

1) UNIT I

Values

- These are basic convictions about what's right and what's wrong
- According to Stephen Robbins, values represent basic convictions that "a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence"

Personal values

Personal values are deeply held beliefs and principles that guide individuals in their thoughts, actions, and decision making. They reflect what is important to a person and shape their identity and behaviour. They are often influenced by factors such as culture, family, religion, mentors, and personal experience. Some examples are:

- Loyalty: This value emphasises unwavering commitment, trust, and support toward family, friends, and other in-groups
- Fairness: This value emphasises treating others equitably and upholding impartiality, ensuring that everyone is given equal opportunities and fair treatment

Importance of personal values:

- Increases Self-Awareness: Self-awareness has gained a lot of attention, along with the concept of self-love, in recent times. Awareness of your own personality, strengths, weaknesses, faults and skills is an invaluable trait. It's linked to creating meaningful interpersonal relationships and personal development. Understanding who you are, what you stand for and what drives you starts with identifying our personal values
- Influences Our Outcomes: Knowing yourself is important, but what do you do with that self-knowledge? When you understand yourself and prioritize the things you value in life, you know how to play to your strengths. The path to personal reinvention is through change and you can exercise greater control over outcomes when you know how to embrace change. This type of change starts from changing our actions and mindset; it's possible only when we understand our personal values

- **Improves Quality Of Life:** Gaining clarity about who you are is fundamental to leading your best and most fulfilling life. Personal values provide the groundwork to create your most authentic and purposeful life. It can help you identify your motivations, set healthy boundaries and make important life decisions. Life can become so much more fun and satisfying when you have clarity about your needs and expectations

Social values

Social values refer to principles or standards that a group of society deems important and acceptable. They guide behaviour and interactions within a society and often form the basis of social norms and laws. They are necessary to keep the society functioning smoothly and harmoniously. For example, cooperation and

- **Honesty:** Honesty means telling the truth, avoiding deception, and ensuring that one is not misrepresenting facts
- **Respect:** Respect refers to honoring others by treating them with dignity. To be respectful, one should aim to be polite, kind, and honor others' wishes

Moral values

Moral values form the basis of our behaviour and actions in different situations. They are often derived from sources like culture, religion, family values, laws, and personal experiences. They are integral in shaping the character and behaviour of individuals, influencing their decisions, actions, and interactions with others

Examples:

- **Compassion:** There is no question that compassion is one of those values that are vital to human existence. Without it, no society can thrive. It's the antidote to selfishness and the beginning of selflessness. This is why it's one of the most important moral values and one that we should definitely inculcate in the next generation
- **Respect:** They say that "respect begets respect" but respect as a moral value isn't born out of reciprocity. Rather, it's given out of that innate sense of morality telling you that it's the right thing to do. In short, you respect someone not because they are respectful to you. You respect them because you know it's what you should do. Respect, as a value, means respecting everyone regardless of how they treat you
- **Honesty:** The famous quote that says "honesty is the best policy" couldn't be any more true. Honesty is fundamental to building trust, bridging gaps, and strengthening relationships
- **Gratitude:** Practicing gratitude is the beginning of happiness. When you are thankful for everything you have, you start to appreciate your blessings. You don't see what you lack anymore. Instead, you

become content with what you have. That's why if you dream of a happier world, you need to start teaching your children the importance of keeping an attitude of gratitude

- **Generosity:** Generosity is defined as the willingness to give or help more than what is expected. But as a value, generosity is also about giving without expecting anything in return. It reminds us of our social responsibility to help those who are not able to help themselves. Because if you only give to people because you know they can return the favor someday, then that's not generosity

Spiritual Values

Spiritual values are the integrative values of human soul consisting of altruistic, humanistic, personal, divine, and affective values leading to spiritual growth of personality

Types

- **Harmony:** It is a state of peace and fulfilment that allows the soul to move towards happiness
- **Truth:** Truth is ultimate expression of divinity. Truth is essentially reality. To have true thoughts, both words and actions must be aligned with the rest of our lives in a coherent way, only then can we reach a greater state of consciousness
- **Charity:** Spiritual progress means going beyond the limits of the ego. The ego only cares about your well-being and pleasure. To genuinely change the direction of our lives, we must change from ego to spirit
- **Hope:** It is an engine that allows us to open and builds roads that lead us to what we long for. It is the possibility to dream and operate as a motor of life

