



Value-Added Course
Indian Knowledge System and Management
MBA Batch 2024-26, Second Year
(Academic Year - 2025-26)

VAC-038

Dr. Kajal Sitlani
Assistant Professor

A handwritten signature in blue ink, appearing to read 'Dr. Kajal Sitlani', written over a blue circular stamp.

Registrar
IIHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029



IIHMR University, Prabhu Dayal Marg, Near Sanganer Airport, Jaipur – 302029

Date: 1-12-2025

CIRCULAR

All the students are hereby informed that IIHMR University, Jaipur, is offering a **Value-Added Course (VAC-038) titled “Indian Knowledge System and Management.”** The course aims to provide insights into traditional Indian knowledge and its relevance to modern management practices.

The course is designed to provide students with a comprehensive understanding of **Indian Knowledge Systems (IKS)** and their relevance in modern management practices, enabling the development of **ethical, holistic, and strategic decision-making skills.**

Interested students are required to complete the registration process with the respective **Course Coordinator/Program Office.**

The course will focus on:

- Foundations and principles of Indian Knowledge Systems
- Vedic philosophy and Indian intellectual traditions
- Management insights from ancient texts like Ramayana, Mahabharata, and Arthashastra
- Ethical leadership and decision-making frameworks based on IKS

Course Code: VAC-038

Course Credits: 1.5

The duration and session timings of the course will be conducted as per university norms.

All eligible students are encouraged to enrol and enhance their understanding of **integrating traditional wisdom with contemporary management practices.**

Registrar's Office

Registrar

IIHMR University

**1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029**

Course Information

Course Title	Indian Knowledge System and Management
Course Code	VAC-038
Course Credit	1.5
Course Instructor (s)	Dr. Kajal Sitlani

2. Course Description

Indian Knowledge Systems (IKS) provides students a rich historical and cultural perspective and fostering a deeper understanding of traditional wisdom and its application in modern business practices. It enhances critical thinking by exploring diverse philosophical frameworks and ethical principles rooted in ancient knowledge. After studying this subject student can develop holistic and innovative approaches to problem-solving and decision-making. Ultimately, it bridges the gap between ancient wisdom and contemporary management practices, enriching the overall educational experience.

3. Course Outcome

After the course, students should be able to

CO 1	To provide a tribute of our rich culture and traditions of Indian knowledge system to students of various discipline.
CO 2	To develop over all understanding of the various components of Indian knowledge system.
CO 3	To develop critical thinking and analytical skills by examining the philosophical and wisdom traditions of IKS and their relevance to contemporary management practices. •
CO 4	To explore how the principles and insights from IKS can be integrated into modern management strategies to foster holistic and ethical approaches.

4. Course Articulation Matrix (Interrelation between CO and PO):

Outcomes	CO 1	CO 2	CO 3	CO 4
PO1	3			
PO2		3		3
PO3			3	

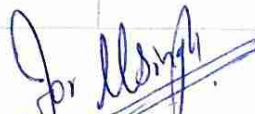
Note: Enter 1, 2 or 3 in the cell if the respective CO is related to the respective PO. Here, 3 denotes **high** strength of correlation between CO and PO, denotes **medium** strength of correlation between CO and PO and 1 denotes **weak** strength of correlation between CO and PO.


