His family, mentor and ideals etc.
6. Teachers and Gurus

The Indian insight indicates that 'Mind' is the master boy for improving the performance in any field of activity. Quality of mind improves the quality of products and services.

We have "7m" framework in which first is –

a)	Mind	b)	Motivations
c)	Mission	d)	Money
e)	Machines	f)	Material
g)	Manpower		

Principles of TQM in Indian Context :–

➢ Follow the divine principle "Work is Worship".

➢ Work is supreme that can lead to total quality.

➢ Commitment for action.

➢ Sense of belongingness to the organization.

➢ Focus towards each and every activity for betterment.

➢ Selfless actions towards work.

➢ Total perfection and quality must be the objective of each and every employee.

Conclusion :– In TQM, everyone is involved in the process from the managing director to the office peon. Everyone in the company is responsible for producing quality goods and services. In TQM, performance feedback is vital to enable managers at all levels to improve their contribution to business. An appropriate system of recognition and reward to critical to any company's TQM programme particularly as quality improvement process.

footer

Q. What are the salient features of Indian socio political environment? Suggest a suitable Indian model management that may work better in current environment?

Ans. Introduction :– Indian socio-political environment is complex in nature. There is a great diversity of culture religious and customers, rituals among our people from Kashmir to Kanya Kumari. India is famous for unity in diversity. Two most important tenets of Indian model of a management are Human Values and Holism. Human values refer to spiritual, ethical and moral values while Holism is based in Holism which means oneness or unity. Indian model of management is a spiritualistic model.

Salient features of Indian Socio-political Environment are as follows:-

➢ **Focus on Lifestyle :–** Management in the Indian social environment defines a standard of living and maximizing quality of life. Here quality of life not only means quality of consumer goods and services but also enrichment in quality of life in the society and the environment. Total quality of life is a function of the way one thinks, speaks and behaves.

➢ **Focus towards business policy :–** Every political party makes policies and businesses have to follow these policies. Policies are made in accordance with current business situations. But sometimes these policies are not favourable for business environment. Since every political party has its own ideology. They make the policies according to their own benefits and interests.

➢ **Lack of National pride and commitment :–** Most of our employees working in different organizations merely work for themselves and have not national pride and commitment. A clerk's work done with a mind of clerk makes that clerk but same work done with citizen's mind and attitude elevates both work and worker.

➢ **Existence of Human Orientation and Values :–** There are many components of National Development activities which require human orientation and values. Human values like hardwork, truthfulness, obedience, good manners, peace and harmony are part of Indian social and political environment.

➢ **Plain living, High thinking :–** The essence of Indian way of living is simple living and high thinking. They prefer to live a plain life so that they can give more energy and thought to the development of spiritualism. Here mind is more important than materials, ethics is more important than economics.

Indian Model of Management :– There are two important principles of Indian Model of Management :–

    i)   **Human Values**

    ii)   **Holism**

i)   **Human Values :–** Human values refer to spiritual, ethical and moral values. These values form a basis for thoughts, actions, skills and behaviour and eventually lead to formation of a good character. These values will make good man, good manager and a good organization and ultimately remove pollution from the minds of the people.

ii)   **Holism :–** It means oneness or unity. The holism is wider than systems approach to western model of management. A human being has a soul, body, mind and intellect. It is emphasized that all the above components of our personality must be developed. Holism is unity, the absence of duality, hence the absence of conflict and disharmony. Thus the Indian model of management is value driven holistic approach and much better than western model of management.

Indian Management Practices

a)   **Planning :–** Planning means to plan the future and make the policies and guideline to achieve the organization short and long term goals. But in Indian context, long term planning is not so popular. Most of the organizations in India follow short term planning.

b)   **Recruitment and Selection :–** It includes policies related to recruitment and selection of employees like education, experiences, talent, competences. But some other factors like favoritism and prejudice play a significant role in selection process of any organization.

c)   **Training :–** It is a systematic procedure for a specific task to be provided to employees. In our socio-political environment now we are adopting good training programme to enhance efficiency and productivity of the employees.

d)   **Delegation of Authority :–** It means giving responsibility of a task to subordinates who have required skills to complete that work. But in Indian socio-political environment delegation of authority is written in a formal manner and subordinates are unwilling to take the responsibility.

There are some more practices other than those like performance appraisal, promotion grievance handling, employee participation which are followed by Indian model of management.executes in precisely the same

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amount of time every time it occurs. In a complex machine, having a part move more quickly just because system resources are available may be just as catastrophic as having it not move at all because the system is busy.

Single-user, single-tasking operating system :–

As the name implies, this operating system is designed to manage the computer so that one user can effectively do one thing at a time. The **Palm O.S.** for Palm handheld computers is a good example of a modern single-user, single-task operating system

Single-user, multi-tasking operating system :–

This is the type of operating system most people use on there desktop and laptop computers today. **Windows 98** and the **Mac O.S.** are both examples of an operating system that will let a single user has several programs in operation at the same time. For example, it's entirely possible for a Windows user to be writing a note in a word processor while downloading a file from the Internet while printing the text of an e-mail message

Multi-user operating systems :–

A multi-user operating system allows many different users to take advantage of the computer's resources simultaneously. The operating system must make sure that the requirements of the various users are balanced, and that each of the programs they are using has **sufficient and separate resources** so that a problem with one user doesn't affect the entire community of users. **Unix, VMS,** and **mainframe operating systems,** such as **MVS,** are examples of multi-user operating systems. It's important to differentiate here between multi-user operating systems and single-user operating systems that support networking. **Windows 2000** and **Novell Netware** can each support hundreds or thousands of networked users, but the operating systems themselves aren't true multi-user operating systems. The system administrator is the only user for **Windows 2000 or Netware.** The network support and the entire remote user logins the network enables are, in the overall plan of the operating system, a program being run by the **administrative user**

footer

INDIAN ETHOS AND VALUES

MBA 1st Semester (DDE)

UNIT – II

Q. i) Discuss the causes of stress in modern organization. What is Indian philosophy to stress management?

Or

ii) Stress management is more or requirement of developing a coping ability for managers. Discuss the ways of managing stress and the resulting problems that may come if stress is not managed.

Or

What are the main causes of stress in corporate life these days? Discuss Indian perspective to stress management.

Ans. Introduction :– Stress can be explained basically as pressure upon a person's psychological system which arises out of complexity of one's work life. Stress can manifest itself in both a positive and negative way. Stress an opportunity for one to gain something. It is negative when stress is associated with heart disease, absenteeism etc.

Further, stress is a situation where a person is not in his normal stage or he is not satisfied with his life. In other words, when the demands on a person from the environment are more and his output is less because of failure, suffers from anxiety and stress. Thus stress is expressed mainly through anxiety and frustrate.

When a person is not able to cope with environment and surroundings and can not maintain proper balance, then person is in stress.

Stress has been defined as a physical, mental or emotional response to events which mental or bodily tension. In the modern day life stress is a part and parcel of our lives. At the same time, it should not exceed the capacity of

an individual to handle it. If it exceeds in proportion to a person's abilities to cope with it, it would cause mental and physical imbalances in the person. Therefore, a major challenge for every one today is to make stress work for you as a productive force rather than as a deterrent which can cause imbalance in an individual.

Types of Stress :– Stress is highly individualistic in nature. Some people have high tolerance for stress and do well in case of several stressful factors. In fact, some person will not perform well unless they experience a level of stress. On the other hand, some people have very low level of tolerance for stress and they become paralyzed when they have to interface with routine factors that appear undesirable to them.

Basically there are three types of stress: -

1. **Physical :–** This happens when the body as a whole suffers due to stressful situation. There are many symptoms like, headaches, tension in the neck, forehead, and shoulder muscles. Long periods of stress can cause other serious symptoms like ulcers, nervousness, excessive sweating, heart aliments, and hair loss as well.

2. **Emotional :–** These responses are due to stress affecting the mind and include anxiety, anger, depression, irritability, frustration.

3. **Psychological :–** Long term stress can cause psychological problems in some individuals. Symptoms may include social isolation, phobias, eating disorders and night terrors.

Causes of Stress :– Performing almost all types of jobs causes stress, though the intensity may vary from job to job. Job performance depends upon effective management of stress in addition to the other factors which in turn depend upon identification of sources of stress. Conditions which cause stress are called stressors. According to sources, major sources of stress are of the job and relate mainly to the family which includes divorce, death of a child or wife.

