

2007

COMMERCE

**(Management Concepts and
Organizational Behaviour)**

PAPER—I

Full Marks : 100

Time : 4 hours

The figures in the right-hand margin indicate full 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 two from the rest taking one from each Group.

1. Answer any four of the following : 5×4
- (a) Explain the Trait theory of leadership.
 - (b) Job-enrichment is an important means of motivating job holders to achieve higher productivity and derive job satisfaction. Comment on the statement.
 - (c) What is the difference between feedback control and feed forward control?

(Turn Over)

- (d) Write a short note on "Management Information System."
- (e) Understanding human behaviour is the core of management—In the light of the statement briefly discuss the contributions made by Human Behavioural School.
- (f) What do you mean by functional planning? How does it differ from overall corporate planning?
- (g) Distinguish between a formal organization and an informal organization.
- (h) What do you mean by departmentation? State any two common methods of departmentation with brief explanation on each of them.

Group—A

Answer any *one* questions.

2. (a) What do you mean by 'Bounded Rationality' in decision making?
- (b) Write a short note on Delphi Technique of decision making.
- (c) Mention two important factors which generally affect real-life decision making. 7+5+3
3. (a) Define the concept of delegation of authority.
- (b) What are the basic principles of delegation? Explain them.
- (c) Distinguish between delegation and decentralization of authority. 4+6+5

Group—B

Answer any *one* question.

4. (a) What do you understand by the term 'motivation'? Explain the process of motivating people.
- (b) How does a person react in case of non-satisfaction of his /her needs? (4+6)+5
5. (a) Discuss Fiedler's Contingency Theory of Leadership.
- (b) Herzberg's Two Factor Theory says that 'Dissatisfaction is not the opposite of satisfaction.' In this regard, explain the Two Factor Theory of Motivation. 8+7

Second Half

(Organizational Behaviour)

[Marks : 50]

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

6. Answer any *four* of the following : 5×4
- (a) What is intra-personal conflict? What are its common sources?
- (b) What is an Organisational Behaviour Model? Mention the basic components of any one such model and depict the structure.
- (c) Define attitude. Briefly state the Cognitive Dissonance Theory.
- (d) Explain how Attribution Theory works in explaining development of perception about individuals.

- (e) Why is it so that selection is to follow recruitment
- (f) What are the objectives of Human Resource Planning
- (g) Explain 360° Performance Appraisal technique.
- (h) State the Systems Approach process of industrial relations.

Group—A

Answer any *one* question.

- 7. Explain Classical Conditioning Theory of learning. Compare its impact on human learning with that of operant conditioning. 10+5
- 8. (a) What is Group Cohesiveness? Show how performance related norms affect the relationship between Group Cohesiveness and Productivity.
- (b) Classify groups into different types. 7+8

Group—B

Answer any *one* question.

- 9. (a) Why are human beings considered as a resource of an organisation?
- (b) "Human Resource manager considers workforce of an organisation as resource and looks for its development." Describe human resource functions in the context of the above statement. 5+10
- 10. What do you mean by performance appraisal? Why is it necessary? Discuss any three performance appraisal techniques under traditional method. 3+3+9