Self-Exploration

It is a process to find out what is valuable to me by investigating within myself. Since it is me who feel, happy, successful, unhappy or unsuccessful. Therefore what is right for me is to be judged by myself only. According to Merriam-Webster, it is "the examination and analysis of one's own unrealized spiritual or intellectual capacities"

Purpose of self-exploration

- It is a process of dialogue between "what you are" and "what you really wants to be"

- It is process of self evolution through self-investigation
- It is a process of knowing oneself and through that knowing entire existence
- It is a process of recognizing ones relationship with every unit in existence and full filling it
- It is process of knowing human conduct, human character and living accordingly

Process of self exploration

1. Warm up to your inner desires and get in the right frame of mind
2. Focus on the situation when a problem occurs
3. Follow the strongest emotions to the deeper issues and part of yourself
4. Identify connections with emotions
5. Identify underlying beliefs, values, themes, and sub parts
6. Get clarity regarding boundaries of control and responsibility

Proposal

The Proposal is to be explored within oneself:

- On the basis of one's own Natural Acceptance
- On the basis of one's Own Verification in living

This is a Natural process of self verification and experiential validation leads to understanding

- It is not a process of assuming things (do's and don'ts) as given
- It is not a process of assuming things written in books
- It is not a process of assuming things said by others
- It is not a process of assuming things based on readings from instruments

Natural acceptance

- Natural acceptance does not change with time

- It does not depend on the place
- It does not depend on our beliefs or past conditionings
- It is the same for all of us. It is a part and parcel of every human being, it is a part of humanness

Natural acceptance vs Acceptance

Natural acceptance	Acceptance
Given independent choice, what is acceptable naturally	Under a given condition, what one ends up accepting
For example, relationship, food for health, and mobile for communication	For example, sometimes relationship, sometimes opposition. Sometimes food for health, sometimes food for taste. Sometimes mobile for communication, sometimes mobile for respect and show-off

Experimental validation

Experimental validation is a process that infuses direct experience with the learning environment and content. It may be regarded as a philosophy and methodology in which the direct experience and focused reflection of the individual helps in increasing knowledge, developing skills, and clarifying values. When what we already believe to be true of us is validated by some situations, phenomena, or outcomes, we may term it as experimental validation

2) UNIT II

Harmony in family

Understanding harmony in family

- It is the basic unit of human interaction
- Every human being is born in the family and is a part of family
- The family is the basic unit or building block of human organization
- It provides a base for appreciating, accepting, understanding and practicing to live in relationship and harmony.

Feeling of relationship as the basis for harmony in the family

- The harmony in the family has primarily to do with fulfilment of relationship between one human being and the other human being
- In order to fulfil relationship, it is necessary to understand relationship

Understanding Relationship

There are four important aspects of relationship:

1) Relationship is between one self (I1) and another self (I2)

- Relationship is already there.
- We do not have to construct or create relationship
- All we need to do is to understand relationship and fulfil it
- Relationship is between one Self and the other self
- It is the self which is recognizing the relationship, and not the body
- It is the self which relates to the other, and not the body

2) There are feelings in relationship in one self (I1) for the other self (I2)

- The important issue in human relationship is that of the feelings
- We can see that feelings are in the Self, not in the body
- It is the Self which has the feelings and which recognises the feelings
- To understand relationship, one has to understand the Self and the naturally acceptable feeling in the self

3) These feelings can be recognised and are definite

- These feelings can be recognised, they are definite
- There are nine feelings in relationship
- These are the feelings which we can understand, which we can ensure within ourselves, which can share with others and thus ensure mutual fulfilment in relationship
- These are the feelings which are naturally acceptable to us in the relationship with other human being

4) Fulfilment of feelings in relationship and their evaluation lead to mutual happiness

- When we have these naturally acceptable feelings in the self. We share them with the other
- When we are both able to evaluate the feelings rightly, it leads to mutual happiness (ie the happiness of oneself as well as the happiness of the other)

