

St. Clare College

Autonomous, Bengaluru

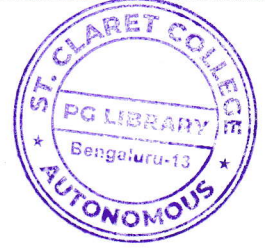
ROLL NO:

DATE:

PG END SEMESTER EXAMINATION- JUNE/JULY 2026

M.Com.: II SEMESTER

MCO 2624: INDIAN ETHOS & KNOWLEDGE SYSTEM



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 EIGHT questions out of TEN. Each answer carries TWO marks.

[8x2 = 16]

1. Define Indian Ethos.
2. State any two characteristics of value-based management.
3. What is meant by Dharma in Indian Knowledge Systems?
4. Mention any two principles of Kautilya's Arthashastra relevant to management.
5. State the significance of the Gurukul system in ancient Indian education.
6. What is holistic management?
7. Mention any two objectives of ethical leadership in organizations.
8. State the role of guilds in ancient Indian trade systems.
9. What is meant by spiritual values in management?
10. Mention any two features of the Atharvaveda as a source of socio-economic thought.

PART-B

Answer any FOUR questions out of SIX. Each answer carries FIVE marks.

[4x5=20]

11. Examine the relevance of Indian ethos in contemporary managerial practices and organizational culture.
12. Discuss the role of values and ethics in improving managerial decision-making and employee behaviour.
13. Analyse the contribution of ancient Indian education systems in shaping knowledge and leadership development.
14. Evaluate the significance of Kautilya's Arthashastra in understanding administration, governance, and management principles.
15. Discuss the socio-economic ideas reflected in Atharvaveda and their relevance to economic development.

16. Examine the role of ancient Indian trade practices and economic governance in promoting commercial growth and wealth distribution.

PART-C

Answer any TWO questions out of THREE. Each answer carries TEN marks. [2X10=20]

17. Analyse how Indian ethos and value systems contribute to ethical leadership and sustainable organizational development in the modern business environment.
18. Evaluate the relevance of Indian Knowledge Systems and traditional educational philosophies in addressing contemporary management and societal challenges.
19. Critically examine the contribution of ancient Indian economic thought, trade systems, and governance practices to present-day economic and administrative frameworks.

PART-D

Answer the following. Answer carries FOURTEEN Marks

[14X1=14]

20. Case Study: Digital Transformation and Customer Engagement Strategy

“DharmaTech Solutions,” a rapidly growing technology company, achieved significant market success through aggressive expansion strategies and digital innovation. However, over time the company began facing several organizational challenges such as increasing employee stress, unethical sales practices, poor work-life balance, declining trust among employees, and rising customer complaints regarding transparency and service quality. Although the company generated high profits, internal surveys revealed dissatisfaction among employees due to excessive pressure and lack of ethical leadership. The management realized that the organization had become excessively profit-oriented while neglecting human values and ethical responsibilities.

To address these concerns, the newly appointed CEO proposed integrating principles of Indian ethos and value-based management into organizational practices. The company introduced ethical leadership programs, employee wellness initiatives, participative decision-making, and training sessions inspired by Indian Knowledge Systems and holistic management approaches. Management also emphasized values such as Dharma, transparency, social responsibility, and long-term stakeholder welfare instead of focusing only on short-term profits. While some senior executives believed that these changes could improve organizational culture and sustainability, others argued that value-based approaches might reduce competitiveness and operational efficiency in the highly dynamic corporate environment.

Questions

- a) Analyse the major organizational issues faced by DharmaTech Solutions and explain how lack of ethical values affected organizational performance. (7 marks)
- b) Evaluate how Indian ethos and value-based management practices can contribute to ethical leadership, employee wellbeing, and sustainable organizational growth. (7 marks)