Registrar

IHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029

6. Course Syllabus

Unit	Topics/Contents	CO
Unit 1	Foundations of Indian Knowledge Systems: • Definition, Concept, and Scope of IKS • Primary Classifications in Indian Knowledge Systems and applications • Knowledge Paradigms: Indigenous vs Western • The Knowledge Triangle: <i>Prameya</i> (object), <i>Pramana</i> (means), <i>Samsaya</i> (doubt) • Nyaya Framework for Valid Knowledge • IKS in ancient and modern India • IKS application in management and work environment	CO1, CO2
Unit 2	Vedic Corpus and Indian Philosophical System • Introduction to the significance of Vedas • Division of Vedas • Purusharthas: Dharma, Artha, Kama, Moksha • Vedic wisdom for Emotional Intelligence • Six Schools (<i>Shad Darshana</i>) of Indian Philosophy: Sankhya, Yoga, Nyaya, Vaisheshika, Mimamsa, Vedanta • Unique Features of Indian Philosophical Thought	CO1, CO2, CO4
Unit 3	Strategic thinking and management from ancient texts • Management lessons from Ramayana • Corporate Lessons from Mahabharat • Management Lessons from Bhagavad Gita. • Management Principles in Panchatantra, Nitishatak, Hitopadesh • Kautilya's Arthashastra: Statecraft, Strategy, Diplomacy, Economics	CO1, CO2, CO4,
Unit 4	Ethical and Leadership Frameworks in Indian Philosophy • Triguna Theory (Theory of Gunas): Sattva, Rajas, Tamas • Triguna and Personality; Leadership Style and Decision Making Influenced by Gunas • Doctrine of Karma; Karma Yoga: Selfless action as leadership model • Bhagavad Gita: Ethics, Decision-making, Self- leadership • Vedic Perspectives on Work, Purpose, and Leadership • Leadership and Management lessons from Chanakya Nitti	CO3, CO4
Unit 5	Management and Governance: Spanning through ages Smriti Granthas Yajnavalkya • Philosophy and Literature: Maharishi Vyas, Manu, Kanad, Pingala, Panini, Nagarjuna • Medicine & Yoga: Charak, Susruta, Patanjali, Dhanwantri • Sahitya & Shastra: Vedas, Upavedas: Ayurveda, Dhanurveda, Gandharvaveda; Puranas and Upanishads; Shastras: Nyaya, Vyakarana, Krishi, Vastu, Sangeet, Natya	CO2, CO4


Registrar

IIHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029

7. Course Pedagogy

The course will be covered in hybrid mode, augmented by discussions, case studies and group work, and assignments. We shall accomplish the learning objectives by using a blend of teaching materials, Course Framework, Session PPTs, Debrief PPTs, Exercises, Outbound Activities, Cases, Videos, E-talks etc. Several real-world experiences and activities are integrated into the pedagogy to strengthen the concepts learned during the course and ensure that the overall approach is highly experiential.

8. Course Policies

This course abides by the University's policies that can be found in the Student Handbook. Please note the following:

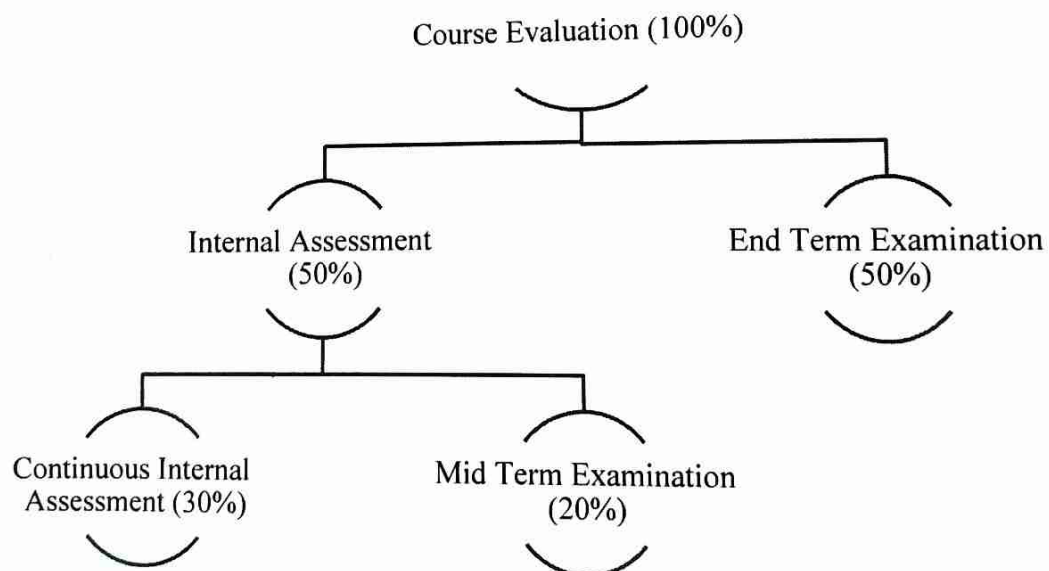
Attendance: Students are required to maintain a minimum attendance of 75% to be eligible to appear in the End-Term Examination of the course. Please refer to the student handbook for further details.