Values in human relationships

- Relationship is between the self and the other self. It is a need of the self to be in relationship with the other
- Being in relationship, we have feelings for the other. These feelings cannot be replaced by any material or physical things
- These feelings are definite and these feelings are the values in a relationship
- Feelings of one self with other self are definite, can be identified, understood and fulfilled. If we do not understand them, then we have problems, we feel we are never able to satisfy the others and this leaves us with the grudge, even in our closest relations

Different values Important in relationships are:

1) Trust

- Trust or is the foundational value in relationship. To be assured that each human being Inherently wants oneself and the other to be happy and prosperous is known as trust
- Mutual trust is a shared belief that we can depend on each other to achieve a common purpose. Trust is the expectation of people that they can rely on our word
- It is built through integrity and consistency in relationships.
- There are two aspects in trust:
 - Intention (Wanting to-our natural acceptance)
 - Competence (being able to do)

2) Respect

- Respect means “Right Evaluation”, to be evaluated as I am. Usually, we make mistakes in our evaluation in the following three ways:
 - Over Evaluation: To evaluate more than what it is
 - Under Evaluation: To evaluate less than what it is
 - Evaluation: To evaluate otherwise than what it is
- Respect means to rightly evaluate. Can you think of the number of instances when you feel you have been wrongly evaluated, and the number of times you may have done same to others?

3) Affection

- Affection is the feeling of being related to the other. Affection comes when I recognize that we both want to make each other happy and both of us are similar
- Then for the first time, I feel that I am related to the other and the other is relative of mine. This feeling is called affection.
- Feeling of acceptance of the other, as one’s relative is the feeling of affection in the relationship

4) Care

- The feeling of care is the feeling to nurture and protect the body of our relative
- We understand a human being as a co-existence of the self and the body, and the body is an instrument of me
- Based on this understanding, we take the responsibility of nurturing and protecting the body of our relative

5) Guidance

- The feeling of ensuring right understanding and feelings in the other (any relative) is called as guidance
- We understand the need of one self for right understanding and feelings. We also understand that the other is similar to me in his/her faculty of natural acceptance, desire of wanting continuous happiness and the program of living in harmony at all the levels

6) Reverence

- The feeling of acceptance of excellence in the other is called reverence
- We understand that we aspire for continuous happiness and to realize it, we have to understand harmony at all the levels of our living and live accordingly
- When we see that the other has achieved this excellence, which means to understand and to live in harmony at all levels of living ensuring continuity of happiness, we have a feeling of reverence for him/her

7) GLORY

- Each one of us wants to live with continuous happiness and prosperity. Each one of us has the similar faculty of natural acceptance, has the same goal and program and we have the same potential to realize this
- Glory is the feeling for someone who has made efforts for excellence

8) Gratitude

- We understand that each one of us has the same goals of continuous happiness and prosperity
- Each one of us has to work towards increasing our competence to realize our intention and in this process, we are helped and guided by others that have the right understanding
- Gratitude is the feeling of acceptance for those who have made efforts for my excellence
- Gratitude is an emotion that occurs after people receive help, depending on how they interpret the situation

9) Love

- The feeling of being related to all is love. This feeling or value is also called the complete value, since this is the feeling of relatedness to all human being

- It starts with identifying that one is related to the other human being (the feeling of affection) and it slowly expands to the feeling of being related to all human beings

Harmony in society (human relations)

- As we begin to understand our relationships in the family and live harmoniously in these relationships, we become aware of our relatedness to all human beings. Family is the first place to understand our relationships, recognize the feelings in these relationships, live according to these feelings and attain mutual happiness
- Relationships are not limited in the family but extend to include all human beings
- Our natural acceptance is to feel related to everyone
- In reality we not only want ourselves to be happy but also want to make others happy, even beyond the confines of our family
- However, we come in contact with our natural acceptance is to be in harmony, to co-exist with them
- Our competence might be limited at the moment and we might feel we are unable to do so but we spontaneously accept that we wish for their happiness as well, along with ours; this is our intention
- Harmony in the family is the building blocks for harmony in the society
- Harmony in the society leads to an Undivided Society. When we feel related with each and every human being
- Today our feelings for our society have become very limited and each one of us lives in a very small web of relationships
- Our Natural acceptance however is for relatedness with all and we can very naturally expand into the world family

