

2008

COMMERCE

*(Management Concepts and
Organizational Behaviour)*

PAPER—I

Full Marks : 100

Time : 4 hours

The figures in the right-hand margin indicate marks

*Candidates are required to give their answers in their
own words as far as practicable*

Illustrate the answers wherever necessary

FIRST HALF

(Management Concepts)

[Marks : 50]

Answer Q. No. 1 and any *two* from the rest
taking *one* from each Group

(Turn Over)

1. Answer any *four* of the following:

5 × 4

(a) Is management a profession ?

(b) What are the principal managerial tasks performed by lower level management ?

(c) What are the major features of management ?

(d) What are the major conclusions of the Hawthorne experiments ?

(e) Money is the only motivator. Give your comments.

(f) Describe in brief McClelland's theory of needs.

(g) State the features of democratic style of leadership.

(h) Explain the difference between critical point control and control by exception.

GROUP—A

Answer any *one* question

2. Critically discuss the principal contributions of F. W. Taylor to the development of management thought and practice.

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3. (a) Discuss the significance of decision making.
- (b) What are the criteria of a sound decision making?
- (c) Explain the process of decision making. 4 + 4 + 7

GROUP—B

Answer any *one* question

4. (a) Managerial Grid is considered to be an useful device for identifying and classifying managerial styles. In this regard, describe how the managerial grid helps to identify management style of a leader.
- (b) Do you think that success of any organisation depends on the leadership of its management? Give reasons for your answer. 8 + 7
5. (a) Explain the meaning of control.
- (b) The effectiveness of control depends on the correct identification of causes of deviation(s). Elucidate the statement.
- (c) Management audit is different from financial audit. Discuss. 4 + 3 + 8

SECOND HALF

(*Organisational Behaviour*)

[*Marks* : 50]

Answer Q. No. 6 and any other *two* questions,
taking *one* from each Group

6. Answer any *four* of the following: 5 x 4

- (a) Define organisation and explain in brief the reasons behind rapid growth of organisation.
- (b) What is personality? Name five key attributes of personality that determine how one will behave. Explain any one of them.
- (c) How does strong culture differ from weak culture?
- (d) Give an account of the various factors that affect the development of personality of an individual.

- (e) Briefly discuss the role of Human Resource Manager in an industry in a developing country like India.
- (f) "People influence organization, and organization influence People." Discuss.
- (g) Discuss the importance of Recruitment.
- (h) What is Succession Planning?

GROUP—A

Answer any *one* question

7. (a) Define organisational behaviour.
- (b) What are the major factors that determine individuate behaviour?
- (c) Explain cognitive dissonance theory that states the linkage between attitude and behaviour. 2 + 7 + 6
8. (a) What is a group?
- (b) "Groups pass through a standard sequence of five stages." Discuss in detail the different stages of group development.

- (c) What do you mean by intra-personal conflict?
How can these conflict be resolved? 2 + 8 + 5

GROUP—B

Answer any *one* question

9. (a) "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance." Discuss.
- (b) Describe the various steps involved in performance appraisal process. 7 + 8
10. (a) Distinguish between strike and lock-out.
- (b) What are the important causes of Industrial disputes in India.
- (c) Give an account of the role of various parties associated with industrial relations. 3 + 5 + 7
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