TYBCOM
INDIAN KNOWLEDGE SYSTEM
(30 MARKS)

UNIVERSITY PAPER PATTERN
Duration 1 hour
30 MARKS

Any TWO out of THREE

Q1) Answer the following (15 marks)
(a) ..
(b) ..
Q2) Answer the following (15 marks)
(a) ..
(b) ..
Q3) Answer the following (15 marks)
(a) ..
(b) ..

MOST IMPORTANT QUESTIONS

MODULE 1 –UNIT 1 Foundation of IKS

Q1) Scope of IKS
Q2) Significance of IKS in Commerce & Management
Q3) Trade & Commerce during the Mauryan Period
Q4) Arthashastra – Structure & Historical Significance

MODULE 1 UNIT 2 – Ethics, Sustainability & Corporate Responsibility

Q5) Dharma in Indian Business Practices
Q6) Karma & Nishkama Karma in Indian Business Practices
Q7) Sustainability in Indian Thought and its Relevance to Business

MODULE 2 UNIT 1 – Indian Management & Leadership Philosophy

Q8) Karma Yoga & Work Culture
Q9) Guru-Shishya Tradition & Skill Development
Q10) Motivation Techniques from Arthashastra
Q11) Motivation Techniques from Vidura Niti
Q12) Leadership Styles in Ramayana & Mahabharata

MODULE 2- UNIT 2 – Marketing & Consumer Behaviour in IKS

Q13) Melas, Haats & Baazars and their Influence on Modern Marketing
Q14) GI in Marketing of Indigenous Products
Q15) Relevance of IKS in Indian Economy

Ch-1 Commerce in the ancient period

Q1) Scope of Indian Knowledge System?

1. **Philosophy & Spirituality**
   It teaches about life, the self, values, and the purpose of life.
   Example: Yoga and meditation help to develop peace and self-awareness.

2. **Mathematics**
   Indian mathematicians made important contributions to numbers and calculations.
   Example: The concept of zero (0) and the decimal number system.

3. **Science**
   IKS includes knowledge about nature, astronomy, physics, and other sciences.
   Example: Ancient Indians studied the movement of the Sun, Moon, and planets.

4. **Medicine & Healthcare (Ayurveda)**
   Ayurveda focuses on maintaining good health and treating diseases naturally.
   Example: Herbs such as turmeric and neem have traditionally been used for health purposes.

5. **Arts, Literature & Culture**
   It includes Indian music, dance, drama, languages, literature, and traditions.
   Example: Bharatanatyam, Sanskrit literature, and Indian classical music.

6. **Architecture & Engineering**
   It includes traditional knowledge of designing and constructing buildings and structures.
   Example: Ancient temples, forts, and stepwells show advanced planning and construction skills.

7. **Agriculture**
   It includes traditional methods of farming, irrigation, soil care, and seed preservation.
   Example: Farmers used natural manure and crop rotation to maintain soil fertility.

8. **Environmental Science**
   It teaches people to respect and protect nature and natural resources.
   Example: Sacred forests, tree worship, and traditional water conservation methods.

9. **Economics**
   It includes ideas about wealth, taxation, production, and proper use of resources.
   Example: Kautilya's Arthashastra explains taxation and economic management.

10. **Commerce**
    It includes knowledge of trade, business, markets, and exchange of goods.
    Example: Ancient India traded goods such as spices and textiles with other countries.

11. **Politics & Governance**
    It explains ideas related to leadership, administration, justice, and good governance.
    Example: The Arthashastra gives guidelines for managing a kingdom.

12. **Psychology & Neuroscience**
    It includes traditional ideas about the mind, emotions, concentration, and consciousness.
    Example: Meditation and yoga are used to improve concentration and mental well-being.

Q2) Significance of IKS in commerce & management

1. **Ethical Business Practices**

   IKS teaches businesses to be honest, fair, and responsible. It encourages earning profit without cheating or harming others.
   Example: Being truthful with customers about product quality.

2. **Sustainable Resource Management**

   IKS teaches us to use natural and financial resources carefully. Resources should be used without unnecessary waste.
   Example: Saving water and reducing waste in a business.

3. **Leadership Development**

   IKS focuses on qualities like honesty, discipline, wisdom, and responsibility in leaders. A good leader should guide and support others.
   Example: A manager who motivates employees and takes fair decisions.

4. **Duty-Oriented Work Culture**

   IKS gives importance to performing one's duty sincerely rather than focusing only on rewards. Employees should work with dedication and responsibility.
   Example: Completing work honestly even when nobody is watching.

5. **Strong Governance & Administration**
   IKS provides ideas about proper administration, discipline, justice, and accountability. Good governance helps an organization work smoothly.
   Example: Clear rules and fair treatment of employees.

6. **Strategic Planning & Decision Making**

IKS encourages careful thinking, planning, and considering future consequences before making decisions. It helps managers handle risks effectively.
Example: Studying the market before launching a new product.

7. **Customer-Centric Business Philosophy**

   IKS emphasizes serving people and understanding their needs. Customer satisfaction and trust are important for long-term success.
   Example: Providing good-quality products at a fair price.

8. **Promotion of Entrepreneurship & Innovation**

   IKS encourages creativity, knowledge, problem-solving, and self-reliance. These qualities help entrepreneurs develop new ideas and businesses.
   Example: Creating an innovative product using traditional Indian knowledge.

9. **Community Welfare & Social Responsibility**

   IKS teaches that business should contribute to the welfare of society. Companies should care about people and the environment along with earning profit.
   Example: Supporting education, healthcare, or local community development.

Q3) Trade & Commerce During the Mauryan Period

1. **Importance of Trade in the Mauryan Economy**

   Trade was an important part of the Mauryan economy. It helped increase production, employment, and government income.

2. **Political Unity & Economic Stability**

   The large and united Mauryan Empire provided security for traders and trade routes. This helped markets and businesses grow.

3. **Development of International Trade**
   The Mauryans developed trade relations with foreign regions. Trade was carried out through both land and sea routes.

4. **Growth of External Trade**
   External trade increased with regions such as Central Asia, Southeast Asia, and the Mediterranean world. Ports and important land routes supported this trade.

5. **Major Goods Traded**
   Important goods included textiles, spices, grains, metals, precious stones, ivory, and handicrafts. These goods were traded within the empire and abroad.

6. **Role of Guilds (Shrenis)**
   Guilds were associations of traders and craftsmen belonging to the same occupation. They controlled the quality of goods, prices, and business activities.

7. **Taxes & Revenues**
   The government collected taxes on trade, goods, and commercial activities. These taxes were an important source of royal revenue.

8. **Standard Weights, Measures & Coinage**
   Standard weights and measures made buying and selling easier and fairer. Coins such as punch-marked coins were used for commercial transactions.

9. **Important Trade Officials**
   The Mauryan administration appointed officials to control trade and markets. Panyadhyaksha supervised trade and prices, while Sulkaadhyaksha was associated with customs duties.

Q4) Structure of Arthashastra & Historical significance of Arthashashtra

Q4.1 Structure of Arthashastra

Arthashastra is an ancient Indian book written by Kautilya (Chanakya) to guide kings in ruling a kingdom effectively. It explains administration, taxation, trade, law, diplomacy, and defence in a systematic manner. The text is divided into 15 books, each dealing with a specific aspect of governance. It aimed to create a strong, prosperous, and well-managed state. Many of its principles are still relevant in modern administration and management.

Structure of Arthashastra	Easy Explanation	Example (Ancient & Modern)
1. Division into Fifteen Books	Arthashastra is divided into 15 books (Adhikaranas) covering administration, economy, law, diplomacy, war, and governance.	Like a modern Management textbook divided into different chapters for Finance, HR, Marketing, etc.
2. Comprehensive Administrative Manual	It is a complete guide for running a kingdom efficiently. It provides rules for government officials and public administration.	Like a Government Administration Handbook used by civil servants today.
3. Duties & Education of the King	The king should be educated, disciplined, ethical, and work for the welfare of the people.	Just as a CEO must be trained and responsible for the success of the company.
4. Organisation of Governance	Different departments and officers were assigned specific responsibilities for smooth administration.	Similar to ministries such as Finance, Defence, Education, and Health in modern governments.

5. Revenue & Tax Administration	The state collected taxes and managed income to fund public welfare and administration.	Like the modern Income Tax Department collecting taxes for government expenditure.
6. Economic & Commercial Regulations	Rules were made for trade, business, prices, markets, imports, exports, and consumer protection.	Similar to how the government regulates businesses through GST, RBI, and Consumer Protection Laws.
7. Legal & Judicial Framework	Arthashastra provided laws, punishments, and procedures to ensure justice and maintain order.	Comparable to modern courts and the judicial system that settle disputes and punish offenders.
8. Intelligence & Espionage (Spying)	A network of spies gathered information to protect the kingdom from threats and corruption.	Similar to intelligence agencies like RAW or IB collecting information for national security.
9. Foreign Policy & Diplomacy	It explained how to maintain relations with other kingdoms through alliances, treaties, and negotiations.	Like modern countries using diplomacy and international relations through embassies and treaties.
10. Military Administration & Defence	Detailed rules were given for managing the army, defence strategy, and protecting the kingdom.	Similar to the role of the Indian Armed Forces and Ministry of Defence in protecting the nation.

Q4.2) Historical significance of Arthashashtra

Historical Significance of Arthashastra	Explanation in Easy Language	Modern-Day Commerce & Management Example
1. Source of Ancient Indian Political Thought	Arthashastra explains how a ruler should govern the state, make decisions, maintain order and deal with other kingdoms. It gives us an idea about the political thinking of ancient India.	Strategic Management: A company studies competitors and the market before making important business decisions.
2. Insight into Mauryan Administration	Arthashastra provides information about the administrative structure, government officials, departments and their duties during the Mauryan period.	Organisational Structure: A company has separate departments like HR, Finance, Marketing and Operations, with specific responsibilities.
3. Early Work on Political Science	It systematically discusses government, leadership, diplomacy, administration and relations between states. Therefore, it is considered an early work related to political science.	Strategic Management: Managers analyse competitors, market conditions and business risks before deciding their business strategy.
4. Evidence of Advanced Governance	Arthashastra shows that ancient India had planned systems of administration, taxation, trade, law and public order.	Corporate Governance: Companies use rules, internal controls, audits and proper delegation of authority to ensure efficient management.

5. Information on Economic Management	It explains the management of agriculture, taxation, trade, markets, prices, revenue and government expenditure.	Financial Management: Businesses prepare budgets, control costs, manage cash flow and plan revenue to remain financially strong.
6. Understanding of Legal Institutions	Arthashastra discusses laws, courts, punishments and methods of settling disputes. This shows the importance given to justice and legal order.	Business Law & Compliance: Companies follow Companies Act, GST laws, labour laws and consumer protection laws while conducting business.
7. Importance of National Security	Kautilya considered security and protection of the state very important. He discussed the army, intelligence and methods of dealing with threats.	Risk Management: Companies use cybersecurity, internal audits, fraud detection and data protection to protect business assets.
8.Welfare-Oriented Governance	Arthashastra emphasized that the ruler should work for the safety, prosperity and welfare of the people. A successful kingdom depends on the well-being of its citizens.	Employee Welfare & CSR: Companies provide employee benefits, safe working conditions, training and CSR activities for employees and society.
9. Influence on Modern Management	Arthashastra contains practical ideas about leadership, planning, decision-making, delegation, finance, employee management and risk management. These ideas can be connected with modern management principles.	Modern Management: A manager uses planning, delegation, motivation, supervision and strategic decision-making to achieve organisational goals.

Q5) Role/ Applications of dharma in Indian Business Practices

Introduction:
In Indian philosophy, **Dharma means doing what is right, responsible and ethical**. In business, it guides people to conduct business honestly while considering the interests of employees, customers, society and other stakeholders. Dharma helps create **trust, fairness, discipline and long-term success** in business.

