

St. Clare College

Autonomous, Bengaluru

ROLL NO:

DATE:

PG END SEMESTER EXAMINATION-JULY/AUGUST 2025

M.Com. SECOND SEMESTER

MCO 2624: INDIAN ETHOS AND LEADERSHIP

TIME: 3 hours.

MAX. MARKS: 70

This paper contains TWO printed pages and FOUR parts

Instructions:

1. Verify and ensure that the question paper is completely printed.
2. Any discrepancies or questions about the exam paper must be reported to the COE within 1 hour after the examination.
3. Students must check the course title and course code before answering the questions.

PART-A

Answer SIX questions out of EIGHT. Each answer carries TWO marks.

[2x6=12]

1. Define Indian ethos.
2. What is Value-Based Management?
3. Who are the Stakeholders in Business?
4. Define leadership.
5. What is personality?
6. What is the Indian Knowledge System?
7. What is Taxation?
8. Define Trade?



PART-B

Answer any THREE questions out of FIVE. Each answer carries EIGHT marks.

[8x3=24]

9. Explain the importance of the value system in work culture.
10. Compare Indian Management with the Western Management System.
11. Distinguish between Idea and ideology.
12. Explain the key principles of the Atharvaveda.
13. What a short notes on
 - a. Spiritual Values in Management
 - b. Ethics and Ethos

PART-C

Answer any TWO questions out of THREE. Each answer carries TEN marks.

[10X2=20]

14. What is the role of Indian ethos in managerial practices? Explain the management lessons from Kautilya's Arthashastra.
15. Discuss the impact of values on different Stakeholders.
16. Briefly explain the Bhartiya Education System, the Domains of the education system and its philosophy

PART-D

Answer the following.

[14X1=14]

17. SatvaTech is a Bengaluru-based technology company that develops educational software and digital learning tools for rural schools across India. The company believes that true progress combines innovation with values, and has embedded traditional Indian principles into its organizational mission. Their workplace emphasizes honesty, simplicity, cooperation, and self-discipline. The leadership follows a flat, participatory management model inspired by the Panchayat system and Gurukul-style mentorship, encouraging peer learning and introspection.

As the company expands into international markets, it is under pressure to adopt faster decision-making and aggressive marketing strategies. Some executives suggest dropping the "slow but ethical" approach and adopting Western methods of leadership and performance rewards. The founders, however, believe Indian Ethos can provide a competitive advantage, even in global markets.

- How can SatvaTech defend and retain its value-based leadership model rooted in Indian Ethos and still remain competitive in a global business environment?
- Suggest how SatvaTech can use work ethos and Indian Knowledge System (IKS) principles to train its new recruits and build a long-term learning culture.
- Recommend two ancient Indian governance or trade models that can help SatvaTech maintain ethical growth as it expands internationally
