

Roll No.

[illegible]

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA403-18

M.Code : 77821

Date of Examination : 23-12-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A** contains **EIGHT** questions carrying **TWO** marks each and students have to attempt **ALL** questions.
2. **SECTION-B** consists of **FOUR** Subsections : **Units-I, II, III & IV**. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and students have to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

SECTION - A

1. **Write briefly:**
- What is the importance of ethics in Indian management thought?
 - Define the concept of Swadharma as per Indian ethos.
 - What is meant by Law of Responsibility?
 - Define the term Corporate Karma.
 - Mention key inputs for value based management.
 - What is the relevance of meditation in stress management?
 - Write features of leadership in a joint Hindu family system.
 - What is meant by the term Contemporary Approach to Leadership?

SECTION - B

UNIT - I

2. Explain the concept of Indian ethos and discuss its relevance in the global business environment.
3. Describe the principles of management from the Vedas and other holy texts. Give examples of how these can be practiced in today's corporate world?

UNIT - II

4. Discuss the meaning and significance of work ethos in the Indian context.
5. **Write short notes on :**
 - a) Transcultural Human Values.
 - b) Role of Values in Work Culture.

UNIT - III

6. Describe the different techniques for managing stress at the workplace based on Indian philosophy.
7. Discuss the impact of stress on organizational performance and how Indian ethos based interventions can improve productivity?

UNIT - IV

7. Explain the Gurukul System of Learning and highlight its advantages and disadvantages.
8. Discuss the Law of Growth and Law of Connection as described in Indian philosophy and their relevance for today's managers.

SECTION - C

10. Case study

A leading financial services company, **Harmony Capital**, has been struggling with internal conflicts among its management teams. Despite high profitability, the employees report lack of trust, ego clashes and absence of teamwork. The CEO decides to introduce leadership development sessions inspired by Indian philosophy—focusing on seva bhav (service attitude). Karma Yoga (selfless action) and Satya (truthfulness).

While younger employees are open to the change, senior executives view it as "too spiritual" and impractical. The CEO wants a plan that balances corporate goals with the values of Indian ethos.

Questions:

- a) What leadership and cultural challenges are visible in Harmony Capital?
- b) How can concepts like Karma Yoga and Seva Bhav bring harmony and cooperation among teams?
- c) Propose an implementation plan to integrate Indian ethos into corporate training programs.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.