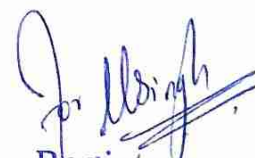
E-Mail: Each student have an e-mail id and a password, provided by University. Students will receive course related information on this email. Students are advised to regularly check this email for updates on the course.

9. Course Assessment

Students' performance in the course will be evaluated by following two components, with 50% weightage to each component:

1. Internal Assessment (50%)
2. End-Term Examination (50%)




Registrar

IHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029

Internal Assessment: The internal assessment will be further divided into two parts, with the weightage given below

1. Continuous Internal Assessment (30%)
2. Mid-Term Examination (20%)

Part 1: Continuous Internal Assessment (CIA): The Continuous Internal Assessment will be of 30 % weightage. The faculty will conduct the Continuous Internal Assessment of the students by using at least two methods of assessment (for 1.5 credit course), from the methods given below:

1. Home Assignments (Individual / Group)
2. Case Study
3. Review Paper
4. Group Work
5. Presentations
6. Quiz
7. Class Assignments (Individual / Group)
8. Class Participation

Part 2: Mid-Term Examination (MTE): The mid-term examination will be of 20 % weightage. The faculty will conduct the mid-term examination of the students during or at the end of the course. It can either be objective type question paper / subjective type question paper or a mix of objective and subjective question paper.

End-Term Examination (ETE): It carries 50 % weightage, covering the full syllabus of the course. The end-term examination will be of maximum 50 marks to be completed in maximum three hours. The end-term examination will be conducted at the end of trimester on scheduled date published by Controller of Examination.

10. CO and Assessment Alignment Matrix:

S. No.	Activity	CO1	CO2	CO3	CO4
1.	Home Assignments (Individual / Group)				
2.	Case Study	✓	✓	✓	
3.	Review Paper				
4.	Group Work	✓	✓	✓	
5.	Presentations				
6.	Quiz				
7.	Class Assignments (Individual / Group)				
8.	Class Participation		✓	✓	✓
9.	Mid Term Examination	✓	✓	✓	✓
10.	End Term Examination	✓	✓	✓	✓

Note: Please tick the relevant cell to show the respective alignment

11. Session Plan

Normally, the teaching for each course is scheduled from Monday to Friday. Each day, teaching is divided into four sessions: two before lunch break and two after lunch break. The faculty (instructor) decides how to utilize these sessions.

[Signature]
Registrar

IHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029

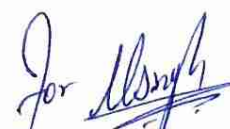
Day	Topics/Contents	CO	Bloom's Learning (BL) Levels
Day 1	Foundations of Indian Knowledge Systems: • Definition, Concept, and Scope of IKS • Primary Classifications in Indian Knowledge Systems and applications • Knowledge Paradigms: Indigenous vs Western • The Knowledge Triangle: <i>Prameya</i> (object), <i>Pramana</i> (means), <i>Samsaya</i> (doubt) • Nyaya Framework for Valid Knowledge • IKS in ancient and modern India • IKS application in management and work environment	CO1, CO2	BL 1, BL 2
Day 2	Vedic Corpus and Indian Philosophical System • Introduction to the significance of Vedas • Division of Vedas • Purusharthas: Dharma, Artha, Kama, Moksha • Vedic wisdom for Emotional Intelligence • Six Schools (<i>Shad Darshana</i>) of Indian Philosophy: Sankhya, Yoga, Nyaya, Vaisheshika, Mimamsa, Vedanta • Unique Features of Indian Philosophical Thought	CO1, CO2, CO4	BL1, BL2
Day 3	Strategic thinking and management from ancient texts • Management lessons from Ramayana • Corporate Lessons from Mahabharat • Management Lessons from Bhagavad Gita. • Management Principles in Panchatantra, Nitishatak, Hitopadesh • Kautilya's Arthashastra: Statecraft, Strategy, Diplomacy, Economics	CO1, CO2, CO4,	BL 3, BL 4, BL 5
Day 4	Ethical and Leadership Frameworks in Indian Philosophy • Triguna Theory (Theory of Gunas): Sattva, Rajas, Tamas ; • Triguna and Personality; Leadership Style and Decision Making Influenced by Gunas • Doctrine of Karma; Karma Yoga: Selfless action as leadership model	CO3, CO4	BL2, BL4, BL5, B6