Application of Dharma	**Explanation in Easy Language**	**Modern Business Example**
1. Moral Duty	Dharma teaches a person to do the right thing even when nobody is watching. A businessman should perform his duties honestly.	A shopkeeper gives the correct change to a customer instead of keeping extra money.
2. Foundation of Ethical Conduct	Dharma encourages honesty, truthfulness and integrity in business activities.	A company does not make false advertisements or hide important information from customers.
3. Social Harmony	Business should maintain good relationships and cooperation among employees, customers, suppliers and society.	A manager treats employees respectfully and encourages teamwork and cooperation.
4. Justice & Fairness	Dharma promotes fair and equal treatment and discourages exploitation or discrimination.	A company gives equal pay for equal work and follows fair recruitment practices.
5. Responsibility-O	A business should not focus only on profit; it should also consider its responsibilities	A company ensures safe products, fair wages and

riented Approach	towards employees, customers and society.	proper working conditions.
6. Self-Discipline	Dharma teaches individuals to control greed, anger and selfish behaviour and follow rules and values.	A manager avoids using company money for personal expenses and follows organisational policies.
7. Welfare of Society	Business should contribute to the well-being and development of society, not just earn profits.	Companies undertake CSR activities, such as education, healthcare and environmental projects.
8. Guidance for Business Conduct	Dharma acts as a moral guide for decision-making. It helps managers decide what is right and wrong in difficult situations.	If a supplier offers a manager a bribe, the manager refuses it and selects the supplier on merit.

Q6.1) Role/ Application of Karma in Indian Business Practices

Karma means that every action has a consequence, so a person should take responsibility for their actions and perform them ethically. Nishkama Karma, from the *Bhagavad Gita*, means performing one's duty sincerely without being overly attached to the results. In business, both encourage ethical behaviour, honesty, responsibility, professional integrity and long-term thinking.

Role / Application of Karma	**Easy Explanation**	**Simple Business Example**

1. Law of Cause & Effect	Every action has a result. Good actions bring positive results, while wrong actions can create problems.	A company provides good-quality products → customers become satisfied and continue buying from the company.
2. Individual Responsibility	Every person should take responsibility for their own actions and decisions.	If a manager makes a mistake in a project, they accept it and take steps to correct it.
3. Ethical Decision Making	Karma encourages people to choose the right and honest option, even when the wrong option may give quick profit.	A businessman refuses to give a bribe to get a contract.
4. Long-Term Perspective	Businesses should think about future benefits and consequences, rather than only immediate profit.	A company uses good-quality materials even though they cost more, because it builds a good reputation in the long run.
5. Importance of Intentions	The intention behind an action is important. Business decisions should be made with honest and positive intentions.	A company provides employee training because it genuinely wants to improve employee skills.
6. Encourages Honesty	Karma encourages truthful and transparent behaviour, which helps build trust.	A seller honestly tells a customer about a defect in a product instead of hiding it.

7. Discourages Exploitation	Karma teaches businesses not to unfairly take advantage of employees, customers or suppliers.	A company provides fair wages and safe working conditions instead of exploiting workers.
8. Supports Social Responsibility	Businesses should consider their responsibility towards society and the environment, not only profit.	A company supports education, healthcare or environmental projects through CSR activities.

Q6.2) Role/ application of Nishkama Karmavim Indian business Practices

Nishkama Karma means performing one's duty sincerely and selflessly without being overly attached to the result. It teaches a person to focus on doing the work properly rather than being driven only by money, rewards or personal success. In business, it promotes ethical work, professionalism, self-discipline and integrity.

Role / Application of Nishkama Karma	Easy Explanation	Simple Business Example
1. Selfless Action	Doing work with a helpful and positive attitude, without thinking only about personal benefit.	A senior employee helps a new employee learn the work without expecting anything in return.
2. Focus on Duty	Give importance to performing your responsibility properly and sincerely.	An employee completes an important report carefully and on time, even when the manager is not monitoring them.

3. Detachment from Results	Focus on your efforts and performance rather than becoming overly worried about the final result.	A salesperson focuses on serving customers well instead of using false promises just to achieve a sales target.
4. Ethical Performance	Work should be done honestly and correctly, even when there is pressure to achieve results.	An accountant maintains accurate accounts instead of manipulating figures to show higher profits.
5. Reduction of Greed	It teaches people not to become excessively focused on money, profit or rewards.	A business does not charge customers unfairly just to earn extra profit.
6. Inner Satisfaction	Honest and meaningful work can provide personal satisfaction beyond money and rewards.	An employee feels satisfied after helping a customer solve a difficult problem.
7. Professional Integrity	A professional should follow ethical values and principles, even when there is no immediate personal benefit.	An employee refuses a bribe and follows company rules even when nobody is watching.
8. Supports Social Responsibility	Businesses should consider their responsibility towards society and the environment, not only profit.	A company supports education, healthcare or environmental projects through CSR activities.

Q7) Key principles of Sustainability in Indian Thought and its relevance in the business.

Introduction:
Indian thought has traditionally emphasized living in harmony with nature and using resources responsibly. It teaches that humans are part of nature and should not exploit it excessively. These ideas are relevant to modern business because they promote responsible resource use, environmental protection and long-term sustainable growth.

Principle	**Easy Explanation**	**Relevance / Modern Business Example**
1. Harmony with Nature	Humans should live with nature, not against it, and avoid unnecessary damage to the environment.	A company uses renewable energy such as solar power to reduce environmental impact.
2. Balanced Consumption	We should use only what we really need and avoid unnecessary consumption or wastage.	A company reduces excess packaging and avoids wasting electricity and water.
3. Respect for Natural Resources	Natural resources such as water, forests, soil and minerals should be treated as valuable and used carefully.	A factory uses water-saving technology and treats wastewater before releasing it.
4. Interdependence of Life	All living beings are connected and depend on each other. Harm to nature can ultimately affect human life and business.	A company protects biodiversity while developing a new industrial project.
5. Conservation of Resources	Resources should be saved and protected for present as well as future generations.	A business follows recycling and waste-management practices to reduce the use of raw materials.

6. Long-Term Perspective	Decisions should consider future consequences, rather than focusing only on immediate profit.	A company invests in energy-efficient machinery even if the initial cost is high.
7. Environmental Ethics	Businesses have a moral responsibility to protect the environment while carrying out economic activities.	A company avoids polluting rivers and follows environmental standards even when compliance increases costs.
8. Sustainable Development	Development should meet present needs without harming the ability of future generations to meet their needs.	A company develops products using eco-friendly materials while maintaining profitability.
9. Simplicity of Living	Indian thought encourages simple living and avoiding unnecessary wants and wastage.	A business reduces unnecessary use of paper, electricity, office resources and disposable items.
10. Ecological Balance	There should be a balance between economic activities and the natural environment.	A company plants trees, manages waste and reduces emissions while continuing its business operations.

Q8) **Relationship between Karma yoga & work culture**

Karma Yoga is one of the paths of Yoga explained in the **Bhagavad Gita**. It means performing one's duties sincerely, efficiently, and selflessly without being attached to the results. Lord Krishna advised Arjuna to focus on his actions (karma) rather than

worrying about success or failure. In modern organizations, the principles of Karma Yoga help in developing a positive, ethical, and productive work culture.

Karma Yoga Principle	Concept Background	Relationship with Work Culture	Example
1. Duty-Oriented Work Culture (Kartavya Bhavana)	Karma Yoga emphasizes performing one's duty with dedication and responsibility.	Employees focus on fulfilling their responsibilities sincerely.	A teacher prepares lessons regularly and teaches students effectively, regardless of appreciation.
2. Selfless Service & Teamwork (Nishkama Karma)	Nishkama Karma means performing actions without expecting personal rewards.	Encourages cooperation, teamwork, and collective success over individual gain.	A team member helps colleagues complete a project without expecting extra credit.
3. Excellence in Work Performance	Karma Yoga teaches giving one's best effort in every task.	Employees strive for quality and continuous improvement in their work.	An engineer carefully designs a product to ensure safety and efficiency.
4. Ethical & Value-Based Behaviour	Karma Yoga promotes truthfulness, honesty, and righteousness (Dharma).	Creates an ethical workplace with trust and integrity.	An employee reports accurate financial information without manipulation.

5. Stress-Free & Balanced Work Environment	Attachment to results causes anxiety; Karma Yoga teaches focus on effort.	Employees experience less stress and remain emotionally balanced.	A salesperson works hard toward targets without becoming discouraged by temporary setbacks.
6. Discipline & Self-Management	Karma Yoga requires self-control, commitment, and consistency in actions.	Develops punctuality, accountability, and efficient use of resources.	An employee manages time effectively and completes tasks before deadlines.
7. Leadership through Service	Karma Yoga views leadership as serving others rather than exercising power.	Leaders support, guide, and motivate employees for organizational success.	A manager mentors team members and helps them overcome work challenges.
8. Social Responsibility & Sustainable Development	Karma Yoga encourages actions that benefit society and promote collective welfare.	Organizations become socially responsible and environmentally conscious.	A company adopts sustainable practices and participates in community development projects.

Q9) **Skill development through the guru- shishya tradition & its relevance in contemporary organisation.**

The **Gurukul System** was the traditional Indian education system where students (Shishyas) lived with their teacher (Guru) and learned through observation, practice, discipline, and real-life experiences. Education was not limited to books; it focused on

the overall development of personality, character, skills, and values. Many principles of the Gurukul system are still relevant in modern education and workplace training.

Principle	Concept Background (Gurukul System)	Modern Relevance	Easy Example
1. Personalised Learning	The Guru gave individual attention based on each student's abilities and learning pace.	Modern education uses mentoring, coaching, and personalized learning plans.	A teacher provides extra support to a student who finds mathematics difficult.
2. Learning through Observation & Practice	Students learned by observing the Guru and practicing regularly.	Internships, practical training, and demonstrations follow the same approach.	A trainee chef learns cooking by watching and assisting an experienced chef.
3. Development of Professional Skills	Students were trained in specific skills such as warfare, administration, agriculture, or arts.	Skill-based education prepares students for careers and industries.	A computer science student learns coding through projects and assignments.
4. Character Building & Ethical Values	Gurukul education emphasized	Schools and organizations promote ethics,	An employee reports mistakes honestly instead of hiding them.

	honesty, respect, humility, and responsibility.	integrity, and social responsibility.	
5. Discipline & Self-Management	Daily routines and self-discipline were essential parts of Gurukul life.	Time management and self-discipline are important for academic and professional success.	A student follows a study timetable and completes assignments on time.
6. Continuous Feedback & Improvement	The Guru regularly observed students and guided them for improvement.	Performance reviews, assessments, and mentoring help continuous learning.	A manager gives regular feedback to improve an employee's performance.
7. Holistic Development	Education focused on physical, mental, emotional, and spiritual growth.	Modern education encourages academics, sports, arts, and personality development.	A student participates in sports, cultural activities, and academics.
8. Learning through Real-Life Situations	Students learned by solving practical problems and participating in daily activities.	Experiential learning and case-study methods are widely used today.	Business students analyze real company cases to understand management concepts.

9. Gradual Skill Progression	Learning moved step-by-step from basic concepts to advanced knowledge.	Modern training programs follow structured learning paths.	A medical student first learns theory, then clinical practice, and finally performs procedures under supervision.

Q10) Techniques of Motivation of employees at work from Arthashastra and their relevance in contemporary organisational practices.

The *Arthashastra* by Kautilya provides valuable principles for motivating employees and managing organizations effectively. Kautilya emphasized rewards, fair compensation, recognition, training, discipline, and welfare to improve the performance and loyalty of officials. These principles helped ensure efficient administration in ancient times. Even today, modern organizations use similar practices such as incentives, promotions, employee development, and recognition programs to enhance motivation and productivity.

Principle	**Concept Background (Arthashastra)**	**Modern Relevance**	**Easy Example**
Reward and Incentives	Kautilya suggested rewarding honest and efficient officials with wealth, promotions, and recognition.	Organizations use bonuses, incentives, and performance rewards to motivate employees.	A sales employee receives a bonus for achieving targets.

