



ST. FRANCIS DE SALES COLLEGE

A FRANSALIAN INSTITUTE OF HIGHER EDUCATION **AUTONOMOUS**

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END SEMESTER EXAMINATION – AUGUST 2025

COMMERCE -II SEMESTER M.COM

24MCO26 - INDIAN ETHOS AND LEADERSHIP

Time: 3 Hours

Max. Marks: 70

Instruction: *Answer should be written completely in English*

SECTION – A

1. Answer any **SEVEN** questions. **Each** question carries **TWO** marks. **(7X2=14)**
- What does the 'Holistic Approach' mean in Indian Ethos?
 - What is the 'Atman/Brahman' concept?
 - Name the three levels of Work Ethos.
 - What is the difference between 'Individual Ethos' and 'Team Ethos'?
 - What are the two key behaviors identified in the Ohio State Studies?
 - Define 'Organizational Culture'.
 - What is 'Psychological Safety' for a team?
 - Name two components of Daniel Goleman's EQ model.
 - What is stress management?
 - Name two causes of stress that come from the organization itself.

SECTION - B

Answer any **FOUR** questions. **Each** question carries **FIVE** marks. **(4X5=20)**

- Explain the four Purusharthas.
- Explain three core principles of Indian Ethos and their importance in management.
- Explain the difference between 'Secular Values' and 'Spiritual Values' in management, with example.
- Discuss the importance of communication skills for a leader.
- Describe the role of a leader in supporting the development of their employees.
- Discuss the psychological and behavioural effects of long-term stress on a person.



SECTION – C

Answer any **TWO** questions. **Each** question carries **TWELVE** marks. (2X12=24)

8. What is Value-Based Management (VBM)? Explain its importance in today's changing global business world.
9. Discuss its impact on areas like Brand Reputation, Employee Retention, and long-term vision. Explain the concept of 'Trans-Cultural Human Values'. Why are these values essential for managing global businesses and diverse teams? Provide examples to support your answer
10. Describe the evolution of leadership theories, from Trait Theory to Behavioral Theory, and finally to Competency Theory.
11. Explain in detail different stress management techniques. Discuss the benefits of each technique for an employee.

SECTION – D

Compulsory skill-based question on case study.

(1x12=12)

12. Ravi is a newly promoted team leader at a mid-sized tech company. Although he is technically sound, he is struggling to build team cooperation. His team members feel he does not delegate effectively and often micromanages. There is also frequent conflict among team members, and Ravi tends to avoid difficult conversations. His manager has advised him to improve his emotional intelligence and conflict resolution skills.

Based on the case, answer the following:

1. Identify at least three leadership development skills that Ravi needs to improve.
2. Suggest practical steps Ravi can take to enhance delegation and build trust.
3. What conflict resolution style would be most effective for Ravi to adopt and why?
4. How can improving Emotional Intelligence help Ravi become a more effective leader?