Registrar

	• Bhagavad Gita: Ethics, Decision-making, Self-leadership • Vedic Perspectives on Work, Purpose, and Leadership • Leadership and Management lessons from Chanakya Nitti		
Day 5	Management and Governance: Spanning through ages Smriti Granthas Yajnavalkya • Philosophy and Literature: Maharishi Vyas, Manu, Kanad, Pingala, Panini, Nagarjuna • Medicine & Yoga: Charak, Susruta, Patanjali, Dhanwantri • Sahitya & Shastra: Vedas, Upavedas: Ayurveda, Dhanurveda, Gandharvaveda; Puranas and Upanishads; Shastras: • Nyaya, Vyakarana, Krishi, Vastu, Sangeet, Natya	CO2, CO4	BL1, BL2, BL3, BL4

12. References for Readings

- Alok Mathur: Management Principles from Ramayan and Mahabharat
- Alok Mathur: Communication Planning and Management: Insights from Mahabharat and Ramayan
- Alok Mathur: Quitting the quietude: Putting pain to paper
- Archie B. Carroll, Jill Brown, Ann K. Buchholtz, Business & Society: Ethics, Sustainability & Stakeholder Management Cengage Learning, 2017
- Ashok R Garde: Chanakya on Management Jaico Publishing 2013
- Christine Mallin: Corporate Governance, Oxford University Press, 5th Edition, 2015
- Denis Collins: Business Ethics-Best Practices for Designing and Managing Ethical Organizations, SAGE Publications, Inc. 2018
- Mahadevan, Vinayak; Pavana, Vinayaka Rajat Bhat: Introduction to Indian Knowledge Systems: Concepts and Applications ; PHI Learning 2022
- S. Radhakrishnan: Indian Philosophy – Vol I and II, Oxford University Press.
- Shitangsu K. Chakraborty and Samir R. Chatterjee: Applied Ethics in Management: Towards New Perspectives, Springer Science & Business Media, 2012

For

Registrar

IHMR University
 1, Prabhu Dayal Marg, Near
 Sanganer Airport, Jaipur-302029

Value Added Course
MBA Batch 2024-26, Second Year (Academic Year - 2025-26)
Feb 02-06, 2026
Student Attendance
VAC-038 IKS and Management