Promotion Based on Merit	Officials were promoted according to their skills, competence, and performance.	Merit-based promotions increase employee motivation and productivity.	An employee is promoted to team leader after consistently performing well.
Job Security	Loyal and trustworthy officials were given stable positions in the kingdom.	Employees feel motivated when they have job stability and career growth opportunities.	A company offers permanent employment after successful probation.
Recognition and Appreciation	The king publicly appreciated capable officials for their contributions.	Employee recognition programs improve morale and engagement.	“Employee of the Month” awards motivate staff to perform better.
Fair Compensation	Arthashastra emphasized providing appropriate salaries according to responsibilities.	Fair wages help attract and retain talented employees.	Employees receive competitive salaries matching industry standards.
Discipline and Accountability	Officials were expected to perform duties honestly, with penalties for misconduct.	Clear rules and accountability create a productive work environment.	Employees follow company policies and performance standards.

Training and Skill Development	Officials were trained to improve their administrative and leadership abilities.	Organizations conduct training programs to enhance employee skills.	Employees attend workshops to learn new software and technologies.
Employee Welfare	The ruler was expected to ensure the well-being of officials and citizens.	Modern companies focus on employee welfare, health, and work-life balance.	Companies provide medical insurance and wellness programs.
Right Person for the Right Job	Kautilya advised assigning duties according to an individual's abilities and strengths.	Proper job allocation increases efficiency and job satisfaction.	A person with strong communication skills is assigned to customer service.
Leadership by Example	The king was expected to be ethical, hardworking, and dedicated.	Managers who lead by example inspire employees to perform better.	A manager works alongside the team during a critical project deadline.

Q11) Techniques of Motivation of Employees at work from Vidura Niti & their relevance in contemporary organisational practices

Vidura Niti, found in the Mahabharata, contains valuable teachings on ethics, leadership, and human behavior. Vidura emphasized fairness, respect, emotional control, and the welfare of all people. These principles helped rulers manage their kingdoms effectively and maintain loyal followers. In modern organizations, these

ideas are reflected in ethical leadership, employee welfare, recognition, and effective communication practices that motivate employees and improve organizational performance.

Principle	Brief Background (Vidura Niti)	Modern Relevance	Easy Example
Ethical Leadership (Dharma-Based Approach)	Vidura advised rulers to follow Dharma (righteousness) and lead with honesty and integrity.	Ethical leaders gain employees' trust and commitment.	A manager follows company rules and treats everyone fairly.
Respect & Human Dignity	Vidura emphasized treating all individuals with respect and dignity.	Respectful workplaces improve employee satisfaction and teamwork.	A supervisor listens carefully to employees' concerns.
Proper Selection & Right Job Allocation	Duties should be assigned according to a person's skills and capabilities.	Right job allocation increases efficiency and productivity.	A creative employee is assigned to the marketing team.
Clear Communication & Guidance	Vidura stressed the importance of giving clear instructions and wise guidance.	Effective communication reduces confusion and improves performance.	A manager clearly explains project goals and expectations.

Fairness & Avoidance of Corruption	Leaders should be impartial and avoid favoritism or corruption.	Fair treatment creates trust and a positive work culture.	Promotions are based on performance, not personal relationships.
Lokasangraha (Welfare of All)	Leaders should work for the welfare and well-being of everyone.	Employee welfare programs increase motivation and loyalty.	A company provides health insurance and wellness benefits.
Emotional Stability	Vidura advised leaders to remain calm, patient, and self-controlled.	Emotional intelligence helps managers handle workplace challenges effectively.	A manager stays calm and resolves conflicts professionally.
Recognition & Appreciation	Good work should be acknowledged and appreciated.	Recognition boosts morale and encourages better performance.	An employee receives appreciation for completing a project successfully.

Q12) Leadership Styles in Indian Epics(Ramayana, Mahabharata) & their relevance to Modern Leadership.

1. Rama as ideal ethical leader (Maryada Purushottam)
2. Rama as a participative & collaborative leader
3. Rama as people-centeric leader (people-centric Governance)
4. Krishna as strategis & situational leader (mahabharata)
5. Bhishma as principle-based & rule- oriented leader
6. Dhritarashtra as ineffective & biased leadership
7. Yudhishthira as ethical & value-based leader
8. Arjuna as a focused and performance-oriented leader

No.	Leader & Leadership Style	Key Characteristics	Example from the Epic	Relevance to Modern Leadership
1	**Rama – Ideal Ethical Leader**	Integrity, duty, self-discipline, commitment to promises and values	Rama accepted 14 years of exile to honor his father Dasharatha's promise, despite being entitled to the throne.	Leaders should demonstrate integrity, accountability and ethical decision-making , even when personal interests are affected.
2	**Rama – Participative & Collaborative Leader**	Teamwork, consultation, trust and delegation	During the search for Sita and the Lanka campaign, Rama worked with Sugriva, Hanuman, Jambavan and the Vanara army, seeking their support and contributions.	Modern leaders achieve goals by involving teams, empowering employees and encouraging collaboration.

3	**Rama – People-Centric Leader**	Concern for citizens, welfare, justice and responsible governance	Rama Rajya is traditionally described as a kingdom where people lived peacefully and the ruler prioritized their welfare.	Leaders and administrators should focus on citizen/employee welfare, fairness, trust and stakeholder needs.
4	**Krishna – Strategic & Situational Leader**	Strategic thinking, adaptability, diplomacy and situational decision-making	Krishna advised the Pandavas, attempted diplomatic negotiations before the war, and guided Arjuna on the battlefield when he faced a moral dilemma.	Modern leaders need strategic planning, adaptability and the ability to change approach according to circumstances.
5	**Bhishma – Principle-Based & Rule-Oriented Leader**	Loyalty, duty, discipline and adherence to vows	Bhishma took the lifelong vow of celibacy and renounced his claim to the throne to fulfill his father Shantanu's wishes.	Rules and principles can provide stability, discipline and consistency, though leaders must also consider changing circumstances.

6	**Dhritarashtra – Ineffective & Biased Leadership**	Partiality, indecision and inability to act against wrongdoing	Despite knowing about Duryodhana's hostility toward the Pandavas, Dhritarashtra repeatedly failed to prevent the conflict.	Leaders should avoid favoritism, indecision and conflicts of interest and must address problems before they become crises.
7	**Yudhishthira – Ethical & Value-Based Leader**	Truthfulness, justice, responsibility and commitment to dharma	Yudhishthira consistently emphasized dharma and truth, including accepting the consequences of the dice game and later seeking peace before war.	Leaders should make decisions based on values, fairness, transparency and long-term responsibility.
8	**Arjuna – Focused & Performance-Oriented Leader**	Concentration, skill, determination and goal orientation	In the "bird's eye" episode, Arjuna focused only on the bird's eye while practicing archery, demonstrating exceptional concentration.	Successful leaders need clear goals, focus, continuous skill development and performance orientation.

MODULE 2- UNIT 1- Indian Management & Leadership Philosophy

Q1) Relationship between Karma yoga & work culture

Karma Yoga is one of the paths of Yoga explained in the **Bhagavad Gita**. It means performing one's duties sincerely, efficiently, and selflessly without being attached to the results. Lord Krishna advised Arjuna to focus on his actions (karma) rather than worrying about success or failure. In modern organizations, the principles of Karma Yoga help in developing a positive, ethical, and productive work culture.

Karma Yoga Principle	Concept Background	Relationship with Work Culture	Example
1. Duty-Oriented Work Culture (Kartavya Bhavana)	Karma Yoga emphasizes performing one's duty with dedication and responsibility.	Employees focus on fulfilling their responsibilities sincerely.	A teacher prepares lessons regularly and teaches students effectively, regardless of appreciation.
2. Selfless Service & Teamwork (Nishkama Karma)	Nishkama Karma means performing actions without expecting personal rewards.	Encourages cooperation, teamwork, and collective success over individual gain.	A team member helps colleagues complete a project without expecting extra credit.
3. Excellence in Work Performance	Karma Yoga teaches giving one's best effort in every task.	Employees strive for quality and continuous improvement in their work.	An engineer carefully designs a product to ensure safety and efficiency.

4. Ethical & Value-Based Behaviour	Karma Yoga promotes truthfulness, honesty, and righteousness (Dharma).	Creates an ethical workplace with trust and integrity.	An employee reports accurate financial information without manipulation.
5. Stress-Free & Balanced Work Environment	Attachment to results causes anxiety; Karma Yoga teaches focus on effort.	Employees experience less stress and remain emotionally balanced.	A salesperson works hard toward targets without becoming discouraged by temporary setbacks.
6. Discipline & Self-Managemen t	Karma Yoga requires self-control, commitment, and consistency in actions.	Develops punctuality, accountability, and efficient use of resources.	An employee manages time effectively and completes tasks before deadlines.
7. Leadership through Service	Karma Yoga views leadership as serving others rather than exercising power.	Leaders support, guide, and motivate employees for organizational success.	A manager mentors team members and helps them overcome work challenges.
8. Social Responsibility & Sustainable Development	Karma Yoga encourages actions that benefit society and promote collective welfare.	Organizations become socially responsible and environmentally conscious.	A company adopts sustainable practices and participates in community development projects.

Q2) Skill development through the guru- shishya tradition & its relevance in contemporary organisation.

The **Gurukul System** was the traditional Indian education system where students (Shishyas) lived with their teacher (Guru) and learned through observation, practice, discipline, and real-life experiences. Education was not limited to books; it focused on the overall development of personality, character, skills, and values. Many principles of the Gurukul system are still relevant in modern education and workplace training.

Principle	Concept Background (Gurukul System)	Modern Relevance	Easy Example
1. Personalised Learning	The Guru gave individual attention based on each student's abilities and learning pace.	Modern education uses mentoring, coaching, and personalized learning plans.	A teacher provides extra support to a student who finds mathematics difficult.
2. Learning through Observation & Practice	Students learned by observing the Guru and practicing regularly.	Internships, practical training, and demonstrations follow the same approach.	A trainee chef learns cooking by watching and assisting an experienced chef.

3. Development of Professional Skills	Students were trained in specific skills such as warfare, administration, agriculture, or arts.	Skill-based education prepares students for careers and industries.	A computer science student learns coding through projects and assignments.
4. Character Building & Ethical Values	Gurukul education emphasized honesty, respect, humility, and responsibility.	Schools and organizations promote ethics, integrity, and social responsibility.	An employee reports mistakes honestly instead of hiding them.
5. Discipline & Self-Managemen t	Daily routines and self-discipline were essential parts of Gurukul life.	Time management and self-discipline are important for academic and professional success.	A student follows a study timetable and completes assignments on time.
6. Continuous Feedback & Improvement	The Guru regularly observed students and guided them for improvement.	Performance reviews, assessments, and mentoring help continuous learning.	A manager gives regular feedback to improve an employee's performance.
7. Holistic Development	Education focused on physical, mental,	Modern education encourages academics, sports,	A student participates in sports, cultural activities, and academics.

	emotional, and spiritual growth.	arts, and personality development.	
8. Learning through Real-Life Situations	Students learned by solving practical problems and participating in daily activities.	Experiential learning and case-study methods are widely used today.	Business students analyze real company cases to understand management concepts.
9. Gradual Skill Progression	Learning moved step-by-step from basic concepts to advanced knowledge.	Modern training programs follow structured learning paths.	A medical student first learns theory, then clinical practice, and finally performs procedures under supervision.

Q3) Techniques of Motivation of employees at work from Arthashastra and their relevance in contemporary organisational practices.

The *Arthashastra* by Kautilya provides valuable principles for motivating employees and managing organizations effectively. Kautilya emphasized rewards, fair compensation, recognition, training, discipline, and welfare to improve the performance and loyalty of officials. These principles helped ensure efficient administration in ancient times. Even today, modern organizations use similar practices such as incentives, promotions, employee development, and recognition programs to enhance motivation and productivity.

Principle	Concept Background (Arthashastra)	Modern Relevance	Easy Example
Reward and Incentives	Kautilya suggested rewarding honest and efficient officials with wealth, promotions, and recognition.	Organizations use bonuses, incentives, and performance rewards to motivate employees.	A sales employee receives a bonus for achieving targets.
Promotion Based on Merit	Officials were promoted according to their skills, competence, and performance.	Merit-based promotions increase employee motivation and productivity.	An employee is promoted to team leader after consistently performing well.
Job Security	Loyal and trustworthy officials were given stable positions in the kingdom.	Employees feel motivated when they have job stability and career growth opportunities.	A company offers permanent employment after successful probation.
Recognition and Appreciation	The king publicly appreciated capable officials for their contributions.	Employee recognition programs improve morale and engagement.	“Employee of the Month” awards motivate staff to perform better.