Identification of the comprehensive human goal

In order to facilitate the fulfilment of the basic aspiration of all human beings in the society, the following comprehensive human goals needs to be understood. This is what will be conducive to the fulfilment at the individual levels as well as sustainable prosperity, peace and harmony in the society:

1. **Right understanding:** It is necessary for the human being, for all human beings. When one does not have the right understanding, one remains disturbed and also act in a manner so as to create disharmony with other human being as well as with rest of the nature
2. **Prosperity:** It is needed in every family. Prosperity in the family means that family is able to identify its needs and is able to produce/achieve more than its requirements

3. **Fearlessness:** Trust in society means every member of society feels related to everyone else and therefore there is trust and fearlessness.
4. **Co-existence:** Co-existence in nature means there is a relationship and complementarity among all the entities in nature including human beings
- This is the comprehensive human goal. This is the need of human civilization. You will find the following look for the relation in the above
 - The harmony in the society begins from the individual. We need to ensure right understanding in the individual as the foundation of harmony in the society
 - With right understanding, the need for physical facilities in the family can be ascertained. By assessing our needs correctly and by producing more than required, the family can be prosperous
 - Assurance of right understanding, in the individuals and prosperity in the families, understanding of human relationships leads to harmony and trust (fearlessness) in the society. When every individual is able to live harmoniously in relationships, and the needs of all families are ensured, fearlessness (mutual trust) in society will naturally follow

3) UNIT III

Ethos

It is a set of beliefs, ideas etc., about social behaviour and relationship of a person or group

Indian Ethos in Management: It refers to the values and practices that the culture of Indian (Bharatheeya Sanskriti) can contribute to service, leadership and management

Indian Ethos: It refers to the principles of self-management and governance of society, entity or a system by wisdom as revealed and brought-forth by great scriptures like Veda, Upanishads, Gita, Mahabharata, Bible and Quran

Need and Relevance of Indian Ethos

- Maintain Holistic Universe
- Elucidate Motivation
- Welfare
- Unique Work Culture
- Self-development
- Establishes Value System

Role of Indian ethos in managerial practices

- Create strong Relations
- Inward Consideration
- Avoid unethical aspects
- Balanced Values
- Improves performance
- Improves quality
- Helps in problem solving
- Develops self-reliability

Difference b/w ethics and ethos

Aspect	Ethics	Ethos
Origin	Ethics are derived from Shastras	Ethos are derived from culture
Nature	Universal	Meant only for specific region or country
Function	Determines right or wrong conduct	It determines culture or cultural behavior
Example	truth, non-violence, devotion, kindness	Ethics wear and any other practices based on culture

Difference b/w western management and management based on Indian ethos

Aspect	Western management	Management on Indian ethos
Belief	Production, productivity, and profit at any cost	Material gain, along with achieving human and social welfare
Guidance	Management guided by mind only, led away by ego, desire, and soulless management	Management by consciousness power beyond mind, ie soul
Emphasis	Worker development, management of others, profit maximization. Human being only given little sympathy	
Tools	5Ms as resources- men, money, materials, machines, markets. Science and technology information for decision making	Men, machines, materials and methods are conscious partners, all having consciousness whether manifested or dormant. Information and intuition for decision. Ethics and values combined with skills

Lessons from Mahabharata

1. Transform the Weakness into Strength
2. Share the Responsibilities
3. Learn the Art of Teamwork
4. Know the Ground realities
5. Take Calculated Risks
6. Have effective vision

7. Strategy
8. Motivation
9. Decision-making: It is art to take right decision at right time.
10. SWOT Analysis

Lessons from Vedas

1. Foster Team Spirit
2. Take Responsibility
3. Share the Credit
4. Welcome Competition
5. Praise Counts
6. Stay Focussed
7. Character Building
8. Spirit of Co-operation
9. Emphasis on Loyalty and Gratitude
10. Work Commitment
11. Utilization of Available Resources
12. Removal of Self Ego
13. Value Based Decision-Making
14. Team is human

Lessons from Chanakya

1. **Energetic and Hardworking:** According to Chanakya, "People who work sincerely are the happiest"
2. **Effective Communication:** If you want to be a great leader, you need to focus on your communication skills.