Registration ID	Name	Total Sessions Scheduled	Sessions Attended	Present Percentage
IIHMR-U/01/2024-26/1895	Aditya Maheshwari	20	19	95.00
IIHMR-U/01/2024-26/1910	Anushree Mishra	20	18	90.00
IIHMR-U/01/2024-26/1915	Aryaveer Singh	20	17	85.00
IIHMR-U/01/2024-26/1924	Bhagat Apurva Bhimrao	20	15	75.00
IIHMR-U/01/2024-26/1929	Chandan Jha	20	17	85.00
IIHMR-U/01/2024-26/1938	Dheeraj Kumar Kaushik	20	17	85.00
IIHMR-U/01/2024-26/1948	Geetanjali Aggarwal	20	15	75.00
IIHMR-U/01/2024-26/1962	Iyer Dikshitha Nagarajan	20	15	75.00
IIHMR-U/01/2024-26/1991	Manish Kumar	20	17	85.00
IIHMR-U/01/2024-26/2002	Narwadkar Ashwini Vishnu	20	19	95.00
IIHMR-U/01/2024-26/2013	Niyati Thakur	20	15	75.00
IIHMR-U/01/2024-26/2016	Palak Jaggi	20	19	95.00
IIHMR-U/01/2024-26/2018	Patel Nishi Deepak	20	15	75.00
IIHMR-U/01/2024-26/2023	Prachi Jain	20	15	75.00
IIHMR-U/01/2024-26/2045	Rakshida Singh	20	18	90.00
IIHMR-U/01/2024-26/2050	Reshmi Mitra	20	17	85.00
IIHMR-U/01/2024-26/2051	Reya Raina	20	19	95.00
IIHMR-U/01/2024-26/2053	Richa Singh	20	17	85.00
IIHMR-U/01/2024-26/2056	Risha Chattaraj	20	15	75.00
IIHMR-U/01/2024-26/2061	RIYA .	20	15	75.00
IIHMR-U/01/2024-26/2068	Sanika Sachin Pimple	20	16	80.00
IIHMR-U/01/2024-26/2090	Shruti Brahmpuria	20	16	80.00
IIHMR-U/01/2024-26/2095	Sonal Gurjar	20	15	75.00
IIHMR-U/01/2024-26/2111	Vinal Bhati	20	16	80.00
IIHMR-U/10/2024-26/0051	AADRIKA KOTHARI	20	16	80.00
IIHMR-U/10/2024-26/0053	ANSHU .	20	19	95.00
IIHMR-U/10/2024-26/0057	Divyansh Krishna Damle	20	15	75.00
IIHMR-U/10/2024-26/0061	Radhika Saxena	20	19	95.00
IIHMR-U/10/2024-26/0062	Riya Dubey	20	15	75.00
IIHMR-U/18/2024-26/0013	Dr Kuwali Barman	20	15	75.00
IIHMR-U/18/2024-26/0026	Sourav .	20	19	95.00

[Signature]
Registrar

IIHMR University
1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029



Certification of Completion

This certifies that

Aryaveer Singh

**Master of Business Administration (Hospital and Health Management)
2024-26**

has successfully completed Value Added Course (VAC) on

Indian Knowledge System and Management

Conducted during **February 2–6, 2026**, accumulating a total of 30 hours
with Grade A

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: February 20, 2026

Registrar

IIHMR University

1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029



Certification of Completion

This certifies that

Chandan Jha

Master of Business Administration (Hospital and Health Management)

2024-26

has successfully completed Value Added Course (VAC) on

Indian Knowledge System and Management

Conducted during **February 2–6, 2026**, accumulating a total of 30 hours

with Grade B+

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: February 20, 2026

Registrar
IIHMR University

1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302020



Certification of Completion

This certifies that

Manish Kumar

**Master of Business Administration (Hospital and Health Management)
2024-26**

has successfully completed Value Added Course (VAC) on

Indian Knowledge System and Management

Conducted during **February 2–6, 2026**, accumulating a total of 30 hours
with **Grade A**

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: February 20, 2026

Registrar

IIHMR University

**1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029**



Certification of Completion

This certifies that

Vinal Bhati

**Master of Business Administration (Hospital and Health Management)
2024-26**

has successfully completed Value Added Course (VAC) on

Indian Knowledge System and Management

Conducted during **February 2–6, 2026**, accumulating a total of 30 hours
with **Grade A+**

A handwritten signature in black ink, appearing to read "H. Sinha", written over a horizontal line.

Dr. Himadri Sinha
Professor and Coordinator (VAC)

A handwritten signature in black ink, appearing to read "P.R. Sodani", written over a horizontal line.

Dr. P.R. Sodani
President

Date of issue: February 20, 2026

A handwritten signature in blue ink, appearing to read "For Registrar", written over a horizontal line.

Registrar

IIHMR University

1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302029



Certification of Completion

This certifies that

Riya Dubey

Master of Business Administration (Development Management)

2024-26

has successfully completed Value Added Course (VAC) on

Indian Knowledge System and Management

Conducted during **February 2–6, 2026**, accumulating a total of 30 hours

with Grade A+

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: February 20, 2026

Registrar
IIHMR University
1, Prabhudayal Marg, Near
Sanganer Airport, Jaipur-302029