

**CC/M/EXAM.
2020**

COMMERCE AND ACCOUNTANCY

PAPER—II

Time : 3 hours]

[Full Marks : 250

Note : Question Nos. **1** and **5** are compulsory and out of the remaining, any **three** are to be attempted choosing at least ONE question from each Section. The number of marks carried by a question/part is indicated against it.

SECTION—A

1. Answer *any five* of the following questions : 10×5=50

- (a) What is meant by learning organization?
- (b) Distinguish between goals and objectives. State the demerits of management by objectives.
- (c) How does locus of control act as a significant predictor of behaviour in an organization?
- (d) Discuss the contributions of Mary Parker Follett in the Human Relations Era of development of management thought.
- (e) How is William Ouchi's Theory Z relevant in the present day organizations?
- (f) Write a note on Freud's stages of personality development.
- (g) "Leaders are born and not made". Provide your comments.

2. Answer the following questions :

- (a) Using relevant examples, explain dominant culture and sub-culture in the context of an organization. List out the main characteristics of organizational culture. 20
- (b) "The organization is, above all, social. It is people". Explain. 15
- (c) Point out the disadvantages of line organization. Suggest some measures for overcoming the conflict between line and staff managers. 15

3. Answer the following questions :

- (a) Differentiate between delegation and decentralization. "Both absolute centralization and absolute decentralization are hypothetical concepts". Comment on the above statement. 20
- (b) "Organizational behaviour is an applied behavioural science that is built on contribution from a number of behavioural disciplines". Elucidate this statement. 15
- (c) How does sensation differ from perception? Explain the perceptual process. 15

4. Answer the following questions :

- (a) "Dependency relationship is an important aspect of power". Do you agree? Explain. What power tactics do individuals use to translate power bases into specific action? 20
- (b) State the limitations of path-goal approach to leadership. How is a transactional leader different from that of a transformational leader? 15
- (c) Discuss the frustration model of intra-individual conflict. What defence mechanisms would a frustrated individual adopt? 15

SECTION—B

5. Answer *any five* of the following questions : 10×5=50

- (a) State the features of a sound personnel policy.
- (b) What are the qualifications of a labour welfare officer in India?
- (c) Differentiate job bidding from job posting.
- (d) Discuss Karl Marx's approach to trade unionism.
- (e) Explain five off-the-job training methods.
- (f) What are the various reasons for employee absenteeism?
- (g) Trace the reasons for failure of various schemes of workers' participation in management in India.

6. Answer the following questions :

- (a) Distinguish between job analysis and job description. What is job specification? 20
- (b) How has the role of an HR manager changed over the years? Explain with examples. 15
- (c) How is training different from development? Explain the need for executive development programmes in modern organizations. 15

7. Answer the following questions :

- (a) Distinguish between arbitration and adjudication. Outline the conciliation machinery prevalent in Indian industries for resolving disputes. 20
- (b) "Orientation programmes today are moving away from routine discussions of a company to making the new recruit feel a productive part of a team as soon as possible". Explain. 15
- (c) Define job evaluation. Compare and contrast its' methods. 15

8. Answer the following questions :

- (a) Discuss the recruitment practices adopted by the Indian companies. Provide your opinion regarding the controversy of preferring 'Sons of the soil' during the recruitment of employees. 20
- (b) What is meant by appraisal interview? What are the do's and don'ts of conducting an appraisal interview? 15
- (c) Write a note on ILO and its functions. 15

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