3. **Fear of Failure & Stress Management:** He says, "Once you start a working on something, don't be afraid of failure and don't abandon it"
4. **Decision Making:** Regarding the decision making, Chanakya writes, "All urgent calls he shall hear at once, but never put off; for when postponed, they will prove too hard or impossible to accomplish"
5. **Keeping employees Happy:** Chanakya writes "In the happiness of his subjects lies this happiness, in their welfare, his welfare, whatever pleases himself, he shall not consider as good but whatever pleases his subjects"

Lessons from Kautilya Arthashastra

- A manager should have qualities like:
 - Drudhachitta (power of concentration)
 - Shilavan (character)
 - Pragna (thinking capability)
 - Vangmi (communication skills)
 - Daksha (observation/vigilance)
- Kautilya makes it clear that six emotional devils do not allow appropriate decision making in any operation. The emotional devils identified by Kautilya are:
 - kama (lust)
 - krodha (anger)
 - lobha (greed)
 - mana (vanity)
 - mada (haughtiness)
 - harsh (overjoy).
- Kautilya refers to diplomacy as an important element in Nitishastra (foreign affairs). His clarity of thoughts is evident from identification off six attributes of diplomacy
- The attributes he talks about are:
 - intelligence
 - memory
 - cleverness of speech
 - knowledge of politics

- morals
 - readiness to provide resources
- Kautilya said that efficient management means selecting up of realistic targets and meeting targets without using overzealous methods

4) UNIT IV

Professional ethics

1. **Professional integrity:** it is all about making the right choices in regards to the goods of an organisation and people around. The professional integrity should not negatively affect anyone. It involves being ethical, acting in a manner that is right and fair, making decisions in the right frame of mind, and to do what's right. Dress is also an important part of integrity. Having professional integrity promotes positive interactions and helps you achieve your career goals. How you present yourself in a professional setting is an accurate representation of your personal manners. It is a person's dedication to set off moral ideas, and is also related to characteristics such as honesty, accountability, dependability, responsibility, and loyalty
2. **Respect and equality:** Respect is one way of expressing our love and gratitude towards others. It may be the glue that binds people together. Respect is the powerful ingredient that nourishes all relationships and creates a good society. It is an important component of one's personal self identity and interpersonal relationships. We must respect and value ourselves so that the rest of the world recognises us and respects us. Respect is about treating others the way we want to be treated. Every citizen has the right to live his or her life according to their wish without any discrimination. It can be achieved only when all individuals are considered equal irrespective of caste, religion, language, color, and professional status
3. **Privacy:** It is a fundamental right essential to autonomy and the protection of human dignity for serving the foundation upon which human rights may be built. Privacy enables us to create a barrier and manage boundaries to protect ourselves from unwanted interference in our lives, which allow us to negotiate who we are and how we want to interact with the world around us. Privacy helps us establish boundaries to limit who has access to our lives, places, things, as well as our communication and our information. The rules that protect our privacy give us the ability to assert our rights in the face of significant power imbalance
4. **Building and trusting relationships:** The point of building trust is for other others to believe what you say. However building trust requires not only keeping the promises you make, but also not making promises that you are unable to keep. Keeping your words shows others what you expect from them. In return, they would be more likely to treat you with respect, thus developing further trust. It involves aligning both, you and others, and taking risks to prove worthiness. To navigate this, one must first take small steps and small commitments. Being organised is a necessary part of building trust with family, friends, and colleagues. It enables you to make a clear decision about yourself and others

5. **Cooperation:** A man has limited capabilities, he cannot do great work without the cooperation of others. The principle of cooperation can be applied at all levels of our activities which makes our work easier. So we should encourage cooperation amongst ourselves and tell others its value. Cooperation makes our work easier because the difficulties of the task are distributed among all the men and women who cooperate. People collaborating with others can do great things which a person alone cannot do. So cooperation is very useful for us. For example, factory workers try to increase their efficiency and establish their authority. In simple words, cooperation is the process where the individuals combine their efforts (as a group) in a more or less organised way for the attainment of common objectives

6. **Respecting the competence of others' profession:** Developing ethical competence is the only effective way to ensure professional ethics. The development of ethical competence is the long term process to be achieved through appropriate value education as profession is only a subset of the life activities. The competence in the professional will be manifestation of one's right understanding and well defined competence can help achieve a strong corporate culture and build a more aligned workforce and establish key competitive differentiation