1. **Personal Factors :–**

   i) It includes physical and psychological factors like excessive desire for power, self esteem and status, job security, career development - status incongruity (under or over promotion and frustration).

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ii) **Life Changes :–** Life and career changes are stress producing. Fast changes are more dangerous than slow changes. Heart attacks are commonly observed in the case of fast changes in life and careers. Economic and social problems are attached with fast changes. The people who believe in work are more stressing prone than people who depend on god for success and failure.

iii) **Role Perceptions :–** A person has to work as a father, friend, brother, boss, junior etc. It is difficult to perform equally well in all the diverse roles.

2. **Situational Factors :–** It may be conflicts, accidents, competition, poor communication, role conflicts, work pressure, support from sensors.

3. **Environmental Factors :–** It includes natural calamities like floods, earthquake, sunami etc.

There are so many causes of stress :–

➢ Family Problem
➢ Work Load
➢ High Expectation
➢ Job insecurity
➢ Communication Gap
➢ Unhealthy Working Condition
➢ Misbehaviour from Management and Peers

4. **Organizational Factors :–**

a) Pressures to avoid errors or complete tasks in a limited time period, work overload, a demanding and insensitive boss, and unpleasant coworkers are a few examples.

b) Complex organizational structure

c) Poor organizational policies, rules and regulations.

d) Role conflict

Consequences of stress ----

Stress shows itself in three ways ----

1. Physiological
2. Psychological
3. Behavioural

1. **Physiological symptoms :–** Most of the early concern with stress was directed at physiological symptoms due to the fact that specialists in the health and medical sciences researched the topic.

2. **Psychological symptoms :–**

   a) Job related stress can cause job related dissatisfaction.

   b) The less control people have over the pace of their work, the greater the stress and dis satisfaction.

3. **Behaviorally symptoms :–** Behaviorally related stress symptoms include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech and sleep disorders.

Managing Stress :– Stress is inevitable in human life. There is no way out but to cope with stress or fight it out. There are so many methods to reduce stress.

➢ **Stress Management Programmes :–** Organization have adopted stress management programmes, career development programmes and other kind of programmes for this purpose. Sessions should also be undertaken in every organization to improve mental health.

➢ **Job Redesign :–** Job may be a source of stress to many individuals. Properly designed jobs and work schedules can help ease stress in individuals and organization.

➢ **Hobbies :–** By developing certain hobbies like games, sports, painting, listening songs by which one can get relaxation.

➢ **Supportive Organization Climate :–** Many organizational stressors emerge because of faulty organizational policies and practices. These can be controlled by creating supportive organizational climate. Supportive organizational climate depends upon managerial leadership. The focus is primarily on participation and involvement of employees in decision making process.

➢ **Counselling :–** Counselling is discussion of a problem by a counselor with an employee counselling seeks to improve employee's mental health by release of emotional tension.

   (If stress is not managed it can lead to several)

➢ **Others :–** Yoga, meditation are helpful in reducing stress. Self introspection, brain stilling are some Indian perspective for stress management.

If stress is not managed, it can lead to several medical problems like:

1. Development of Ulcer
2. Development of Suicidal Tendency
3. High Blood Pressure
4. Heart Attack
5. Cancer
6. Behavioural Changes like anger, frustration, and depression

Q. What are the main causes of stress of corporate life these days? Discuss Indian perspective to stress management.

Ans. Stress is caused by a stimulus which may either be physical or psychological. It's a condition of strain of one's emotions, thought process and physical condition. When it is excessive, it can threaten one's ability to cope with the environment. Stress indicates the pressures people feel in corporate life. As a result of these pressures, employees develop various symptoms of stress that may harm their job performance. People who are stressed may become nervous, easily provoked to anger and unable to relax. They may be uncooperative or resort to excessive alcohol consumption. Stress also leads to physical disorders within body leading to stomach Ulcer, Hypertension, Heart disease, Kidney troubles, etc. Before we discuss the art of stress management, it is imperative to know causes of stress. In the fast changing world our lives are also changing very fast. There are several ways to manage stress. These includes :–

1. **Counselling :–** Couselling is discussion of a problem with an employee with a view to helping the employee to cope up with problem in a better way. Counseling helps in improving employee's mental health by release of emotional tension. People will get emotional release from their frustrations and other problems whenever they have an opportunity to tell someone about them.

2. **Meditation :–** It is another way to manage stress. Meditation involves quiet, concentrated inner thought in order to rest the bodies physically and emotionally. It temporarily helps a person from reducing stress. The five significant areas of change are as follows:-

i) From rural living to urban living.
ii) From stationary to mobile.
iii) From self-sufficient to over consumption.
iv) From isolated to inter-connect.
v) From physically active to sedentary life style.

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Indian Perspective for Stress Management :– The Indian ways of managing stress are:-

    i)   Self-introspection

    ii)   Brain stilling

    iii)   Meditation

We have to embark upon self-study, self-analysis and self-criticism to locate areas of friction, tension and disharmony. We should prepare a balance sheet of own strengths and weaknesses. Our mind may identify weak spots. By regular introspection we would find out a solution to the problems so that the concerned parts of our being can be persuaded to play the desired role. Introspection, involves self-examination of one's thoughts, feelings and sensations. Constant practice or 'Sadhna' helps us to discard unwanted traits and cultivate good values to purify our mind and heart.

Indian philosophy also advocates brain stilling. It believes that for taking a rational decision silent mind is much more effective way to get a sound and lasting solution to all the management problems. It is most reliable method to discover solution to difficulties and problems which cannot be tackled by arguments and reasons. Lastly a dynamic meditation is a meditation which transforms lower consciousness into higher consciousness. It opens the 'third eye' of wisdom through insight. Meditation helps to solve many complex managerial problems demanding higher consciousness.

The Western Thought for resolution of stress problems :–

In contrast to Indian philosophy or thoughts, this believes in 'simple living and high thinking'. Western thoughts lay emphasis on materialistic civilization. They believe "success" as the goal of human life and aim at attaining high standard of living. Thus Western society has been rightly designated by Prof. W.W. Rostow as 'High Mass Consumption Society'. For resolution of stress problems, the Western thought resort to brain storming by managers to solve difficult problems. To the Western management, the worker is all, man stands nowhere. He is treated like a hired commodity, which is paid for and rewarded as long as it is serviceable. The moment he ceases to be such, he is promptly replaced.

On the contrary, Indian philosophy laid emphasis on, (i) Moral development (ii) Refinement of human values. To conclude we can say rationalism of the west leads to material success while spiritualism of the east to perfection on earth.

Q.   **What is the relevance of trans-cultural human values to the field of management? Discuss some important Indian cultural values having relevance in modern management.**

Or

What is the relevance of Trans cultural human values to the field of management? Why it has become essential for study in management education during recent times?

Ans. Introduction :– A value is a belief on which a person acts by preference. A value is a prescriptive belief. The word 'value' means the worth, merit, usefulness or importance of a thing. Everyone does not hold the same values. The value of a thing varies from person to person and it is more of a relative concept few of the trans cultural values comes to us by our ancestors, is not due to the culture we follow but due to the humanity, mankind and soft corners of an individual.

Culture :– It refers to a shared general beliefs and values that defines what is right and what is wrong and what is good and what is had. For Exp. Sun is worshipped as a God in Hindu culture.

Trans-cultural Human Values :– The values which are same across the different cultures in the whole world are called Trans-cultural Human Values. These values prevail in the entire world. This value makes an individual a good manager. These values are very helpful in management. Some of the trans-cultural values followed by managers are:-

   a)   Unbiased personality
   b)   Loyalty towards workers
   c)   Cooperation
   d)   Open minded and transparency in dealing
   e)   Clear objective
   f)   Self-discipline
   g)   Managing Interpersonal role
   h)   Socially responsible
   i)   Inspiration to give

Relevance of trans cultural human values in management :– In view of the above, it is absolutely necessary for the management to work seriously for developing trans cultural human values in managers. Values like self discipline, cooperation, inspiration, integrity, satisfaction play a very vital role in uplifting the organization in the society. The importance and relevance of Trans cultural values in management is reflected in following points.

1.   **Credibility among stakeholders :–** There are those individuals which are directly or indirectly affected by decisions of organization. Stakeholders, includes customer, suppliers, employees, shareholders etc.

