

CSM—23/24
PART—II/PAPER—VII
COMMERCE AND ACCOUNTANCY
PAPER—II

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Time : 3 Hours

Full Marks : 250

*The question paper contains **18 (Eighteen)** questions in **GROUP—A, (12)** and **GROUP—B, (06)** together.*

GROUP—A

*Candidates to attempt **10 (ten)** questions within word limit of **250**.*

*Each question carries **15** marks.*

1. 'The best way to manage morale is to proactively do a lot of employee related interventions.' Do you agree? In this context, explain what is morale and what are the types of intervention that can be made to boost morale.
2. What is the difference between financial goals and environmental goals of an industrial organisation? Mention any seven ways in which organisations can achieve their environmental goals.
3. What are the differences between the Cognitive Framework approach and Behaviouristic Framework approach in explaining organization behaviour?
4. 'At the fourth level in Maslow's Need Hierarchy is the need for appreciation and respect.' What is this need known as? Describe this need and state how this need can be fulfilled. How does the autocratic model describe organisational behaviour?
5. List down the appropriate situations under which of the following conflict handling modes can be used :
 - (a) Collaborating mode
 - (b) Compromising mode
 - (c) Avoidance mode

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6. What are the specific purposes of workers' participation in management? Make a brief discussion on the levels of workers' participation in management.
7. Explain the concepts of the following used in Systems Approach to management :
 - (a) Open and closed systems
 - (b) Synergy
 - (c) System boundaries
8. 'Job Description and Job Specification are separate but interconnected activities in relation to manpower planning.' Express your views and distinguish between these activities.
9. What is Employees Stock Option Plan (ESOP)? What benefits does a company reap by delivering ESOP?
10. Do you think that absenteeism has adverse effects for organizations? If yes, then briefly state six adverse effects of absenteeism. Briefly state some avoidable causes of high labour turnover.
11. 'From the point of view of potential employees, the recruitment process provides them with the opportunity to see if the organisation matches their expectations.' Express your views. What are the benefits which an organization can reap if the recruitment process of the organization is efficient and effective?
12. What are the key features of the Systems Approach to Bureaucracy postulated by Max Weber?

GROUP—B

Candidates to attempt 05 (five) questions within word limit of 300.

Each question carries 20 marks.

13. 'McGregor founded two contrasting models of workforce motivation applied by managers in human resource management, organizational behaviour, organizational communication.' Briefly describe the two contrasting models.

14. 'Since Coercive Power leads to resistance from employees as the most common outcome, it is wise to use Legitimate Power or Reward Power to manage employees.' Do you agree? In this context, describe the features of these different forms of power.
15. What are the requisites the monetary incentive plan should meet so that the incentive method is to be attractive to the employees and at the same time administratively sound?
16. What is a 360 degree performance appraisal technique? What are the advantages of using 360 degree performance appraisal technique for organizations?
17. Compare and contrast the Autocratic Model and Custodial Model of organisational behaviour.
18. 'The management of industrial relations within the framework of culture of dominance can take different forms.' Discuss the following forms :
- (a) Managing by colluding
- (b) Managing by collaborative problem-solving

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