Fair Compensation	Arthashastra emphasized providing appropriate salaries according to responsibilities.	Fair wages help attract and retain talented employees.	Employees receive competitive salaries matching industry standards.
Discipline and Accountability	Officials were expected to perform duties honestly, with penalties for misconduct.	Clear rules and accountability create a productive work environment.	Employees follow company policies and performance standards.
Training and Skill Development	Officials were trained to improve their administrative and leadership abilities.	Organizations conduct training programs to enhance employee skills.	Employees attend workshops to learn new software and technologies.
Employee Welfare	The ruler was expected to ensure the well-being of officials and citizens.	Modern companies focus on employee welfare, health, and work-life balance.	Companies provide medical insurance and wellness programs.
Right Person for the Right Job	Kautilya advised assigning duties according to an individual's abilities and strengths.	Proper job allocation increases efficiency and job satisfaction.	A person with strong communication skills is assigned to customer service.

Leadership by Example	The king was expected to be ethical, hardworking, and dedicated.	Managers who lead by example inspire employees to perform better.	A manager works alongside the team during a critical project deadline.

Q4) Techniques of Motivation of Employees at work from Vidura Niti & their relevance in contemporary organisational practices

Vidura Niti, found in the Mahabharata, contains valuable teachings on ethics, leadership, and human behavior. Vidura emphasized fairness, respect, emotional control, and the welfare of all people. These principles helped rulers manage their kingdoms effectively and maintain loyal followers. In modern organizations, these ideas are reflected in ethical leadership, employee welfare, recognition, and effective communication practices that motivate employees and improve organizational performance.

Principle	**Brief Background (Vidura Niti)**	**Modern Relevance**	**Easy Example**
Ethical Leadership (Dharma-Based Approach)	Vidura advised rulers to follow Dharma (righteousness) and lead with honesty and integrity.	Ethical leaders gain employees' trust and commitment.	A manager follows company rules and treats everyone fairly.
Respect & Human Dignity	Vidura emphasized treating all	Respectful workplaces improve employee	A supervisor listens carefully to employees' concerns.

	individuals with respect and dignity.	satisfaction and teamwork.	
Proper Selection & Right Job Allocation	Duties should be assigned according to a person's skills and capabilities.	Right job allocation increases efficiency and productivity.	A creative employee is assigned to the marketing team.
Clear Communication & Guidance	Vidura stressed the importance of giving clear instructions and wise guidance.	Effective communication reduces confusion and improves performance.	A manager clearly explains project goals and expectations.
Fairness & Avoidance of Corruption	Leaders should be impartial and avoid favoritism or corruption.	Fair treatment creates trust and a positive work culture.	Promotions are based on performance, not personal relationships.
Lokasangraha (Welfare of All)	Leaders should work for the welfare and well-being of everyone.	Employee welfare programs increase motivation and loyalty.	A company provides health insurance and wellness benefits.
Emotional Stability	Vidura advised leaders to remain calm, patient, and self-controlled.	Emotional intelligence helps managers handle workplace challenges effectively.	A manager stays calm and resolves conflicts professionally.
Recognition & Appreciation	Good work should be acknowledged and appreciated.	Recognition boosts morale and	An employee receives appreciation for

		encourages better performance.	completing a project successfully.

Q5) Leadership Styles in Indian Epics(Ramayana, Mahabharata) & their relevance to Modern Leadership.

No.	Leader & Leadership Style	Main Features	Example from Epic	Relevance to Modern Leadership
1	**Rama – Ideal Ethical Leader**	Integrity, honesty, duty, self-discipline	Rama accepted 14 years of exile to honor his father's promise.	Leaders should maintain integrity, accountability and ethical conduct even during difficult situations.
2	**Rama – Participative & Collaborative Leader**	Teamwork, consultation, trust, cooperation	Rama worked with Sugriva, Hanuman and the Vanara army to rescue Sita.	Modern leaders should involve team members, delegate responsibilities and encourage teamwork.
3	**Rama – People-Centric Leader**	Welfare, justice, responsibility toward people	Rama Rajya is traditionally portrayed as governance focused on peace, justice and the welfare of citizens.	Leaders should prioritize employee/citizen welfare, fairness and stakeholder satisfaction.

4	**Krishna – Strategic & Situational Leader**	Strategy, adaptability, diplomacy, timely action	Krishna first supported peace and diplomacy, and later guided Arjuna strategically during the Kurukshetra war.	Leaders must adapt strategies according to situations and make timely decisions.
5	**Bhishma – Principle-Based & Rule-Oriented Leader**	Discipline, loyalty, duty, commitment to vows	Bhishma took a lifelong vow of celibacy and gave up his claim to the throne for his father's happiness.	Leaders should value discipline, principles, commitment and organizational rules.
6	**Dhritarashtra – Ineffective & Biased Leadership**	Favoritism, indecision, emotional attachment	Despite knowing about the conflict between the Pandavas and Kauravas, Dhritarashtra failed to take effective corrective action.	Leaders should avoid bias, favoritism and indecision and address conflicts promptly.
7	**Yudhishthira – Ethical & Value-Based Leader**	Truth, justice, responsibility, dharma	Yudhishthira consistently tried to follow dharma and uphold truth, even in difficult circumstances.	Modern leaders should make decisions based on ethics, fairness, transparency and values.
8	**Arjuna – Focused & Performance-Oriented Leader**	Concentration, determination, skill, goal orientation	In the bird's-eye training episode, Arjuna concentrated only on the target,	Leaders need clear goals, concentration, continuous improvement and

			demonstrating exceptional focus.	strong performance orientation.

Q6) Leadership principles in chanakya neeti & their relevance to modern leadership.

No.	Point	Easy Explanation	Example from Indian Epics
1	**Visionary Leadership & Long-Term Planning**	A good leader thinks about the future and makes plans to achieve goals.	Rama made plans and built alliances with Sugriva and the Vanara army to rescue Sita.
2	**Right Talent Selection**	A leader should choose the right person for the right job.	Rama recognized Hanuman's skills and trusted him with important tasks.
3	**Discipline & Accountability**	Leaders should follow rules and take responsibility for their actions.	Rama accepted 14 years of exile because he respected his father's promise.
4	**Situational Decision-Making**	A leader should change the plan according to the situation.	Krishna used different strategies depending on the situation during the Mahabharata war.
5	**Information-Based Decision-Making**	Leaders should collect correct information before making decisions.	Hanuman went to Lanka, found Sita and brought important information back to Rama.

6	**Strong Governance & Control**	A leader should maintain order, rules and proper administration.	Rama's rule, known as Rama Rajya, is traditionally associated with justice and good governance.
7	**Financial & Resource Management**	Leaders should use money, people and other resources carefully and avoid waste.	The Pandavas organized their available warriors and allies effectively during the war.
8	**Adaptability & Crisis Management**	A good leader should stay calm and change plans during problems or crises.	Rama faced many difficulties during exile and adapted to different situations with the help of his allies.

MODULE 2- UNIT 2- MARKETING & CONSUMER BEHAVIOUR IN IKS

Q1) How did traditional marketing practices and the barter system contribute to the development of trade and commerce in ancient India?

In ancient India, trade and commerce developed through simple and traditional methods of buying, selling and exchanging goods. Before the widespread use of money, people mainly used the barter system, where goods were exchanged for other goods. Haats, bazaars and melas provided important places for trade, while trust, relationships, culture and traditions strongly influenced buying and selling. These practices gradually helped develop the foundation of modern marketing in India.

No.	Simple Heading	Explanation	Example
1	**Exchange through the Barter System**	In ancient India, people exchanged goods and services without using money. The value of one product was exchanged for another according to need and agreement.	A farmer could exchange wheat for clothes from a weaver.
2	**Role of Haats (Weekly Rural Markets)**	Haats were local weekly markets where farmers, artisans and traders sold their products directly to customers. They helped local trade and provided goods to rural people.	A farmer selling vegetables, grains and fruits in a weekly Haat.
3	**Role of Bazaars (Permanent Markets)**	Bazaars were regular marketplaces with different shops and traders. They provided a wide variety of	A Baazar having separate sellers for cloth, spices, jewellery and utensils.

		products and encouraged competition among sellers.	
4	**Role of Fairs (Melas)**	Melas brought a large number of buyers and sellers together. They helped traders promote products and reach customers from different areas.	A trader selling handicrafts and jewellery at a large Mela.
5	**Marketing Based on Trust and Relationships**	Traditional marketing depended heavily on personal relationships and trust between buyers and sellers. Regular customers often purchased from trusted sellers.	A family regularly buying grains from the same shopkeeper because they trusted the quality.
6	**Word-of-Mouth Promotion**	Sellers depended on satisfied customers to tell others about their products. Good reputation helped businesses attract new customers without formal advertising.	A customer recommending a skilled potter to relatives and neighbours.
7	**Influence of Culture on Consumer Behaviour**	Indian culture, customs and lifestyle influenced what people purchased and how they purchased it.	During festivals, people bought traditional clothes, sweets and decorative items.
8	**Influence of Traditions on Market Demand**	Religious and social traditions created regular demand for certain	During Diwali, demand increased for lamps, sweets, decorations and gifts.

		products during festivals, marriages and ceremonies.	
9	**Role of Values in Indian Markets**	Values such as honesty, fairness, quality and respect for customers were important in maintaining good business relationships.	A shopkeeper maintaining fair weights and good-quality products gained customer trust.
10	**Importance of Ethics in Traditional Marketing**	Ethical practices such as honest measurement, fair pricing and avoiding cheating helped sellers maintain their reputation and long-term business.	A trader using correct weights and measures instead of giving customers less quantity.

Q2) What was the role of fairs (Melas) in marketing during ancient India, and how have they influenced contemporary marketing practices?

In ancient India, Melas (fairs) were important centres of trade, social interaction and cultural activities. They brought together traders, artisans, farmers and customers from different villages and regions at one place. Melas provided opportunities to sell products, promote local goods, exchange information and build business relationships. These traditional practices later influenced modern trade fairs, exhibitions, promotional events and marketplaces.

No.	**Head Point**	**Ancient India – Simple Explanation**	**Contemporary Marketing – Influence**	**Example**

1	**Platform for Large-Scale Trade**	Melas brought many buyers and sellers together at one place, making it easier to buy and sell goods on a large scale.	Today, trade fairs and exhibitions bring many companies, buyers and sellers together.	Ancient: Traders selling clothes, food and handicrafts at a Mela. Modern: Companies displaying products at a trade exhibition.
2	**Expansion of Market Reach**	Traders could meet customers from different villages and regions, helping them sell beyond their local area.	Modern businesses use trade fairs, exhibitions and events to reach customers from different cities and countries.	Ancient: A village artisan selling products to visitors from other villages. Modern: An Indian company finding buyers from different states at an exhibition.
3	**Promotion of Indigenous Products**	Melas helped local artisans and producers display and sell traditional Indian products.	Today, exhibitions, handicraft fairs and "Made in India" promotions help promote local and indigenous products.	Ancient: Artisan selling handmade pottery. Modern: Handicraft exhibition promoting Indian handicrafts.
4	**Direct Interaction with Customers**	Sellers directly talked to customers, explained their products and understood their needs.	Companies today use exhibitions, product demonstrations and events to interact directly with customers.	Ancient: A seller explaining the quality of a handmade cloth. Modern: A company representative demonstrating a new product at a trade fair.