2. **It corresponds to basic human value :–** Manager knows that his decisions can affect the thousands of individuals. So, there should not be any place for biasness. One should not think of an individual interest. We should help and cooperate everybody without any favour or grudge. Opportunities and responsibilities should be same for all employees at same levels.

3. **Helpful in decision making :–** Another point of great importance is that trans cultural values helps the managers make better decisions i.e. the decisions which are in the interest of public, their employees and the company's own long term good. This is so because respect for ethics will force a management to take various aspects - economic, social and ethical in decision making.

4. **Profit earning :–** A company which is inspired by trans cultural values is also a profitable one. Value driven companies are sure to be successful in the long run, though in the short run, they may lose money.

5. **Management credibility with employees :–** Trans cultural values are supported to be common language to bring leaderships and its people together organization values when perceived by employees as genuine create common goals, values and culture.

6. **Clear objective :–** The organization should make clear the objectives of the company so that even a layman can understand it. If the objectives are not clear, then lower level management can not achieve these objectives efficiently. It can affect the productivity of the employees at operational level. Clear objectives are helpful in reducing disputes and conflicts.

7. **Self discipline :–** It is very important to control one's own mind before controlling others. A manager should take decisions with cool mind and self discipline. A manager should be properly disciplined which includes arriving on time in the organization, optimum use of working hours, not wasting other's time. If a manager expects discipline from other, then, he must demonstrate first.

Indian Cultural Values :– According to Indian culture values, there are three 'purusharthas' - these are:-

i) **Karma :–** The first purushartha karma i.e. desire constitutes the entire range of cravings and satisfaction at the sensory level.

ii) **Artha :–** The second purushartha is Artha i.e. wealth which is the instrument for the satisfaction of the Karma.

iii) **Dharma :–** The third purushartha is Darhama which means ethical sense and which helps to discipline and regulate the pursuit of the first and the second so that all the persons in a society get the opportunity to satisfy their urge for them. Dharma is essentially a by product of man's inner growth and spiritual growth.

Conclusion :– When man as a person becomes an employee of public service institutions human values, human values become manifest and qualitatively enrich the work of these institutions. Such a person will not think mere himself as an employee, but a free citizen of India to perform a particular service to the people. This is the philosophy of work taught in Bhagwat bula, one of the famous Indian Epic. If our people as a whole are inspired with self respect, a sense of honour, self discipline and all our managers and employees are drawn from that common pool of citizen.

Q. Why do the study of Business Ethics is important in current situation? How can ethical values be promoted among business community?

Ans. The term is include two terms----

1. **Business**
2. **Ethics**

1. **Business :–** The business is an activity which is primarily pursued with the object of earning profits. A business activity involves production, exchange of goods and services to earn a living.

2. **Ethics :–** Ethics is the discipline which deals with values relating to human conduct. Ethics is the science of human conduct, a study of right and wrong in human relationships. Ethics concerns attempts to distinguish right from wrong, good from bad and what constitutes desirable conduct in a particular set of circumstances.

Business ethics may be defined as moral principles or rules of behaviour which should govern the conducting business enterprises. Business ethics are answered with what is right and what is wrong in the behaviour of businessmen. It provides a code of conduct which can guide businessmen in performing their jobs.

Business ethics refers to the application of ethics to business. To be more specific, business ethics to business. To be more specific, business ethics is the study of good and evil, right and wrong and just and unjust actions of businessmen.

Business ethics may be defined as a set of moral standards which people owning and managing business is expected to follow. These standards are mean to govern the conduct of business persons.

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The study of Business Ethics is important due to following reasons :–

i) **Ethics Corresponds to Basic Human Needs :–** It is a human trait that man desires to be ethical; not only in his private life but also in his business affairs where, being a manager, he knows his decisions may affect the lives of thousands of employees.

ii) **Values Create Credibility with the Public :–** A company perceived by the public to be ethically and socially responsive will be honoured and respected even by those who have no intimate knowledge of its actual working. There will be an instinctive prejudice in favour of its products, since people believe that the company offers value for money. Its public issues will attract an immediate response.

iii) **Values give Management Credibility with Employees :–** Values are supposed to be a common language to bring leaderships and its people together. Organizational ethics, when perceived by employees as genuine, create common goals, values and language. The management has credibility with its employees precisely because it has credibility with the public. Neither sound business strategy, nor a generous compensation policy and fringe benefits can win employee credibility, and perceived moral and social uprightness can.

iv) **Values help Better Decision Making :–** Another point of great importance is that an ethical attitude helps the management make better decisions, i.e., decisions which are in the interest of the public, their employees and the company's own long term good, even though decision making is slower. This is so because respect for ethics will force a management to take various aspects - economical, social and ethical - in making decisions.

v) **Ethics and Profit Ethics and Profit go Together :–** A company which is inspired by ethical conduct is also profitable one. Values driven companies are sure to be successful in the long run, though in the short run, they may lose money.

vi) **Law cannot Protect Society, Ethics can :–** Where law fails, ethics can succeed. An ethical oriented management takes measure to prevent pollution and protect worker's health even before being mandated by law. The word 'Value' means the worth, merit, usefulness or importance of a thing. A value is a belief on which a man acts by preference. Everyone does not hold the same values. The value of a thing varies from person to person and it is more of a relative concept.

Factor affecting Business Ethics----

Business ethics is the outcome of several factors which are described below----

1. **Cultural factors :–** A Cultural value originates from religion, family system, heritage, education system, government etc. These institutions prescribe what is good and bad behaviour. Hence, cultural values affect the business ethics.

2   **Economic Factors :–** Generally, business ethics become more liberal with the industrial and commercial growth. The level of economic growth and development influences the nature and level of business ethics. For example, comparing one's product with competitive products in advertisement is no longer considered unethical today.

3   **Political Factor :–** Business ethics is immensely influenced by the ideology of political party in the power. Since, the government can regulate the behaviour of businessmen through legislation. Hence, businessman bas to follow various laws relating to working conditions, safety measures at work place etc., in factories. There are other laws relating to maintenance of quality and fair prices, prevention of pollution etc.

4   **Social Factors :–** Business is a part of society and social morality determines business morality. Every society has its customs, traditions, beliefs and values. The ethical behaviour of businessman is largely conditioned by his family, relatives, friends, religious beliefs. Hence, changes in social values and norms cause changes in business ethics.

5   **Organisational Factors :–** Attitude of management, promotion policy, superior subordinate relations, philosophy of promoters and other related factors in the organisation exercise influence on ethical behaviour of its members. Thus, organisational factors affect the business ethics.

Values act as a powerful force in determining behaviour of man. The study of values is fundamental to the understanding of managing and organizational behaviour. A manager's values determine the managerial functions he performs. A manager's value system plays a significant role in the performance appraisal of his sub-ordinates. The job of planning, organizing and controlling the behaviour of employees should be compatible with managerial values. If a manager adopts a particular leadership style which is contrary to value orientation for the organization, there is bound to be organizational conflict. There is a growing concern for deteriorating values because deviation from accepted values threatens the stability of society. Today in India, we see commerce through corruption, administration through bribery and politics through blackmail, business is done with sole motive of earning more and more profit. Under modern production system, management and workers are separate entities - their approach is different, their interests are diverse and claims and conflicting. To the modern management, the worker is everything, man stands

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nowhere. The moment he ceases to be serviceable, he is discarded, like a hired commodity and is promptly rejected.

In view of the above, it is absolutely necessary for the management to work seriously for developing organizational values. 'Values like hardwork, truthfulness, good manners, obedience, satisfaction, integrity etc. play a very vital role in uplifting the organization in the society.

This materialistic management has done more harm than good. The capitalist has become richer, man has been reduced to a hired wage maker and the consumer has been placed at the mercy of materialistic managers. There is no sense of belonging, no harmony, no cooperative organization, no fellow-feeling. This has resulted in deterioration of society, demoralization of the worker, bypassing of consumer and resulting into loss of dignity of man. The manager is not a net gainer. He has accumulated huge wealth but the soul is lost. He suffers from insomnia, high blood pressure, heart ailments and restlessness. Wealth is gained but peace is lost. That is why it is often said that materialistic management of the western style is soulless management.

Q. Define the teaching ethics in brief.

Ans. Teaching ethics means to teach the ethics of business in the school, colleges, or in the universities.

In today scenario, ethics are very important there are some skills that one can learn by reading a books by training in have to run a computer, how to do calculations etc. But the question is "can ethics be taught?" Can one learn ethics by reading books, by training or by lacking learns?

