

<b>CSM—23/22</b>
<b>COMMERCE &amp; ACCOUNTANCY</b>
<b>PAPER—II</b>

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**Time : 3 Hours**

**Full Marks : 250**

*The figures in the right-hand margin indicate marks.  
Candidates should attempt **any 10 (ten)** questions of  
**GROUP—A** with word limit of 250 words and should  
attempt **any 5 (five)** questions from **GROUP—B**  
with word limit of 300 words.*

**GROUP—A**

1. (a) Explain chain of command. What is its importance?  
(b) The success of any organisation depends on the members in the line and staff structure. Explain. 3+4+8=15
2. (a) Instability is an inherent feature of informal organisation. Explain.  
(b) Communication flows in a haphazard way in informal organisation. Discuss. 8+7=15
3. (a) An organisation is an open system. Explain the concept in case of any manufacturing company.  
(b) Power in a person depends only on his/her position in the organisation. Explain. 7+8=15
4. (a) Give an overview of the content and process theories of motivation.  
(b) Democratic leadership style benefits organisations. Explain. 8+7=15
5. (a) Discuss the managerial grid proposed by Blake and Mouton.  
(b) Leaders are the change-agents in organisations. Discuss. 9+6=15

6. (a) What are the qualities in a good leader?
- (b) "Organizations need transformational leaders for continuous growth and prosperity." Explain the statement by focusing on the characteristics of these leaders. 5+10=15
7. What is perception? Discuss the factors that affect it. 10+5=15
8. (a) Success of recruitment depends upon the number and quality of applications received. Explain.
- (b) Training and development are required simultaneously for organisational success. Discuss. 7+8=15
9. What do you understand by worker's participation in management? How does it help organisations? 7+8=15
10. (a) What is bureaucratic management theory under the classical school of management?
- (b) Explain the terms job rotation and job enrichment. 9+6=15
11. (a) What are the key factors that result in employee absenteeism in organisations?
- (b) Maintaining equity in salaries and wages in organisations is important for motivating employees. Explain. 7+8=15
12. (a) Explain the meaning and objectives of performance appraisal.
- (b) Improper manpower planning will hamper organisational performance. Explain. 4+4+7=15

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**GROUP—B**

13. (a) Organisational change is a basic necessity for business survival. In this context, explain the need for change.
- (b) Labour turnover is costly for organisations. Explain. 10+10=20
14. (a) Explain the concept of sweat equity. How is it important?
- (b) What is the importance of power in organisations? (5+5)+10=20

15. (a) Explain transactional analysis as a technique for improving communication effectiveness for handling conflicts.  
(b) Explain 360 degree performance appraisal method. 10+10=20
16. Discuss the role of personnel department in organisations. 20
17. (a) "Labour turnover is partly avoidable and partly not." Elaborate the statement.  
(b) An organisation is a multi-objective enterprise. Discuss. 12+8=20
18. (a) What is organisational culture? How does it contribute to organisational success? Explain.  
(b) Boosting employee morale should be a key task of a HR manager. Justify with proper reasons. 10+10=20

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