5	**Building Trust and Reputation**	Regular interaction and honest dealing helped sellers build trust and a good reputation among customers.	Businesses today focus on customer satisfaction, reviews, brand reputation and relationships.	Ancient: Customers repeatedly buying from a trusted seller. Modern: Customers choosing a brand because of good reviews and reputation.
6	**Cultural and Economic Integration**	Melas brought people from different regions together and encouraged the exchange of goods, ideas and cultures.	Modern exhibitions and business events connect businesses and customers from different regions and countries.	Ancient: Traders from different regions meeting at a Mela. Modern: International trade fairs bringing companies from different countries together.
7	**Information Sharing and Networking**	Traders and customers exchanged information about prices, products, demand and business opportunities.	Today, trade fairs provide opportunities for market research, networking, business contacts and sharing information.	Ancient: Traders discussing prices and demand for spices. Modern: Business owners meeting potential distributors at an exhibition.
8	**Encouragement of Entrepreneurship**	Melas gave small producers, artisans and traders an opportunity to display their products and earn income.	Today, exhibitions, fairs and business events give small businesses and startups opportunities to	Ancient: A craftsman selling handmade products at a Mela. Modern: A startup displaying its new product at a business exhibition.

			promote and sell their products.	
9	**Rural Economic Development**	Melas helped rural farmers, artisans and small traders sell their products and earn income.	Today, rural fairs, farmers' markets and exhibitions help rural producers reach wider markets.	Ancient: A rural farmer selling grains at a Mela. Modern: Farmers selling organic products at a farmers' market.

Q3) What was the role of Haats in marketing during ancient India and its influence on contemporary marketing practices?

In ancient India, **Haats were periodic local markets**, often held weekly, where farmers, artisans and small traders sold their goods directly to nearby customers. They provided an easy and affordable way to exchange goods and connect producers with consumers. Haats also encouraged **local products, small businesses, customer relationships and information sharing**. Many of these practices can still be seen in modern local markets, farmers' markets and D2C marketing.

No.	**Head Point**	**Ancient India – Simple Explanation**	**Contemporary Marketing – Influence**	**Example**
1	**Localised Marketing Centres**	Haats were held in villages or nearby areas and mainly served the local population.	Today, weekly markets, local markets and farmers' markets serve customers	Ancient: Villagers buying vegetables from a weekly Haat. Modern: Local farmers' market

			in a particular area.	selling fresh vegetables.
2	**Direct Producer-to-Consumer Trade**	Farmers and artisans sold their products directly to customers, reducing the need for middlemen.	Today, D2C marketing and farmers' markets allow producers to sell directly to consumers.	Ancient: Farmer selling vegetables directly to villagers. Modern: Farmer selling produce directly through a farmers' market or online channel.
3	**Cost-Effective Distribution System**	Goods were usually sold close to where they were produced, reducing transportation and middlemen costs.	Modern businesses use local sourcing, direct delivery and D2C models to reduce distribution costs.	Ancient: Farmer carrying vegetables from a nearby farm to the Haat. Modern: Local farm delivering vegetables directly to nearby customers.
4	**Customer Relationship Building**	Frequent face-to-face interaction helped sellers understand customers and develop trust.	Today, businesses use customer service, loyalty programmes and personalised marketing to build relationships.	Ancient: A customer regularly buying grains from the same farmer. Modern: Customer repeatedly buying from the same local store.
5	**Source of Market Information**	Sellers learned about prices, demand, customer preferences and competing products	Today, businesses use customer feedback, surveys and market research to	Ancient: A farmer learning that customers wanted more onions. Modern: A retailer using

		by talking to buyers and other traders.	understand demand.	customer feedback to increase onion stock.
6	**Promotion of Local Products**	Haats provided an opportunity for local farmers and artisans to display and sell locally made products.	Today, local brands, farmers' markets and handicraft fairs promote locally produced goods.	Ancient: A potter selling handmade pots at a Haat. Modern: A local artisan selling handmade products at a craft market.
7	**Support for Small Businesses**	Haats gave farmers, craftsmen and small traders a low-cost place to sell their products and earn income.	Today, local markets, exhibitions and online platforms help small businesses and entrepreneurs reach customers.	Ancient: A small basket maker selling handmade baskets. Modern: A small business selling handmade products at a local exhibition or online.
8	**Flexibility & Adaptability**	Sellers could change the quantity, price and type of products according to local demand and customer needs.	Today, businesses change products, prices and marketing strategies according to market trends and customer preferences.	Ancient: A seller bringing more umbrellas during the rainy season. Modern: A retailer increasing raincoat and umbrella stock during monsoon.
9	**Sustainable Marketing Practices**	Haats mainly involved local products and short-distance trade, which reduced the need for	Today, local sourcing, farmers' markets and eco-friendly marketing can support	Ancient: Villagers buying vegetables produced nearby. Modern: Consumers buying locally grown

		long-distance transportation.	sustainable consumption and local producers.	vegetables from a farmers' market.

Q4) **What was the role of Baazars in marketing during ancient India and its influence on contemporary marketing practices?**

In ancient India, **Baazars were regular or permanent marketplaces** where traders, shopkeepers, artisans and customers came together for buying and selling goods. They provided a wide variety of products and encouraged **competition, price negotiation and customer relationships**. Baazars played an important role in connecting local producers with customers and promoting trade. Their basic ideas can still be seen in **modern retail markets, shopping malls, supermarkets and online marketplaces**.

No.	**Head Point**	**Ancient India – Simple Explanation**	**Contemporary Marketing – Influence**	**Example**
1	**Organised Centre of Trade**	Baazars were organised places where merchants, artisans and customers regularly bought and sold goods.	Today, shopping markets, retail stores, malls and supermarkets act as organised centres of trade.	Ancient: A city Baazar with separate sellers of textiles, spices and jewellery. Modern: A shopping mall with different branded stores.
2	**Expansion of Market**	Baazars attracted traders and customers from different villages and regions, helping	Today, retail chains and e-commerce platforms allow businesses to reach customers	Ancient: A trader bringing textiles from another region to sell in a city Baazar. Modern: An online seller delivering

		products reach a wider market.	across cities, states and countries.	products throughout India.
3	**Promotion of Indigenous and Local Products**	Baazars provided a place for local artisans and producers to display and sell traditional products.	Today, local brands, handicraft markets and “Made in India” campaigns promote indigenous products.	Ancient: A local artisan selling handmade pottery. Modern: An Indian handicraft brand selling handmade products at an exhibition.
4	**Direct Interaction with Customers**	Shopkeepers directly interacted with customers, explained products and understood their needs.	Today, retailers and brands use sales staff, product demonstrations, social media and D2C channels to interact with customers.	Ancient: A cloth seller showing different fabrics to a customer. Modern: A salesperson explaining features of a product in a retail store.
5	**Building Trust and Reputation**	Honest dealing, good-quality products and regular interaction helped merchants build trust and a good reputation.	Today, businesses build trust through quality, customer service, reviews, ratings and brand reputation.	Ancient: Customers repeatedly buying from a trusted spice seller. Modern: Customers choosing a brand because of positive online reviews.

6	**Information Exchange and Market Intelligence**	Traders exchanged information about prices, demand, supply and popular products in the Baazar.	Today, businesses use market research, customer feedback, sales data and competitor analysis to understand the market.	Ancient: A trader learning that the demand for a particular spice had increased. Modern: A retailer checking sales data to decide which product to stock more.
7	**Encouragement of Competition and Innovation**	The presence of many sellers encouraged competition in price, quality and product variety. Sellers had to improve their products to attract customers.	Today, competition encourages companies to develop new products, better quality, attractive prices and innovative marketing strategies.	Ancient: Two textile sellers competing through better-quality cloth. Modern: Two smartphone brands competing through new features and offers.
8	**Support for Merchant Guilds (Shrenis)**	Merchant and artisan groups called Shrenis helped organise business activities, maintain standards and protect the interests of their members.	Today, trade associations, business organisations and industry bodies perform similar functions by supporting businesses and setting industry standards.	Ancient: A group of textile merchants working together as a guild. Modern: An industry association representing businesses in a particular sector.

9	**Contribution to Economic Growth**	Baazars created employment and encouraged production, trade and movement of goods, contributing to the growth of towns and the economy.	Today, retail markets and e-commerce create jobs, business opportunities, production and tax revenue, contributing to economic development.	Ancient: A busy Baazar supporting traders, artisans, transporters and shopkeepers. Modern: A shopping mall creating jobs for retailers, security staff and service workers.
10	**Foundation of Modern Marketing Practices**	Baazars introduced basic ideas such as product variety, competition, direct selling, customer relationships and market information.	These ideas continue through retailing, branding, customer relationship management, market research and e-commerce.	Ancient: Customer comparing products from different sellers. Modern: Customer comparing different brands and prices online befor

Q5) What was the role of culture in marketing during ancient India and its influence on contemporary marketing practices?

India has a **rich and diverse culture** with different languages, religions, food habits, festivals, traditions and lifestyles. Culture strongly influences **what people buy, when they buy, how they buy and how they respond to advertisements**. Therefore, Indian businesses often adapt their products, communication and marketing strategies according to local cultural preferences.

No.	Head Point	Traditional/Indian Market – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Food Habits and Cuisine Culture**	Different regions of India have different food preferences, ingredients and cooking styles. Markets traditionally supplied products according to local food habits.	Companies localise food products, flavours, menus and advertising according to regional tastes.	Traditional: Different regions buying different spices and grains. Modern: Food brands offering regional flavours such as South Indian, Punjabi or Maharashtrian products.
2	**Language and Communication Culture**	Traders and sellers communicated with customers using local languages and familiar expressions, making communication easier.	Businesses use regional languages, local advertisements and culturally familiar messages to connect with customers.	Traditional: A seller explaining a product in the local language. Modern: An advertisement shown in Marathi for customers in Maharashtra.
3	**Festivals and Ritual Culture**	Festivals and rituals created increased demand for specific goods such as sweets, clothes, decorations and पूजा items.	Businesses plan festival-based promotions, discounts, special packaging and seasonal products.	Traditional: Increased demand for lamps and sweets during Diwali. Modern: Brands offering Diwali gift packs and festive discounts.

4	**Clothing and Dress Culture**	Clothing choices were influenced by regional traditions, climate, customs and occasions.	Fashion brands offer traditional, regional and modern clothing according to customer preferences.	Traditional: People buying traditional sarees or dhotis for special occasions. Modern: Brands promoting sarees, kurtas and ethnic wear during festivals.
5	**Family and Social Structure Culture**	Indian purchasing decisions were often influenced by family members and social groups.	Marketers create products and advertisements targeting families and multiple decision-makers.	Traditional: A family jointly deciding which household goods to buy. Modern: Family-oriented advertisements for cars, homes or food products.
6	**Religious Beliefs and Practices**	Religious beliefs influenced the products people purchased and the occasions on which they purchased them.	Businesses consider religious occasions and sensitivities while designing products and marketing campaigns.	Traditional: Demand for पूजा items during religious occasions. Modern: Stores offering special पूजा kits during festivals.
7	**Traditional and Heritage Culture**	Traditional crafts, arts, designs and skills created demand for locally made and culturally significant products.	Businesses promote handicrafts, traditional designs, regional products and heritage brands.	Traditional: Customers buying handmade pottery from local artisans. Modern: Handicraft brands selling traditional products

				through exhibitions and online platforms.
8	**Relationship Culture**	Trust, personal relationships and recommendations were important in buying and selling. Customers often preferred sellers they knew and trusted.	Modern businesses use customer relationship management, loyalty programmes, personalisation and referrals.	Traditional: Customer repeatedly buying from a trusted shopkeeper. Modern: A customer receiving loyalty benefits from a favourite retail brand.
9	**Social Customs and Behaviour Culture**	Social customs such as weddings, family functions and community events created demand for particular products and services.	Businesses create occasion-based products and marketing campaigns around weddings and social events.	Traditional: Buying clothes and jewellery for a wedding. Modern: Jewellery brands running special wedding collections and campaigns.
10	**Lifestyle and Daily Routine Culture**	People's daily routines, occupations, climate and local lifestyles influenced the products they needed.	Marketers develop and position products according to changing lifestyles, occupations and consumer habits.	Traditional: Rural households purchasing farming tools according to their work. Modern: Companies offering convenience foods and online delivery for busy urban consumers.

Q6) What was the role of Traditions in marketing during ancient India and its influence on contemporary marketing practices?

India has a long history of **traditions, customs, festivals and social practices**. These traditions influence people's **buying habits, product preferences and demand for goods and services**. From festivals and weddings to fairs, agriculture and handicrafts, traditional practices have played an important role in the development of Indian markets. Even today, businesses use these traditions to plan their products and marketing activities.