Teaching of ethics include----

1. Stimulating moral thoughts.
2. Developing problem solving skills.
3. Creating a sense of moral obligation.
4. Recognising ethical dilemmas.
5. Tolerating or reducing ambiguity.

Arguments in favour of teaching ethics----

1. **Values are relative :–** We regulate one value for other values individuals move forwards never backwards one's enlightened self-interest by extension a company's interest, and profitability can be best served when the individuals or company focuses on other values also.

2. **Values shaped by external environments :–** Values can't be fully developed on their own they developed in a conduce environments. We

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probably need to examine more systematically how we are do in it and asses what the effects really are nothing will happen over night.

Arguments against teaching ethics----

1. **People are born with certain values :–** Ethics are in born. They cannot be enhanced by reading or training. There is difference between being a good tennis player and merely having a lacking shot now and then.

2. **Values are cultured in home :–** A child first contact with his parents and not the society. A truly moral person is the one who has developed a moral dispositions through the developed of right habits and behaviour right from the beginning.

3. **Values are internal :–** There can't be external ethics. Ethics are internal character traits such as loyalty, sensitivity, justice, compassions and honesty may be reinforced in an academic course but they rely do not originate there.

Q. What do you mean by the term "Ethics"?

Ans. The word 'Ethics' is derived from the Greek word 'Ethos' which means custom, usage or habit.

Ethics concerns attempts to distinguish 'right' from 'wrong', 'good' from 'bad' and what constitutes desirable conduct in a particular set of social circumstances.

Nature of ethics----

The nature of Ethics is as follows :–

1. **A normative science :–** Ethics is said to be a normative science because it deals with ideals. Ethics is concerned with the ideals of Good. A normative science determines norms, ideals, standards or values. Ethics is not a natural or positive science like physics, and chemistry.

2. **Self-imposed :–** Ethical principles are self-imposed. The laws of the state are externally imposed on the individual by the state. Incompliance of laws may attract punishment. We follow a moral principle not because of hope of reward or fear of punishment but because we think that it is our duty.

3. **Morality :–** Morality is an essence for ethical behaviour. It should be reflective. Any conduct based on hard social rules. In cases where there is a conflict of duties, conventional morality fails totality. Conventional morality ensures well being and survival of society. It is true that conventional morality serves the majority men is most cases, but it fails in complex cases.

4. **Discipline :–** Ethics follows the rule of discipline. Discipline is necessary for ethics and its play a vital role in ethics. Ethics contains principles and rules & regulation.

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INDIAN ETHOS AND VALUES
MBA 1st Semester (DDE)

UNIT – III

Q. **What is value based management? Discuss its relevance in global change.**

Or

What is the relevance of values in managing organization? Discuss the need of new values in global change. How value basic management can be promoted?

Ans. Introduction :– The word 'Value' is derived from a French word, 'Valoir' which means the worth, merit, usefulness or importance of a thing. Value concept is more relative than absolute. A value is a belief on which a man acts by preference. A value is a prescriptive belief. The individual attitudes are based on the personal value system of the decision maker. Thus values are a prescriptive belief which depicts what is good and what is bad. Value shapes beliefs which determine behaviour and personality of an individual.

Value shape➔Beliefs➔Perceptions➔Attitudes➔Behaviour and Personality

Value based Management :– It can be defined as judgment and guided actions which are based on individual's beliefs or convections. They represent what an individual or group considers proper or right. Every organization has its own beliefs and convictions. To a great extract, business values reflect the values of society in which a business firm operates. A manager's values determine the managerial functions he performs. A manager's value system plays a significant role in the performance appraisal of his subordinates. The job of planning, organizing and controlling the behaviour of employees should be compatible with managerial values. The sources of values in all societies has been the wisdom of its thinkers and leaders. There exists a remarkable degree of agreement about values like;

1.   Honesty
2.   Integrity
3.   Compassion
4.   Tolerance
5.   Selflessness

Value basic management can be promoted by following factors :–

i)   **Environmental Factors: -** These factors like natural environment, culture, friends circle, and educational institution help in formation of values.

ii)   **Influence of Superiors: -** Parents, elders, teachers, religious leaders etc. helps in value formation.

iii) **Media: -** Newspapers, journals, magazines, film and radio play a vital role in value formation.

iv)   **Genetic Source: -** A significant portion of our value is genetically determined.

Need for Value based management ----

Human harmony and happiness are the main objectives of any enterprise to justify its survival and progress. Phenomenal material progress is achieved but we could not achieve any target of human happiness.

Let us mention two examples to prove that value based management is essential and there is no choice.

1.   **Exploitation of nature :–** Service and technology brought about phenomenal industrialization at the cost of indiscriminate and ruthless exploitation of nature. It was wrongly assumed that man is having a birth right to draw on resources supplied by the nature at his will. Under the holistic approach, man and nature are deeply interconnected and interdependent. Therefore, there is no such right to exploit nature for purely selfish motives.

      If exploitation of one person by another is now considered unethical we can not justify exploitation of earth merely to satisfy greed and not need. Value based management alone can prevent this exploitation of earth.

2.   **Man machine equation :–** In the 19th century, man was regarded as a cog in the machine, as a commodity to be bought and sold, to be used and discarded. Behavioural scientists considered man as human being and human relations as world received increasing

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attention for human welfare and satisfaction. Now man is recongnised as divine being in the grab of human form and he has huge potential energy to achieve excellence in his actions. Value based management will recognize the divine model of man will alter the old man machine equation. Man would be considered as master and not as slave of machine.

Relevance of Value based Management in Global Change :– The change is inevitable whether we like it or not but changes are always there. Globally everything is changing fastly in this fast moving era. There is a growing concern for deteriorating values as it threatens the stability of society. It has become clear in recent years that management must work to develop organizational values. They help us to distinguish between the short term and the long term, the right or the wrong.

Skills related to leadership, negotiation, counselling, communication, public relation and team building etc. will not serve their purpose well unless they flow from a value based pure mind. Management by values highlights the following points :–

i) Managerial decision making requires an inter play of both analytic and holistic facilities.

ii) The key to cooperation and team work has in the progressively assimilation of the reality that the same soul dwells in all.

iii) The creative energies of human beings are derived from and rooted in supreme creative intelligence.

iv) The concept of self in man has to embrace the spiritual dimension beyond his physical, social and economic dimensions.

v) The final resolution of managerial conflicts rests in de-egonisation of self.

vi) Effective leadership style requires an understanding of three fundamental ingredients that make up each individual sattwa i.e. purity and righteousness, rajas, i.e. strong living, aversion and selfishness terms i.e. ignorance laziness.

vii) All managerial decisions are subjective in the ultimate analysis and the effectiveness of such decisions depends critically on the purity of mind of decision maker.

Values such as responsibility, integrity, commitment and patriotism are considered old fashioned by some people as they try to highlight change of perception, thinking and attitude globally with changing time. These may

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be old values but are not certainly obsolete rather there is great need of these types of values in global change in positive way. These values are universal. If fact, the need of these values in global change is the need of time which can not be ignored. The need to get the priorities right if we are influence to the global society positively. The need for values in global change is very significant. The need for values like dependability, reliability, predictability, consistency, caring, sincerity, integrity and loyalty are the important values required for survival in this era of global change.

Importance of value Based management :–

The importance's of value based management are as follows ----

1. Managerial effectiveness based on value based management can solve problems harassing the economy in all countries. Such management offers human welfare, nature welfare, the quality of life and quality of work.

2. Selfless action purifies our mind/intellect. Purer mind concentrate, contemplate and mediate to approach divinity or perfection, i.e., pure consciousness.

3. Self surrender to the god and emotionally we can reach the goal of pure consciousness.

4. Value based management provide proper use of valuable human and material resources offered by the mother earth.

5. Value based management promotes work culture, self discipline and consciousness among the employees.

6. Value based management helps in bringing the human harmony and happiness in the organization.

7. Values based management cares for its people. People are protected from unwanted stresses and strains, unrest, loneliness and adverse organizational work life.

8. Value based management helps in reducing conflicts and disputes. This enhances reputation and goodwill of the organization.

Style of value based management :–

The style of value based management are as follows ----

1. **Performer :–** Be conscientious and live by the ethical values and principles. Treat others with fairness and objectivity. Be fair and precise at improving products or services.

2. **Helper :–** Act as a team player and support others and make them feel welcome in a group. Be of service to clients and customers.

3. **Producer :–** Pragmatic with resources and people. Delegate responsibilities and divide work components into small manageable teams.

4. **Animator :–** Be positive and flexible. Adapt to an ever new and changing work situation. Give others the freedom to grow and build positive morale among co-workers.

5. **Expressionist :–** Very articulate with their feelings and emotions. Constantly remain in which with co-workers feeling quotient. Create the feeling of being valued among the employees. Respect every person as a unique individual. Be authentic and true.

Q. What do you mean by value? Also explain the values for managers?

Ans. The word 'Value' has been derived from a French word, 'Valoir' which means the worth, merit, usefulness or importance of a thing.

Value is a concept of desirable, an internalized criterion of standard of evaluation a person, possesses. Such concepts and standards are relatively few and determine or guide an individuals evaluations of many objects encountered in everyday life.

Features of Values :– Values lay the foundation for the understanding of perception, attitudes and motivation of people. Some features of values are following :–

1. Values are at the core of personality and are a powerful force affecting behaviour.

2. Values contain judgmental element i.e. an individual's ideas as to what is right or wrong.

3. Values are fixed, they change over time.

4. Many values are relatively stable and enduring. This is because of the way in which they are originally learned.

5. We have a hierarchy of values that form our value system. But everyone does not hold the same values.

6. Values have both content and intensity attributes. The content attribute indicates that a mode of conduct of existence is important. The intensity attributes specifies how important it is.

Importance of Values in business :–

Values play a vital role in business affairs in the following ways :–

1. **Corporate culture :–** An effective value system creates a strong corporate culture which is necessary for high performance and growth in the business.

2. **Guide to action :–** Business values serve as social guides to decision-making and actions to be taken in the business. These values provide the right answer to the basic question as what is good business.

3. **Objective standards :–** Business values serve as objective standards or norms against which the conduct of businessmen and their performance can be judged. Values determine the managerial functions the manager performs.

4. **Social responsibility :–** Business has social obligations. Business values help to persuade businessmen to discharge their social responsibilities. Business enterprises follow ethical norms to fulfill their responsibilities to different sections of society such as obligations towards employees, customers, society, shareholders etc.

Values For Managers :–

The values for managers are stated below ----

1. Fearlessness
2. Purity of mind and hearts
3. Integration of thoughts
4. Inspired deals and vision
5. creativity
6. Empathy
7. Love and affection
8. Patience
9. Friendship with all
10. Spirit of Sacrifice for the sake of common good
11. Non violence
12. Firm but fair
13. Harmlessness
14. Gentleness

15. Truthfulness
16. Loyalty
17. Cheerfulness
18. Simplicity
19. Calmness
20. Control of mind and restraint on seases and passions.

A manager with these values has a state of mind. Such a person can mobilizes his and other's energy and help accomplish workers. You develop and you help others to develop these values.

Q. What are the main features of new economy? Discuss the relevance of value based management in global change.

Ans.New Economy :– The new economic policy was initiated in 1991 named as "Economic Reforms". The main features of new emerging economy are following :–

1. Liberalization
2. Globalization
3. Privatization
4. Participative Style of Management
5. Intense Competition
6. Conservation of Natural Resources
7. Decentralization

1. **Liberalization :–** In the new economy, there have been much more liberal policies. It means removing all necessary controls and restrictions like permits, licenses, quotas etc. imposed by the government. Earlier because was required to establish majority of the industries but now the license requirement has been reduced. The above control and restrictions resulted in:–

   a) Consumption Delays
   b) Losses
   c) High Cost Economy

Liberalization resulted in Industrial Sector reforms, Tax reforms, Foreign exchange reforms, Trade policy reforms, all of which resulted in boosting the Indian economy.

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2. **Privatization :–** It means the transfer of a function, activity or organization from public to private sector. It indicates the beginning of a new culture in the society in which marketization, competition, efficiency become the guiding principle in economic decision making.

3. **Globalization :–** It refers to entrance of private/govt. players into foreign markets or independence among countries with regard to capital, goods, technology etc. No restriction on the extension of business outside the geographical boundaries of the country.

4. **Participative Style of Management :–** This is followed by the organizations in which all the employees are invites in the meeting for suggestions in order to improve the productivity of organization.

5. **Competition :–** Earlier there used to be monopoly but not competition has become intense due to privatization and globalization. Perfect competition exists in the market. There are lots of brands available in the market in every product category.

6. **Decentralization :–** Now a day to make the implementation process faster, authority of decision making is transferred to subordinates. They know the problem and solution well. Responsibity is also transferred to subordinates.

7. **Conservation of Natural Resources :–** In today's scenario, companies are using natural resources without thinking of future requirements. The companies are not socially responsible towards natural resources. The concept of sustainable development should be followed and optimum utilization of resources is the need of the day.

Relevance of value based management in global change refer to preview question 12

Q. Explain the process involved in decision making. Discuss the holistic approach for managers in decision making.

Ans. Decision Processes :– Decision making is an indispensable component of management process and a manager's life is filled with making decisions.

Decision-making is the process of choosing a course of action from among alternatives to achieve a desired goal. It consists of activities a manager performs to come to a conclusion.

Managers take decision making as their control job because they constantly choose what is to be done, which is to do, when to do, where to do, and how to do. According to William Moore, Management means decision making. The actual decision process occurs in two stages:-

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Stage 1 :– In this stage, the decision make applies a minimum performance rule to each dimension that specifies the minimum acceptable performance level for each dimension of the decision.

Stage 2 :– The minimum performance level may be less than desirable and when considered by itself, would lead to the rejection of the alternative.
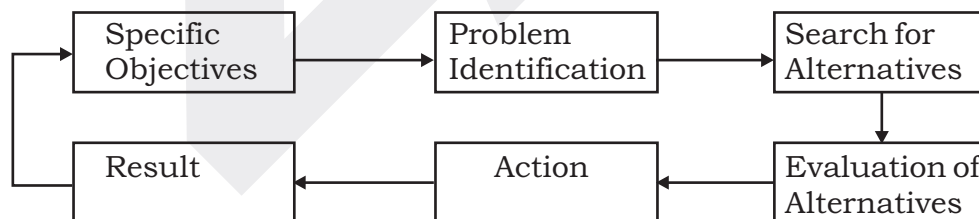
The features of decision making process are as follows ----

1. Decision making is a goal oriented process. Decisions are made to achieve certain goals.

2. Decision making involves choice or selection of the most appropriate course of action out of various alternatives.

3. Decision making is an ongoing or continuous process.

4. Decision making is an intellectual process.

5. Decision making is a dynamic process.

6. Decision making is situational.

Organization's decisions are classified as :–

1. **Strategic Decisions :–** Strategic decisions are taken at higher level of management. Strategic problems involve long term commitments or resources, for example, where to locate a new plant.

2. **Tactical or Operational Decisions :–** Tactical decisions are taken at lower level. Tactical problems involve short term resource deployments supporting decisions such as how many production lines to operate.

Decision Making Process

Specific Objectives	→	Problem Identification	→	Search for Alternatives
Result	←	Action	←	Evaluation of Alternatives

When a manager makes a decision, it is in effect, organization's response to either an opportunity or a problem. Decision making process is a dynamic concept rather than static. Once the set of decision alternatives has been setup, each one is evaluated on the basis of the following relevant criteria :–

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1. Economic
2. Political
3. Technological
4. Social and Ethical Issues

For most decisions, economic criteria will be important. The relative importance of criteria may be situational. The impact of business decisions on society is important because an economic unit operates at the pleasure of the society. There are five steps involved in decision making. Decision making is the crucial (part) role performed by a manager. It is a case in corporate world that higher the responsibility, higher is the requirement of effective decision making.

A decision making should follow the five steps :–

1. **Need for Decision :–** Recognition of decisions needs to be made. The recognition comes into picture in case of existence of a problem or a state of disparity between desired and actual condition.

2. **Decision Criteria :–** Once the need for making the decision is as certained, then it is important to identify the criteria for decision making.

3. **To allocate certain weightage to the criteria.**

4. **To find out the different alternatives for the problem.**

5. **Strengths and weaknesses should be compared with help of criteria to choose the best alternative.**

Following are some of the skills relevant in terms of decision making :–

1. Ability to convert the ideas into reality.
2. Consistent performance.
3. Thorough knowledge of subject.
4. Awareness about the latest development.