No.	Head Point	Traditional/Ancient Market – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Festival Traditions**	Festivals created extra demand for sweets, clothes, decorations, पूजा items and gifts. Sellers prepared products according to the festival season.	Companies use festival offers, discounts, special packaging and advertisements to increase sales.	Traditional: People buying lamps and sweets during Diwali. Modern: Brands offering Diwali gift packs and festive discounts.
2	**Wedding Traditions**	Weddings created demand for clothes, jewellery, food, decorations and other services. Markets became busy during the wedding season.	Businesses create wedding collections and special packages for clothes, jewellery, catering and decoration.	Traditional: Families buying jewellery and traditional clothes for weddings. Modern: Jewellery brands promoting special bridal collections.

3	**Ritual Traditions**	Religious and social rituals required specific products such as flowers, पूजा items, sweets, clothes and lamps.	Businesses offer ritual-specific products and festival packages according to customer needs.	Traditional: Buying flowers and पूजा items for a religious ceremony. Modern: Stores selling ready-made पूजा kits.
4	**Fairs and Haats**	Fairs and Haats provided places where farmers, artisans and traders could sell traditional and local products directly to customers.	Today, exhibitions, farmers' markets, local fairs and craft markets continue this practice.	Traditional: Artisan selling pottery at a Haat. Modern: Artisan selling handmade products at a craft exhibition.
5	**Gift-Giving Tradition**	Giving gifts to relatives and friends during festivals, weddings and special occasions created demand for useful and decorative products.	Businesses use gift packs, personalised gifts and festive gift collections to attract customers.	Traditional: Giving sweets or clothes during festivals. Modern: Companies selling Diwali gift hampers.
6	**Agricultural Traditions**	Agricultural activities and harvest seasons influenced the demand for farming tools, seeds, grains and other products.	Businesses plan seasonal products, agricultural campaigns and offers according to farming cycles.	Traditional: Farmers buying tools before the farming season. Modern: Agricultural companies promoting seeds and equipment before sowing season.

7	**Temple Ritual Traditions**	Temples created demand for flowers, पूजा items, oil, lamps, sweets and other religious products. Temple visits also supported local sellers.	Businesses provide पूजा kits, religious products and devotional items based on temple and religious practices.	Traditional: Sellers near temples selling flowers and lamps. Modern: Shops selling ready-made पूजा kits and devotional products.
8	**Handicraft Tradition**	Traditional skills such as pottery, weaving, embroidery and woodwork provided products for local markets and supported artisans.	Today, businesses promote handmade, ethnic and heritage products through exhibitions, stores and online platforms.	Traditional: Weaver selling handmade cloth in a local market. Modern: Handicraft brands selling traditional products online.

Q7) What was the role of values in marketing during ancient India and its influence on contemporary marketing practices?

In ancient India, **values played an important role in trade and marketing**. Business was not only about earning profit but also about maintaining **trust, honesty, fairness, social responsibility and good relationships**. Values such as **Dharma, Seva, family, spirituality and respect for heritage** influenced the way sellers dealt with customers. Many of these values continue to influence modern businesses through **ethical marketing, customer trust, sustainability and responsible business practices**.

No.	Value / Head Point	Ancient Indian Marketing – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Dharma – Ethical Trade**	Dharma encouraged traders to follow correct and ethical practices while doing business. Sellers were expected to perform their duties honestly and fairly.	Today, businesses follow business ethics, responsible marketing and fair business practices.	Ancient: A trader selling goods honestly without cheating customers. Modern: A company giving correct product information instead of making false claims.
2	**Trust**	Trust between buyers and sellers was very important. A trusted seller could develop regular customers and long-term business relationships.	Today, brands build trust through quality, transparency, customer reviews and reliable service.	Ancient: A customer repeatedly buying grains from a trusted shopkeeper. Modern: Customers choosing a brand because of its good reputation and reviews.
3	**Sustainability**	Traditional businesses often used local resources and products and avoided unnecessary wastage. Products were often repaired, reused or used for a long time.	Today, companies focus on sustainable products, local sourcing, recycling and environmentally responsible marketing.	Ancient: Using locally made clay pots that could be reused. Modern: A brand using recyclable or reusable packaging.

4	**Family Values**	Family played an important role in business decisions, production and purchasing. Many businesses were passed from one generation to another.	Today, family-oriented businesses and brands use family-based marketing and products designed for households.	Ancient: A family-run textile business passing skills from parents to children. Modern: A family-oriented advertisement for household products.
5	**Respect for Heritage**	Traditional skills, crafts and knowledge were valued and passed from one generation to another.	Today, businesses promote traditional crafts, local designs, heritage products and Indian culture.	Ancient: A family continuing traditional handloom weaving. Modern: A brand selling traditional handloom sarees as heritage products.
6	**Fairness**	Sellers were expected to charge reasonable prices and use proper weights and measures while dealing with customers.	Today, fairness is reflected through fair pricing, correct information, consumer rights and transparent business practices.	Ancient: A shopkeeper using correct weights while selling grains. Modern: A retailer charging the displayed price and providing the correct quantity.
7	**Spirituality**	Spiritual beliefs encouraged people to see business as a responsibility and to avoid dishonest practices.	Today, businesses may incorporate purpose, social responsibility and values-based branding into their marketing.	Ancient: A trader avoiding cheating because it was considered morally wrong. Modern: A company promoting ethical and socially

				responsible business practices.
8	**Honesty**	Honest measurement, truthful information and good-quality products helped sellers maintain their reputation.	Today, honesty is important in advertising, product information, pricing and customer communication.	Ancient: A seller giving the correct quantity of grain. Modern: A company clearly mentioning the ingredients and price of a product.
9	**Seva – Service Mindset**	Seva means service. Sellers were expected to help customers and serve the community rather than focusing only on profit.	Today, businesses focus on customer service, after-sales support and social responsibility.	Ancient: A shopkeeper helping a customer select the right product. Modern: A company providing

Q8) What was the role of Geographical Indications (GI) in Marketing of indigenous products in Ancient times and in the present context ?

In ancient India, there was **no formal legal GI registration system**. However, many indigenous products were traditionally identified by their **place of origin, unique craftsmanship, quality and reputation**. Traders and customers recognised products based on their regional identity. In the present context, **GI registration legally protects products associated with a particular geographical region** and helps in their marketing, differentiation and promotion.

No.	Head Point	Ancient Times – Simple Explanation	Present Context – Contemporary Marketing	Example
1	**Preservation of Traditional Skills**	Traditional skills such as weaving, pottery, embroidery and handicrafts were passed from one generation to another. Products became known for the skills of a particular region.	GI recognition helps protect traditional products and encourage artisans to continue their traditional skills.	Ancient: Regional weavers producing special textiles. Today: Banarasi Sarees help preserve traditional weaving skills.
2	**Regional Branding**	Products were often recognised by the place where they were produced. The region itself created a reputation for the product.	GI provides regional brand identity, connecting a product with its geographical origin.	Ancient: Traders identifying textiles by their place of production. Today: Darjeeling Tea is strongly associated with Darjeeling.
3	**Quality Assurance**	Products from famous regions gained a reputation for particular quality, craftsmanship or characteristics.	GI helps consumers identify products whose quality, reputation or characteristics are linked to a specific geographical area.	Ancient: Buyers preferring a famous region's high-quality textile. Today: Consumers choosing Kashmir Saffron for its regional reputation.

4	**Product Differentiation**	Regional products could be distinguished from similar products because of their special materials, designs or production methods.	GI helps differentiate an authentic regional product from ordinary or similar products from other places.	Ancient: A special regional textile being different from ordinary cloth. Today: Kolhapuri Chappal is differentiated by its traditional regional identity.
5	**Premium Pricing Strategy**	Products with a strong regional reputation and skilled craftsmanship could have greater value in the market.	Authentic GI products can attract premium prices because of their uniqueness, reputation and traditional production.	Ancient: A famous regional textile selling at a higher value. Today: Authentic Kashmir Saffron may command a premium price.
6	**Promotion Through Reputation**	Famous products were promoted mainly through word-of-mouth, traders and customer recommendations.	GI products can be promoted through advertising, exhibitions, tourism, storytelling, social media and digital marketing.	Ancient: Traders recommending a famous regional product. Today: A GI handicraft promoted at a national exhibition.
7	**Consumer Trust and Loyalty**	Customers trusted products from regions that had a good reputation for quality and authenticity. This	GI recognition helps consumers identify authentic products, which can increase trust	Ancient: Customers repeatedly buying a well-known regional textile. Today: A customer preferring authentic Darjeeling

		encouraged repeat purchases.	and brand loyalty.	Tea because of its recognised origin.
8	**Export Marketing**	Indian traders carried famous regional products to distant markets, where their place of origin helped create demand and reputation.	GI products can be promoted in national and international markets, helping Indian producers reach global customers.	Ancient: Indian textiles and spices being traded to distant markets. Today: Darjeeling Tea marketed to international consumers as a distinctive Indian product.
9	**Nation Building**	Regional products and traditional skills contributed to India's trade, culture and economic development.	GI products help promote India's cultural heritage, local employment, rural development and international identity.	Ancient: Regional handicrafts supporting artisans and local trade. Today: Indian GI products showcasing India's cultural diversity to the world.

Q9) Discuss the role of Story telling in marketing in ancient times and in the present context?

Storytelling has been an important way of communication in India since ancient times. Traders, artisans and merchants used stories, personal experiences, religious narratives and word-of-mouth to explain the value and quality of their products. Stories helped people **remember products, trust sellers and make buying decisions**. Today, the same idea is used through advertisements, social media, videos, brand stories and influencer marketing.

No.	Head Point	Ancient Times – Simple Explanation	Present Context – Contemporary Marketing	Example
1	**Communication of Product Value and Quality**	Sellers used stories and personal experiences to explain why their product was useful, special or of good quality.	Brands use storytelling in advertisements, videos and social media to explain product benefits and quality.	Ancient: A weaver explaining how a special cloth was traditionally made. Modern: A brand showing the traditional process used to make its product.
2	**Building Trust in Merchants**	Stories about honest and successful traders helped create a good reputation and trust among customers.	Brands build trust by sharing customer stories, company history, testimonials and transparent information.	Ancient: Customers recommending an honest shopkeeper to others. Modern: A brand showing customer testimonials to build trust.
3	**Marketing through Religious and Cultural Narratives**	Religious stories, festivals and cultural traditions were used to communicate values and promote products connected with those occasions.	Businesses connect their marketing campaigns with festivals, cultural events and traditions.	Ancient: Sellers promoting lamps and पूजा items around religious festivals. Modern: Brands creating Diwali advertisements based on family and cultural values.

4	**Promoting Regional Products**	Stories about the origin, craftsmanship and history of a region helped make local products famous.	Brands use regional stories, heritage and origin stories to promote indigenous products.	Ancient: A craftsman explaining the history of a regional textile. Modern: A handloom brand telling the story of its traditional weaving community.
5	**Word-of-Mouth Marketing**	People shared stories and experiences about good products and trustworthy sellers with friends, relatives and neighbours.	Word-of-mouth continues through online reviews, ratings, social media sharing and recommendations.	Ancient: A customer telling neighbours about a good potter. Modern: A customer recommending a restaurant or product through social media.
6	**Creating Emotional Appeal**	Stories connected products with family, tradition, festivals and community, creating emotional attachment.	Brands use emotional storytelling to connect products with customers' feelings and experiences.	Ancient: A handmade product being associated with family traditions. Modern: An advertisement showing a family celebrating a festival together.
7	**Differentiating Products from Competitors**	Stories about unique craftsmanship, origin or special features helped one product stand out from similar products.	Brands use unique brand stories and product histories to differentiate themselves from competitors.	Ancient: A weaver explaining the unique design of his regional cloth. Modern: A brand highlighting its unique handmade production process.

8	**Influencing Purchase Decisions**	Stories helped customers understand the usefulness, quality and value of products, influencing their decision to buy.	Today, advertisements, testimonials, influencer stories and product videos influence purchase decisions.	Ancient: A trader explaining how a particular spice improved the taste of food. Modern: A customer testimonial encouraging others to buy a product.
9	**Long-Term Brand Building**	Repeated stories about a merchant, product or region created a strong reputation over time.	Brands use consistent brand storytelling, social media content and campaigns to build long-term brand identity.	Ancient: A famous artisan becoming known for a particular type of product. Modern: A heritage brand continuously communicating its history and values.