Holistic approach for Managers in Decision Making :– The word, holistic has originated from a Greek word 'Holos' which means the whole. Holistic approach is a process which enables convergence or integrations. These convergence/integration are related with collection of parts i.e. profits and capitals.

Holistic Approach :– It means everything is inter related. Decisions taken in one department would affect other department also. Managers should keep in mind the whole organizations while taking any decision because his

decision would affect the interest of stakeholders of the business. In other words, managers should make decisions keeping in view the various interest groups such as interest of workers, customers, suppliers etc. Those decisions should be taken that does not harm the interest of any group be it society, workers, customers, management etc.

The holistic approach is based on the principles of unity or non duality. Under the principle of unity, the universe is an undivided whole where every particle is connected with another particle.

The necessities of a good decision making are as follows :–

1. Decision should leave the manager in healthy state of mind, it means the decisions made by the manager should not only solve the problem but also provide a sort of satisfaction.

2. The backward and forward linkages of problem should be clearly understood.

3. Managers should receive the information related with the problem non only from his sub ordinates but also make efforts at his level to collect facts related with the problem.

4. Managers must not involve the personal evaluation in decision making.

5. Decision must bring unity and cooperation in the organization.

Q. Discuss the major managerial challenges in modern organization. How does Holistic approach in decision making help tackle such challenges?

Or

What are the emerging management issues in modern world? How does Holistic approach in decision making help resolve such issues?

Ans. Introduction :– In the era of rapid technological advances in the world and economic liberalization in India, new challenges are emerging in Indian Business Environment. In this changing scenario, only those organizations which have the capacity to complete and survive would emerge and take over the place of old ones. Because of this changing environment, following managerial issues are faced in the modern world.

1. **Globalization :–** Open market system is there. No restriction on the extension of business outside the geographical boundaries of the country. Today world has become a global village. The economic relevance has extended beyond these boundaries. Eg. In the era of

globalization process many companies like Wipro, Satyam, Vediocon, Maruti, Pepsi, and TCS etc. earn 50% of their total revenue from foreign markets. Globalization is helpful in earning profit but it creates many challenges for management. Cultural diversity, work force and economic diversity are some of the major challenged.

2. **Mergers and Acquisitions :–** Every organization strives for growth which may either come from company's own projects or through mergers and acquisitions. In merger, one organization merges another organization in its entity while in acquisition; one organization acquires the control of another organization. Liberalization has paved the way for mergers and acquisitions. For example: Vodafone, Essar, Hindustan etc. In the absence of proper integration between the two, mergers and acquisition efforts are likely to nullify.

3. **Increasing Quality Consciousness :–** With the increasing competition in the market, customers as well as organizations have become more conscious about the quality of their products and services. Quality is a sense of appreciation that something is better than something else. Quality mean the customer expectation should meet with the performance of the product. Increasing quality consciousness has generated the adoption of the following practices:-

    i)   Six sigma techniques

    ii)   Quality certification i.e. ISI, ISO 9001-2000

    iii) Emphasis on Total Quality Management (TQM)

    iv)   Emphasis on Kaizan (Japanese technique of production)

4. **Newer Organization Design :–** Over the period of time, there are many changes in dynamic organizational structure. Now demand of part time and temporary workers is increasing i.e. work force is hired for accomplishment of certain projects. When that is finished, the team disbands computer, cell phones, modems, internet, intranet allow people to work for multiple employees at the same time.

5. **Emphasis knowledge management :–** In recent years, more emphasis has been put on (MIS) Management Information System. MIS has become most important resource for the organization. It is used relevant organization members at different levels.

6. **Changing Workforce Profile :–** With the increased completion, demand of educated and skilled workforce has increased. Earlier our labour force was considered to be illiterate and all human resource

activities used to be geared to meet job demand and expectation based on that illiteracy. But today, they are more educated and skilled oriented.

Holistic Approach in Decision Making to Resolve Issues: - Refer to Q 14.

Q. What is the difference between Secular V/s Spiritual Values in management? Discuss situation when each one is relevant, with suitable examples.

Ans. Secularism V/s Spiritual Values in Management: - In managing a business concern, secular and spiritual values play an important role. Therefore, one should have knowledge about the secular and spiritual values. These have been defined as under ----

Secular Values :– Secularism is the doctrine that morality should be based solely with regard to the well-being of mankind in the present life to the exclusion of all considerations drowns from belief in God. Indian conception of secularism required that there shall be no state religion and the the state shall treat all religions equally. Secularism means non-religious. The secular values are based on facts and science. Secularism means being materialism and task oriented for managers. Secularism is a professional value which completely ignores the difference of caste, colour, religion, culture etc.

In Indian context of secularism, there shall be no state religion and the state shall treat all religion equally. To Alternative his quality turns an individual to a professional.

The main features of Secularism are following :–

i) Primary emphasis on the material and cultural improvement of human being.

ii) Respect for and search for all truth whatever be its source which can be tested in reality to observe whether it leads to human betterment.

iii) Concern for this age or world and its improvement.

iv) Primary Profit Oriented: - One's main objective is to earn profit fairly without hurting any faith, religion or culture. One should plan the actions in the way to maximize the profit without discriminating your work force.

v) Responsibility towards Society: - Decision should be made keeping in mind that it will be more beneficial to the organization and society. One should take the maximum efforts for the well being of society.

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vii) **Professionalism: -** Decision taken should not be on the basis of religion, caste, colour etc. Decision taken should not show personal image or business.

viii) Secular values lay emphasis on brotherhood of man and unity of the world.

ix) Secularism emphasis on the cultural and material welfare of human beings.

Secularism and management/ Management by secularism :– Under management by secularism as represented today by western management, the spectacular development of science and technology enabled management to achieve overall prosperity. In western world, management acted as handmade of profit and the motto was more and more money at any cost. Under such management we got external growth at the cost of internal growth.

Under management by secularism----

1.   Workers are demoralized

2.   Labour management conflict is rampant.

3.   Human welfare is neglected

4.   Wealth is accumulated.

5.   Soul is lost

6.   Main objective of management is to earn more money at any cost.

The adoption of attitude towards life is an important characteristic of secularism. **According to Frued,** as the influence of science grows on man, the influence of religious declines secularism leads to humanitarianism which stands for peace, Goodwill and understanding. It helps in fostering the brotherhood of man and unity of the world.

Spiritualism :– Spiritual means religious one or the people who believe in religion. They behave that work and religion are two side of a coin. Spiritual values are important source of information. These values act as a important source of creativity in thoughts and practice in the field of spiritual science.

Human values are based on spiritualism. They act as base for thoughts, actions, skills and behaviour and will mould good character. These spiritual values create good man, good manager and good organization. They set good examples into him society. Persons having good character are also self motivated, self disciplined and they are good leaders.

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The features of spiritualism are following:–

➢ **Divine Qualities :–** There are number of divine qualities which are present in an individual and can be termed as spiritual values i.e. Self respect, respect for God, belief in giving than taking, respect for elders, satisfaction etc.

➢ **Work is Worship :–** It is rightly said that work is worship. The quality of work life in an individual is greatly influenced by spiritual and ethical values. One should work with more confidence, loyalty, dedication, responsibility and motivation.

➢ **Control over Mind/Self Disciplined :–** It is another main feature of spiritual values. Control over mind helps in proper usage of our time, energy and other resources. High level of inspiration can be achieved through controlling mind.

➢ **Belief in Religion :–** Spiritual people believe in religion. The way we behave reflects our religious values. People from different castes, cultures follow different religion, God. It is rightly said that belief in religion is a reflection of our spiritual values.

Spiritualism and management — The quality of work like is an organization is greatly influenced by the spiritual and ethical values prevalent in the organization. However, a number of business and industrial organizations both in our country and abroad tend to disregard the importance of such spiritual values. Human happiness is the major objective for which the industrial enterprise exists.

It is a fact that man king is today in the midst of one of the greatest crisis in history. This is due to lack of adjustment of human spirit to the startling developments in science and technology. It is said that there is no clash between secularism and spiritualism. Spiritualism shows the goal and materialism supplies the tools.

Examples where both spiritualism and secularism are relevant :–

➢ **Worship of Tulsi :–** Tulsi is a kind of plant. We do worship of Tulsi by giving water or by lighting a lamp in the plant of Tulsi. Secularism believes that lighting a lamp in Tulsi kills insects. Tulsi also has medicinal value as it cures cough and cold.

➢ **Giving Argh to Sun :–** It is spiritual value to give argh to sun in the morning because sun is God. Secular values believe that when we give argh to sun, our eye sights will also become good.

➢ **Touching feet of elders :–** According to spirituality, we get blessing by touching feet of elders. While a secular value says that blood circulation is maintained by it.

In this way, in some situation, secular and spiritual both values are relevant.

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INDIAN ETHOS AND VALUES

MBA 1st Semester (DDE)

UNIT – IV

Q. Write note on lessons from ancient Indian Educational System.

Or

Discuss the features of ancient Indian Education System. What lessons can be drawn from that system for human development?

Ans. Introduction :– The ancient Indian Education was basically aimed at personal growth of individual. Our education system is the oldest in the world and is having some qualities which are not there anywhere else in the world and we are proud of this.

The aim of ancient Indian Education System was not only to give theoretical knowledge but to make an individual humble so that he can get 'MUKTI'. The ultimate aim of human society of that age was the achievement of absolute i.e. 'BRAHMA' it was prevailing in the entire visible world. A man should engage himself in 'KARMOPASNA' i.e. work is worship and thus purity his inner senses and gain the absolute.

The Ashramas :– Ashramas Vyavastha was there in which the whole life of an individual was divided into 4 ashramas taking the advantages life span of 100 years.

i) **Brahmcharya Ashrama :–** First 25 years of age are to be spending as brahmchari and student. The whole activity during this ashrama is restricted to the study and acquisition of knowledge.

ii) **Grahastha Ashrama :–** After completing 25 years of age individual marry and lives in the family life.

iii) **Vanaprastha Ashrama: -** After attaining 50th year of age man enters into his ashrama. When a man finds his pairs grey and his son has he should disown every procession and go in deep forest to pray to God and practice yoga.

iv) **Sanyasa Ashrama :–** Man transformed into Sanyasi after attaining 75 years of age. He roamed to preach truth and teaches the people and releases them from sorrows and sufferings.

According to 'Altekar' there were rise main characteristics of education in ancient Indian. These are :–

1. **Infusion of Piety and Religiousness :–** This was due to the reason that religion played a very important role in the life in Ancient India and all teachers were priests. Every student had to offer daily prayers in the morning and evening. All religious festivals were celebrated in the school. The main aim of all the education during ancient period was to make the student useful and pious member of society.

2. **Formation of Character :–** This was the second aim of education. This was achieved by proper development of moral feelings. It was believed that mere intellectual knowledge was not enough to become a learned fellow; in addition, the student must be pure in his life, thoughts and habits.

3. **Development of Personality :–** This was the third main characteristic of Hindu Educational System. This was realized by encouraging self-confidence, fostering self-respect and self-restraint.

4. **Inculcation of Civic and Social Duties :–** Graduate students were highly inspired during convocation address to be useful member of the society. A graduate student was not to lead a self-centered life rather he was constantly remained of his obligations to the society. Social life in villages was very stable and well-ordered as education transformed people and made them conscious of their social duties and civic responsibilities.

5. **Promotion of Social Efficiency and Happiness :–** During the ancient period, Aryans evolved a peculiar system for promoting the progress of different art forms and professions. In the society, a particular caste was restricted to a particular occupation. Eventually, this system has resulted in general progress and happiness of society.

6. **Preservation and spread of National Heritage and Culture :–** In the ancient system of education this was one of the most important aims. People were very much conscious of their culture. The scared Vedic texts wee successfully preserved and transmitted during this period. The ancient educational system is also relevant for modern management as the moral principles of truthfulness, observance of duty, purity of self, duty towards society are still applicable at present.

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Lessons from ancient education system of India ----

In the ancient education system in India, following lessons can be drawn :–

1. There should be a religious and human touch in people.

2. There should be a feeling of social responsibility and obligations among the people.

3. Actions should be taken to build character of the people.

4. Development of personality through self confidence, self respect should be initiated.

5. Ethical behaviour should be promoted by teaching of ethics.

6. Respect for old culture and heritage should be ensured.

7. There should be spirituality at workplace.

8. Decision-making should be based on moral judgments and standards.

9. Management system should be in tune with Indian ethos.

Q. How do the fields of science and technology and Indian Ethos and Values in management are related to each other? Can this relationship help to develop an Indian thought on Management?

Or

How are the fields of Science and Management related to each other? Does Indian philosophy based on Gita has any relevance to management?

Or

What is the role of Science and Technology in the promotion of human values? Give suitable examples to support your arguments?

Or

How the fields of Science and Management are are related to each other? Does Gita provide any scientific philosophy base to explain human behaviour? Explain by giving examples?

Ans. Introduction :– Science has permeated in all aspects of our life today. It has replaced the art of noble living due to transformation of spiritualistic world into a meritalistic world. We may be having very high standard of living is not possible without ethics and human values.

From tool to machine, to automation, to chip: it has been a progress that seems to have made human race less and less human. In the masculine world of science, science has been robbing us of our feelings, removing the basic elements of our personality and character.

Relationship between Science and Human Values :–

1. Science must be in favour of human values for survival and growth. Science should have positive effect on the human values through up-gradation in knowledge, skills and respect rights of follow human beings. But in present scenario, we can see some cases in which science has been misused for destructive purposes. Eg. missiles, virus on WWW, which is against the human values.

2. Science and Human Values :– Two pillars of Human existence. Human Values and Science focus on overall development of mankind. What stage we are today is result of the proper support in terms of Science and Human Values. A classic example of this can be seen in our educational system where in every childhood one is taught basic mathematics science concepts by the teachers at the same time.

3. Science without human value would be devasting. Any usage of science without humanity can be abrasive effects, so it should essentially be used for positive effects only.

4. A human value without science is of non-development. Any human value that is needed for development of mankind must take leverage of science to support development and growth.

"Science without humanity" is one of the seven deadly sins as defined by Mahatma Gandhi. The very purpose of scientific discoveries and creations should be to serve the humanity leading to enhancement in the level of health, happiness and harmony amongst the various constituents of the society.

According to Guru Dronacharya :– He rewarded Arjun with the supreme weapon: the Brahmastra. He, however, did not give it to his own son, Ashwathma. Guru Dronacharya was afraid that his son might misuse it as he had high skills but low values!!

According to Rabindra Nath Tagore :– "Our scientific world is world of reasoning but the reality of world belongs to personality of man."

According Dr. S. Radha Krishnan :– "In a technological civilization, in a mass society, the individual becomes a depersonalized unit. Things or machines control life. Statistical average replaces qualitative human beings. Science has thus has aggravated his mental restlessness."

Examples of Science and Human Values :–

a)   **Giving argh to Sun :–**

Human Values :– It is human values to give argh to sun in the morning because sum is God and if we give the argh to the Sun it purifies the environment.

Science Relation :– If we give the argh to the sun, then our eye sights will also become good. If we give argh to the sun then rays get reflected through the water and are good for health.

b)   **Fasting Relaxation or Digestive System :–**

Human Values :– Fasting is a way of offering prayers to God.

Science Relation :– It helps in relaxation of digestive system, as a person eats less than his/her normal intake eatable etc.

c)   **Wearing Silver Anklets :–**

Human Values :– Laxmi comes with the help of voice of anklets.

Science Relation :– Silver is very cool in nature. So, it stops anger. Anklets also help in proper blood circulation.

d)   **Doing Yagya :–**

Human Values :– To make God happy and for peace.

Science Relation :– Purification of environment and kills the insects.

e)   **Wearing the ring in ring finger :–**

Human Values: - Wearing ring affects the heart.

Science Relation :– Generally, we wear a ring because it acts as an accque - pressure and ring - finger is directly connected with the heart.

f)   **Worship of People :–**

Human Values :– People worship the tree of the people because they treat people as God.

Science Relation :– People give maximum oxygen in the morning.

g)   **Namaskar :–**

Human Values :– Namaskar is also a part of human values.

Science Relation :– The scientific reason behind this is that it acts as a pressing of accque pressure.

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Conclusion :– Science and human values are important in their own respect. It is fact that science a path to logics whereas value system drives us to relate each other and study of these concepts under management discipline we can critically separate them.