Q10) Explain the role of folk media & Traditional communication in marketing ?

In ancient and traditional India, **folk media and traditional communication** were important ways of reaching people, especially in villages and rural areas. Forms such as **folk songs, storytelling, street plays, puppet shows, folk dances and local performances** were used to spread information. These methods were simple, entertaining and closely connected with local culture, making them useful for marketing and communication. Even today, similar methods are used for **rural marketing, awareness campaigns and local promotion**.

No.	**Head Point**	**Ancient / Traditional Marketing –**	**Contemporary Marketing – Influence**	**Example**

		Simple Explanation		
1	**Product & Service Promotion**	Folk songs, stories, street performances and local announcements were used to tell people about products and services.	Businesses and organisations still use local events, folk performances and community programmes to promote products, especially in rural markets.	Traditional: A folk performer praising a local product during a village event. Modern: A company promoting a product through a folk performance at a rural event.
2	**Rural Market Reach**	Folk media helped traders and communicators reach people in villages where formal media was limited.	Companies use rural events, local language communication and folk media to reach rural consumers.	Traditional: A performer sharing information about a product in a village. Modern: A company using a street play to promote a product in rural areas.
3	**Educating the Consumer**	Stories, songs and performances made it easier to explain information to people in an interesting and memorable way.	Folk communication is used for consumer awareness, product demonstrations and social marketing campaigns.	Traditional: A storyteller explaining the usefulness of a product. Modern: A street play explaining how to use a new agricultural product.

4	**Building Consumer Trust**	People trusted familiar local performers, storytellers and community leaders, making their messages more believable.	Brands work with local influencers, community leaders and trusted personalities to build credibility.	Traditional: A respected village performer recommending a product. Modern: A local community figure promoting a product.
5	**Interactive Communication**	Folk media allowed people to ask questions, respond to performers and participate directly in the communication.	Modern marketing uses live demonstrations, events, social media interaction and experiential marketing to engage customers.	Traditional: Villagers asking questions during a folk performance. Modern: Customers participating in a live product demonstration.
6	**Cultural Relevance**	Folk media used local language, customs, stories, music and traditions, making the message easy to understand.	Marketers localise advertisements, language, music and content according to regional culture.	Traditional: A message delivered through a local folk song. Modern: A brand using a regional language and local cultural theme in its advertisement.
7	**Low-Cost Promotion**	Folk performances and local communication required fewer resources compared	Small businesses and organisations can use local events, community programmes and	Traditional: A local trader promoting goods through a village announcement. Modern: A small

		with large-scale advertising.	social media as relatively low-cost promotional methods.	business promoting its products at a local community event.
8	**Strengthening Community Relationships**	Folk media brought communities together and created opportunities for interaction between sellers, buyers and local people.	Businesses use community marketing, local events and customer engagement to build stronger relationships.	Traditional: A village fair where traders interacted with the community. Modern: A company organising a community event to interact with local customers.
9	**Encouraging Behavioural Change**	Stories and performances could influence people's attitudes and encourage them to adopt certain practices.	Folk media is still used in social marketing and awareness campaigns to encourage changes in consumer behaviour.	Traditional: A folk story encouraging people to follow good social practices. Modern: A street play encouraging people to avoid plastic or adopt safe practices.

Q11) Discuss the relevance of Indian Knowledge System in Indian economy ?

The **Indian Knowledge System (IKS)** includes traditional knowledge developed in India in areas such as **agriculture, health, handicrafts, science, trade, environment, art and culture**. This knowledge has been passed from one generation to another and continues to have economic importance. When combined with modern

technology and business practices, IKS can support **sustainable growth, local industries, innovation, employment and India's global identity**.

No.	Head Point	Simple Explanation	Contemporary Economic Relevance	Example
1	**Sustainable Economic Growth**	Traditional Indian knowledge often focuses on using natural resources carefully and avoiding unnecessary waste.	Modern businesses can use traditional sustainable methods along with technology to support environment-friendly economic growth.	Traditional: Natural farming methods and water conservation. Modern: Businesses promoting organic and sustainable farming.
2	**Boosting Local & Native Industries**	Traditional skills and locally available resources helped communities produce goods such as textiles, pottery and handicrafts.	Supporting local and indigenous industries creates income, business opportunities and demand for Indian products.	Traditional: Handloom weaving in local communities. Modern: Handloom brands selling Indian textiles in domestic and international markets.
3	**Improving Agricultural Yield**	Indian farmers developed traditional knowledge about soil, crops, seasons, water management	Combining traditional agricultural knowledge with modern technology can	Traditional: Using crop rotation and natural manure. Modern: Combining traditional farming

		and natural farming.	improve productivity, resource use and farm income.	practices with modern irrigation and soil testing.
4	**Expanding Global Trade**	India has a long tradition of producing and trading textiles, spices, handicrafts and other indigenous products.	Indian traditional products can be promoted globally through branding, GI recognition, e-commerce and exports.	Traditional: Indian spices and textiles traded to distant markets. Modern: Indian tea, spices and handicrafts exported to global customers.
5	**Fostering Innovation & Entreprene urship**	Traditional knowledge provides ideas, skills and techniques that can be developed into new products and businesses.	Entrepreneurs can combine IKS with modern technology and business models to create innovative products.	Traditional: Traditional herbal knowledge. Modern: A business developing wellness products inspired by traditional knowledge, subject to appropriate scientific validation and regulation.
6	**Healthcare & Wellness Sector Support**	Traditional Indian systems such as Ayurveda and Yoga have contributed knowledge related to health and wellness.	The wellness sector can create businesses and employment through Ayurveda, yoga, wellness tourism	Traditional: Yoga and Ayurvedic practices. Modern: Yoga centres and wellness programmes serving domestic and

			and related services, while maintaining appropriate standards and evidence.	international customers.
7	**Preserving Culture & Boosting Tourism**	India's traditional art, architecture, crafts, festivals and knowledge systems form an important part of its cultural heritage.	Cultural heritage attracts domestic and international tourists, creating income for local communities.	Traditional: Traditional crafts and cultural festivals. Modern: Tourists visiting heritage sites and purchasing local handicrafts.
8	**Promoting Ethical Business Practices**	Indian traditions emphasise values such as Dharma, honesty, fairness, responsibility and service in economic activities.	These values support ethical business, responsible marketing, customer trust and social responsibility.	Traditional: Honest weights and fair dealing by traders. Modern: Companies providing transparent prices and truthful product information.
9	**Job Creation through Traditional Skills**	Traditional skills such as weaving, pottery, metalwork, embroidery and handicrafts provided livelihoods to communities.	Promoting these skills through training, digital platforms, exhibitions and exports can create employment and support rural economies.	Traditional: A family earning through handloom weaving. Modern: Artisans selling handmade products through exhibitions or online platforms.

Q13) Melas, Haats & Baazars and their Influence on Modern Marketing

Q13.1 What was the role of fairs (Melas) in marketing during ancient India, and how have they influenced contemporary marketing practices?

In ancient India, Melas (fairs) were important centres of trade, social interaction and cultural activities. They brought together traders, artisans, farmers and customers from different villages and regions at one place. Melas provided opportunities to sell products, promote local goods, exchange information and build business relationships. These traditional practices later influenced modern trade fairs, exhibitions, promotional events and marketplaces.

No.	Head Point	Ancient India – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Platform for Large-Scale Trade**	Melas brought many buyers and sellers together at one place, making it easier to buy and sell goods on a large scale.	Today, trade fairs and exhibitions bring many companies, buyers and sellers together.	Ancient: Traders selling clothes, food and handicrafts at a Mela. Modern: Companies displaying products at a trade exhibition.
2	**Expansion of Market Reach**	Traders could meet customers from different villages and regions, helping them sell beyond their local area.	Modern businesses use trade fairs, exhibitions and events to reach customers from different cities and countries.	Ancient: A village artisan selling products to visitors from other villages. Modern: An Indian company finding buyers from different states at an exhibition.

3	**Promotion of Indigenous Products**	Melas helped local artisans and producers display and sell traditional Indian products.	Today, exhibitions, handicraft fairs and "Made in India" promotions help promote local and indigenous products.	Ancient: Artisan selling handmade pottery. Modern: Handicraft exhibition promoting Indian handicrafts.
4	**Direct Interaction with Customers**	Sellers directly talked to customers, explained their products and understood their needs.	Companies today use exhibitions, product demonstrations and events to interact directly with customers.	Ancient: A seller explaining the quality of a handmade cloth. Modern: A company representative demonstrating a new product at a trade fair.
5	**Building Trust and Reputation**	Regular interaction and honest dealing helped sellers build trust and a good reputation among customers.	Businesses today focus on customer satisfaction, reviews, brand reputation and relationships.	Ancient: Customers repeatedly buying from a trusted seller. Modern: Customers choosing a brand because of good reviews and reputation.
6	**Cultural and Economic Integration**	Melas brought people from different regions together and encouraged the exchange of goods, ideas and cultures.	Modern exhibitions and business events connect businesses and customers from different regions and countries.	Ancient: Traders from different regions meeting at a Mela. Modern: International trade fairs bringing companies from

				different countries together.
7	**Information Sharing and Networking**	Traders and customers exchanged information about prices, products, demand and business opportunities.	Today, trade fairs provide opportunities for market research, networking, business contacts and sharing information.	Ancient: Traders discussing prices and demand for spices. Modern: Business owners meeting potential distributors at an exhibition.
8	**Encouragement of Entrepreneurship**	Melas gave small producers, artisans and traders an opportunity to display their products and earn income.	Today, exhibitions, fairs and business events give small businesses and startups opportunities to promote and sell their products.	Ancient: A craftsman selling handmade products at a Mela. Modern: A startup displaying its new product at a business exhibition.
9	**Rural Economic Development**	Melas helped rural farmers, artisans and small traders sell their products and earn income.	Today, rural fairs, farmers' markets and exhibitions help rural producers reach wider markets.	Ancient: A rural farmer selling grains at a Mela. Modern: Farmers selling organic products at a farmers' market.

Q13.2) What was the role of Haats in marketing during ancient India and its influence on contemporary marketing practices?

In ancient India, **Haats were periodic local markets**, often held weekly, where farmers, artisans and small traders sold their goods directly to nearby customers. They provided an easy and affordable way to exchange goods and connect producers with consumers. Haats also encouraged **local products, small businesses, customer relationships and information sharing**. Many of these practices can still be seen in modern local markets, farmers' markets and D2C marketing.

No.	Head Point	Ancient India – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Localised Marketing Centres**	Haats were held in villages or nearby areas and mainly served the local population.	Today, weekly markets, local markets and farmers' markets serve customers in a particular area.	Ancient: Villagers buying vegetables from a weekly Haat. Modern: Local farmers' market selling fresh vegetables.
2	**Direct Producer-to-Consumer Trade**	Farmers and artisans sold their products directly to customers, reducing the need for middlemen.	Today, D2C marketing and farmers' markets allow producers to sell directly to consumers.	Ancient: Farmer selling vegetables directly to villagers. Modern: Farmer selling produce directly through a farmers' market or online channel.
3	**Cost-Effective Distribution System**	Goods were usually sold close to where they were produced, reducing transportation and middlemen costs.	Modern businesses use local sourcing, direct delivery and D2C models to reduce	Ancient: Farmer carrying vegetables from a nearby farm to the Haat. Modern: Local farm delivering

			distribution costs.	vegetables directly to nearby customers.
4	**Customer Relationship Building**	Frequent face-to-face interaction helped sellers understand customers and develop trust.	Today, businesses use customer service, loyalty programmes and personalised marketing to build relationships.	Ancient: A customer regularly buying grains from the same farmer. Modern: Customer repeatedly buying from the same local store.
5	**Source of Market Information**	Sellers learned about prices, demand, customer preferences and competing products by talking to buyers and other traders.	Today, businesses use customer feedback, surveys and market research to understand demand.	Ancient: A farmer learning that customers wanted more onions. Modern: A retailer using customer feedback to increase onion stock.
6	**Promotion of Local Products**	Haats provided an opportunity for local farmers and artisans to display and sell locally made products.	Today, local brands, farmers' markets and handicraft fairs promote locally produced goods.	Ancient: A potter selling handmade pots at a Haat. Modern: A local artisan selling handmade products at a craft market.
7	**Support for Small Businesses**	Haats gave farmers, craftsmen and small traders a low-cost place to sell their products and earn income.	Today, local markets, exhibitions and online platforms help small businesses and entrepreneurs reach customers.	Ancient: A small basket maker selling handmade baskets. Modern: A small business selling handmade products at a local exhibition or online.