Lessons from Gita for Modern Management :–

The Bhagvad Gita is in the form of a dialogue between Arjun a noted commander of Pandvas and Krishna, the philosopher, an earthly manifestation of God: 'Avtar'. Their discourse took place just before the onest of a great war called 'Mahabharat'. Gita is the spiritual guide for Indian Masses. Work must be treated as worship and must be performed with great dignity and pride.

For example, a clerk's work done with a clerk's mind makes that clerk and his work small, but the same work done with citizen mind and attitude elevates both the work and the worker. This is essentially the philosophy of Bhagwad Gita.

Bhagwad-Gita is a counseling treatise on leadership by the example. It focus is on personal leadership transformation of self form within. The most powerful leaders is the one who leads from within: the power that comes from vision: from purpose: from qualities that reside within. It is about creating a better, stronger you. It is about internal motivation striving for growth, development and perfection.

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INDIAN ETHOS AND VALUES
Past Year Question Papers

UNIT–I
1. a) What are ethos ? How they are helpful to managers ?
   b) Discuss the Indian Heritage in production as regards work ethos ?
2. a) What do you understand from the term TQM ? What culture is required to implement TQM in the Organization ?
   b) Discuss the process of implementing TQM in Indian Organization ?

UNIT–II
3. a) Discuss the factors responsible for talking about Business Ethics ? What are these Business Ethics ?
   b) How the ethics can be taught to Indian Managers ?
4. a) Explain the difference between Values and Ethics ? What values are prescribed for Indian Managers ?
   b) Can values taught or they are developed over period of time ? If they can be taught, how, discuss ?

UNIT–III
5. What lessons one can learn from ancient Indian Educational System ? How it can influence the personal growth of a person to be an effective Business Managers in Organization ?
6. Write notes on :
   a) Science and Human Values
   b) Spiritual Values

UNIT–IV
7. Differentiate between :
   a) Values, Behaviors and Actions.
   b) Global Values and Indian Values.
   c) Customer Satisfaction and Customer Delight.
8. What are the reasons of stress in Organization ? Discuss the factors responsible for stress ? What problems result because of stress ? How stress can be managed ? Discuss ?

UNIT–I
1. What do you understand by Work Ethos ? Discuss basic Indian Ethos for Management that any help improve work culture in organizations ?

2. Describe main features of Indian heritage ? What lessons can be drawn from Indian heritage for production, consumption and other economic activities to face successfully the challenges of new economy ?

UNIT–II

3. Discuss the causes of stress in modern organization ? What is Indian philosophy to stress management ?
4. What is the relevance of trans-cultural human values to the field of management? Discuss some important Indian cultural values having relevance in modern management ?

UNIT–III

5. What is value-based management ? Discuss its relevance in global change ?
6. Explain the process involved in decision making ? Discuss the holistic approach for managers in decision-making ?

UNIT–IV

7. Discuss the main features of Ancient India education system ? What lessons can be drawn from that system for modern management ?
8. How do the fields of science and spirituality are related to each other ? Discuss their relevance to the field of management ?

JAN 2008

UNIT–I

1. Stress management is more a requirement of developing a coping ability for managers ? Discuss the ways of managing stress and the resulting problems that may come if stress is not managed ?
2. Why there is a need to teach Business Ethics ? What are the trans-cultural human values one talks about in Management Education ?

UNIT–III

3. a) What is the relevance of values in managing organisation?
   b) Do these values need to be changed as Indian Organizations are globalizing ? Discuss the need for new values in global change ?
4. What is the difference between secular and spiritual values in Management ? Discuss the situations when each one is relevant, with suitable examples ?

UNIT–III

5. "TQM is the need of modern competitive Industrial Organizations"? Examine this statement ?
6. What had been the Indian heritage in production and consumption as regards work ethos ? Examplify your answer ?

UNIT–IV

7. a) Write short notes on Lessons from ancient Indian Educational System ?
   b) Write short notes on difference between Ethics and Values ?

8. Write a note on Model of Management followed and recommended in the Indian socio-political environment ? As the time has changed, what changes could be seen in the process of Management in Organizations ?

JULY 2007

UNIT–I

1. What do you understand by Management ? Can you suggest a suitable management model for the given Indian socio-political environment ?
2. Explain the concept of 'Total Quality Management (TQM) ? What lessons can be drawn from Indian ethos and values with regard to TQM ?

UNIT–II

3. What are the main causes of stress in corporate life these days ? Discuss Indian perspective to stress management ?
4. Why do the study of Business ethics is important in current situation ? How can ethical values be promoted among business community ?

UNIT–III

5. What do you understand by value based management ? Discuss the relevance of values management in global business ?
6. Discuss the managerial challenges in modern organizations ? How does holistic approach in decision-making help tackle such challenges ?

UNIT–IV

7. Discuss the features of ancient Indian education system ? What lessons can be drawn from that system for human development ?
8. What is the role of Science and Technology in the promotion of human values ? Give suitable examples to support your arguments ?

JAN 2007

UNIT–I

1. What do you mean by work Ethos ? Discuss Indian Ethos having relevance to the field of management ?
2. What do you understand by Indian heritage ? What lessons can be drawn from Indian heritage for production, consumption and other economic activities to face the challenges of new economy ?

UNIT–II

3. What is the relevance of transcultural human values to the field of management? Why it has become essential for study in management education during recent times ?
4. Discuss the problems relating to stress in modern organization ? Explain Indian perspective to stress management ?

UNIT–III

5. What are the main features of new economy ? Discuss the relevance of values based management in global change ?

6. What are the managerial challenges in modern organizations ? How can holistic approach in decision making can help managers to tackle such issues ?

UNIT–IV

7. Discuss the main features of Ancient Indian Education System ? What lessons can be drawn from that system for human development and corporate management ?
8. How do the field of Science and Technology and Indian Ethos and Values in management are related to each other ? Can this relationship help to develop an Indian Thought on management ?

JULY 2006

UNIT–I

1. What are the salient features of Indian socio-political environment ? Suggest a suitable Indian model of management that may work better in the current environment ?
2. What is the concept of Total Quality Management ? Discuss Indian Insight into TQM ?

UNIT–II

3. Discuss the causes and solutions to stress in modern organizations ? How does the Indian philosophy differ from western thought on Stress Management ?
4. What is the relevance of transcultural human values to the field of management? Discuss Indian cultural values having direct bearing to modern management ?

UNIT–III

5. What is the relevance of values in management ? How value-based management can be promoted ?
6. What do you understand by secular versus spiritual values in management ? Discuss their relevance in the current context ?

UNIT–IV

7. Explain the main characteristics of Ancient Indian Education System ? What lessons can be drawn from that system for modern management ?
8. How are the field of Science and management are related to each other ? Does Indian Philosophy based on Gita has any relevance to management ?

JAN 2006

UNIT–I

1. Describe the salient features of Indian socio-political environment ? Suggest a suitable Indian model of management that may fit into the current model of management that may fit into the current environment ?
2. What is the concept of Total Quality Management ? Discuss Indian insight TQM?

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UNIT–II

3. What are the main causes of stress in organizations ? Explain Indian perspective to stress management in corporate sector ?

4. What is the relevance of transcultural human values to the field of management ? Discuss Indian cultural values having bearing to modern management ?

UNIT–III

5. Describe value based management ? Discuss its relevance in globalised environment ?

6. What are the emerging managerial issues in modern world ? How does holistic approach in decision making help resolve such issues ?

7. Explain the main characteristics of ancient Indian Education System ? How is that system relevant for modern management ?

8. How are the field of Science and management are related to each other ? Does Gita provide any scientific philosophy base to explain human behaviour ? Explain by giving suitable examples ?

JULY 2005

UNIT–I

1. What do you mean by work Ethos ? Explain Indian Ethos for management that may help improve work culture in organization ?

2. Define Indian heritage for productionm, consumption and other economic activities to face successfully the challenges of new economy ?

UNIT–II

3. What is stress management ? How does the Indian philosophy differ from western thought as a resolution of Stress problems ?

4. How are ethics relevant to the field of management ? Discuss important ethical values that Indian management must observe ?

UNIT–III

5. What is value-based management ? How can it be promoted ?

6. What do you understand by secular vs spiritual values in management ? Discuss their relevance in the current globalised economy ?

UNIT–IV

7. Explain the main features of Ancient Indian Education System ? What lessons can be drawn from that system for modern management ?

8. Establish relationship between science and human values ? Can we draw lessons from Gita for modern management ?

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