8	**Flexibility & Adaptability**	Sellers could change the quantity, price and type of products according to local demand and customer needs.	Today, businesses change products, prices and marketing strategies according to market trends and customer preferences.	Ancient: A seller bringing more umbrellas during the rainy season. Modern: A retailer increasing raincoat and umbrella stock during monsoon.
9	**Sustainable Marketing Practices**	Haats mainly involved local products and short-distance trade, which reduced the need for long-distance transportation.	Today, local sourcing, farmers' markets and eco-friendly marketing can support sustainable consumption and local producers.	Ancient: Villagers buying vegetables produced nearby. Modern: Consumers buying locally grown vegetables from a farmers' market.

Q13.3) **What was the role of Baazars in marketing during ancient India and its influence on contemporary marketing practices?**

In ancient India, **Baazars were regular or permanent marketplaces** where traders, shopkeepers, artisans and customers came together for buying and selling goods. They provided a wide variety of products and encouraged **competition, price negotiation and customer relationships**. Baazars played an important role in connecting local producers with customers and promoting trade. Their basic ideas can still be seen in **modern retail markets, shopping malls, supermarkets and online marketplaces**.

No.	Head Point	Ancient India – Simple Explanation	Contemporary Marketing – Influence	Example
1	**Organised Centre of Trade**	Baazars were organised places where merchants, artisans and customers regularly bought and sold goods.	Today, shopping markets, retail stores, malls and supermarkets act as organised centres of trade.	Ancient: A city Baazar with separate sellers of textiles, spices and jewellery. Modern: A shopping mall with different branded stores.
2	**Expansion of Market**	Baazars attracted traders and customers from different villages and regions, helping products reach a wider market.	Today, retail chains and e-commerce platforms allow businesses to reach customers across cities, states and countries.	Ancient: A trader bringing textiles from another region to sell in a city Baazar. Modern: An online seller delivering products throughout India.
3	**Promotion of Indigenous and Local Products**	Baazars provided a place for local artisans and producers to display and sell traditional products.	Today, local brands, handicraft markets and “Made in India” campaigns promote indigenous products.	Ancient: A local artisan selling handmade pottery. Modern: An Indian handicraft brand selling handmade products at an exhibition.

4	**Direct Interaction with Customers**	Shopkeepers directly interacted with customers, explained products and understood their needs.	Today, retailers and brands use sales staff, product demonstrations, social media and D2C channels to interact with customers.	Ancient: A cloth seller showing different fabrics to a customer. Modern: A salesperson explaining features of a product in a retail store.
5	**Building Trust and Reputation**	Honest dealing, good-quality products and regular interaction helped merchants build trust and a good reputation.	Today, businesses build trust through quality, customer service, reviews, ratings and brand reputation.	Ancient: Customers repeatedly buying from a trusted spice seller. Modern: Customers choosing a brand because of positive online reviews.
6	**Information Exchange and Market Intelligence**	Traders exchanged information about prices, demand, supply and popular products in the Baazar.	Today, businesses use market research, customer feedback, sales data and competitor analysis to understand the market.	Ancient: A trader learning that the demand for a particular spice had increased. Modern: A retailer checking sales data to decide which product to stock more.
7	**Encouragement of Competition and Innovation**	The presence of many sellers encouraged competition in price, quality and product	Today, competition encourages companies to develop new	Ancient: Two textile sellers competing through better-quality cloth. Modern: Two

		variety. Sellers had to improve their products to attract customers.	products, better quality, attractive prices and innovative marketing strategies.	smartphone brands competing through new features and offers.
8	**Support for Merchant Guilds (Shrenis)**	Merchant and artisan groups called Shrenis helped organise business activities, maintain standards and protect the interests of their members.	Today, trade associations, business organisations and industry bodies perform similar functions by supporting businesses and setting industry standards.	Ancient: A group of textile merchants working together as a guild. Modern: An industry association representing businesses in a particular sector.
9	**Contribution to Economic Growth**	Baazars created employment and encouraged production, trade and movement of goods, contributing to the growth of towns and the economy.	Today, retail markets and e-commerce create jobs, business opportunities, production and tax revenue, contributing to economic development.	Ancient: A busy Baazar supporting traders, artisans, transporters and shopkeepers. Modern: A shopping mall creating jobs for retailers, security staff and service workers.

10	**Foundation of Modern Marketing Practices**	Baazars introduced basic ideas such as product variety, competition, direct selling, customer relationships and market information.	These ideas continue through retailing, branding, customer relationship management, market research and e-commerce.	Ancient: Customer comparing products from different sellers. Modern: Customer comparing different brands and prices online befor

Q14) GI in Marketing of Indigenous Products

Q14) What was the role of Geographical Indications (GI) in Marketing of indigenous products in Ancient times and in the present context ?

In ancient India, there was **no formal legal GI registration system**. However, many indigenous products were traditionally identified by their **place of origin, unique craftsmanship, quality and reputation**. Traders and customers recognised products based on their regional identity. In the present context, **GI registration legally protects products associated with a particular geographical region** and helps in their marketing, differentiation and promotion.

No.	**Head Point**	**Ancient Times – Simple Explanation**	**Present Context – Contemporary Marketing**	**Example**
1	**Preservation of Traditional Skills**	Traditional skills such as weaving, pottery, embroidery and handicrafts were passed from one generation to another. Products became known for	GI recognition helps protect traditional products and encourage artisans to continue their traditional skills.	Ancient: Regional weavers producing special textiles. Today: Banarasi Sarees help preserve traditional weaving skills.

		the skills of a particular region.		
2	**Regional Branding**	Products were often recognised by the place where they were produced. The region itself created a reputation for the product.	GI provides regional brand identity, connecting a product with its geographical origin.	Ancient: Traders identifying textiles by their place of production. Today: Darjeeling Tea is strongly associated with Darjeeling.
3	**Quality Assurance**	Products from famous regions gained a reputation for particular quality, craftsmanship or characteristics.	GI helps consumers identify products whose quality, reputation or characteristics are linked to a specific geographical area.	Ancient: Buyers preferring a famous region's high-quality textile. Today: Consumers choosing Kashmir Saffron for its regional reputation.
4	**Product Differentiation**	Regional products could be distinguished from similar products because of their special materials, designs or production methods.	GI helps differentiate an authentic regional product from ordinary or similar products from other places.	Ancient: A special regional textile being different from ordinary cloth. Today: Kolhapuri Chappal is differentiated by its traditional regional identity.

5	**Premium Pricing Strategy**	Products with a strong regional reputation and skilled craftsmanship could have greater value in the market.	Authentic GI products can attract premium prices because of their uniqueness, reputation and traditional production.	Ancient: A famous regional textile selling at a higher value. Today: Authentic Kashmir Saffron may command a premium price.
6	**Promotion Through Reputation**	Famous products were promoted mainly through word-of-mouth, traders and customer recommendations.	GI products can be promoted through advertising, exhibitions, tourism, storytelling, social media and digital marketing.	Ancient: Traders recommending a famous regional product. Today: A GI handicraft promoted at a national exhibition.
7	**Consumer Trust and Loyalty**	Customers trusted products from regions that had a good reputation for quality and authenticity. This encouraged repeat purchases.	GI recognition helps consumers identify authentic products, which can increase trust and brand loyalty.	Ancient: Customers repeatedly buying a well-known regional textile. Today: A customer preferring authentic Darjeeling Tea because of its recognised origin.
8	**Export Marketing**	Indian traders carried famous regional products to distant markets, where their place of origin helped create	GI products can be promoted in national and international markets, helping Indian producers	Ancient: Indian textiles and spices being traded to distant markets. Today: Darjeeling Tea marketed to international

		demand and reputation.	reach global customers.	consumers as a distinctive Indian product.
9	**Nation Building**	Regional products and traditional skills contributed to India's trade, culture and economic development.	GI products help promote India's cultural heritage, local employment, rural development and international identity.	Ancient: Regional handicrafts supporting artisans and local trade. Today: Indian GI products showcasing India's cultural diversity to the world.

Q15) Discuss the relevance of Indian Knowledge System in Indian economy ?

The **Indian Knowledge System (IKS)** includes traditional knowledge developed in India in areas such as **agriculture, health, handicrafts, science, trade, environment, art and culture**. This knowledge has been passed from one generation to another and continues to have economic importance. When combined with modern technology and business practices, IKS can support **sustainable growth, local industries, innovation, employment and India's global identity**.

No.	**Head Point**	**Simple Explanation**	**Contemporary Economic Relevance**	**Example**

1	**Sustainable Economic Growth**	Traditional Indian knowledge often focuses on using natural resources carefully and avoiding unnecessary waste.	Modern businesses can use traditional sustainable methods along with technology to support environment-friendly economic growth.	Traditional: Natural farming methods and water conservation. Modern: Businesses promoting organic and sustainable farming.
2	**Boosting Local & Native Industries**	Traditional skills and locally available resources helped communities produce goods such as textiles, pottery and handicrafts.	Supporting local and indigenous industries creates income, business opportunities and demand for Indian products.	Traditional: Handloom weaving in local communities. Modern: Handloom brands selling Indian textiles in domestic and international markets.
3	**Improving Agricultural Yield**	Indian farmers developed traditional knowledge about soil, crops, seasons, water management and natural farming.	Combining traditional agricultural knowledge with modern technology can improve productivity, resource use and farm income.	Traditional: Using crop rotation and natural manure. Modern: Combining traditional farming practices with modern irrigation and soil testing.

4	**Expanding Global Trade**	India has a long tradition of producing and trading textiles, spices, handicrafts and other indigenous products.	Indian traditional products can be promoted globally through branding, GI recognition, e-commerce and exports.	Traditional: Indian spices and textiles traded to distant markets. Modern: Indian tea, spices and handicrafts exported to global customers.
5	**Fostering Innovation & Entrepreneurship**	Traditional knowledge provides ideas, skills and techniques that can be developed into new products and businesses.	Entrepreneurs can combine IKS with modern technology and business models to create innovative products.	Traditional: Traditional herbal knowledge. Modern: A business developing wellness products inspired by traditional knowledge, subject to appropriate scientific validation and regulation.
6	**Healthcare & Wellness Sector Support**	Traditional Indian systems such as Ayurveda and Yoga have contributed knowledge related to health and wellness.	The wellness sector can create businesses and employment through Ayurveda, yoga, wellness tourism and related services, while maintaining appropriate	Traditional: Yoga and Ayurvedic practices. Modern: Yoga centres and wellness programmes serving domestic and international customers.

			standards and evidence.	
7	**Preserving Culture & Boosting Tourism**	India's traditional art, architecture, crafts, festivals and knowledge systems form an important part of its cultural heritage.	Cultural heritage attracts domestic and international tourists, creating income for local communities.	Traditional: Traditional crafts and cultural festivals. Modern: Tourists visiting heritage sites and purchasing local handicrafts.
8	**Promoting Ethical Business Practices**	Indian traditions emphasise values such as Dharma, honesty, fairness, responsibility and service in economic activities.	These values support ethical business, responsible marketing, customer trust and social responsibility.	Traditional: Honest weights and fair dealing by traders. Modern: Companies providing transparent prices and truthful product information.
9	**Job Creation through Traditional Skills**	Traditional skills such as weaving, pottery, metalwork, embroidery and handicrafts provided livelihoods to communities.	Promoting these skills through training, digital platforms, exhibitions and exports can create employment and support rural economies.	Traditional: A family earning through handloom weaving. Modern: Artisans selling handmade products through exhibitions or online platforms.