

DO NOT OPEN THIS TEST BOOKLET UNTIL YOU ARE ASKED TO DO SO

**23-0009-AI TEST BOOKLET
COMMERCE & ACCOUNTANCY**

Time Allowed: 3 Hours

PAPER – II

Maximum Marks: 300

INSTRUCTIONS TO CANDIDATES

Read the instructions carefully before answering the questions: -

1. This Test Booklet consists of 16(sixteen) pages and has 75 (seventy-five) items (questions).
2. IMMEDIATELY AFTER THE COMMENCEMENT OF THE EXAMINATION, YOU SHOULD CHECK THAT THIS BOOKLET *DOES NOT* HAVE ANY UNPRINTED OR TORN OR MISSING PAGES OR ITEMS ETC. IF SO, GET IT REPLACED BY A COMPLETE TEST BOOKLET.
3. Please note that it is the candidate's responsibility to fill in the Roll Number and other required details carefully and without any omission or discrepancy at the appropriate places in the OMR Answer Sheet and the Separate Answer Booklet. Any omission/discrepancy will render the OMR Answer Sheet and the Separate Answer Booklet liable for rejection.
4. Do not write anything else on the OMR Answer Sheet except the required information. Before you proceed to mark in the OMR Answer Sheet, please ensure that you have filled in the required particulars as per given instructions.
5. Use only Black Ball Point Pen to fill the OMR Answer Sheet.
6. This Test Booklet is divided into 4 (four) parts – Part - I, Part - II, Part - III and Part - IV.
7. All three parts are Compulsory.
8. Part-I consists of Multiple Choice-based Questions. The answers to these questions have to be marked in the OMR Answer Sheet provided to you.
9. Part-II, Part-III and Part-IV consist of Conventional Essay-type Questions. The answers to these questions have to be written in the separate Answer Booklet provided to you.
10. In Part-I, each item (question) comprises of 04 (four) responses (answers). You are required to select the response which you want to mark on the OMR Answer Sheet. In case you feel that there is more than one correct response, mark the response which you consider the best. In any case, choose *ONLY ONE* response for each item.
11. After you have completed filling in all your responses on the OMR Answer Sheet and the Answer Booklet(s) and the examination has concluded, you should hand over to the Invigilator *only the OMR Answer Sheet and the Answer Booklet(s)*. You are permitted to take the Test Booklet with you.
12. **Penalty for wrong answers in Multiple Choice-based Questions:**
THERE WILL BE PENALTY FOR WRONG ANSWERS MARKED BY A CANDIDATE.
 - (i) There are four alternatives for the answer to every question. For each question for which a wrong answer has been given by the candidate, one-third of the marks assigned to the question will be deducted as penalty.
 - (ii) If a candidate gives more than one answer, it will be treated as a **wrong answer** even if one of the given answers happens to be correct and there will be same penalty as above to the question.
 - (iii) If a question is left blank. i.e., no answer is given by the candidate, there will be **no penalty** for that question.

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PART - I
(Multiple Choice-based Questions)

Instructions for Questions 1 to 50:

- *Choose the correct answer for the questions from the given options*
- *Each question carries 3 marks.* *[3x50=150]*

1. Disputes that arise out of deadlocks in negotiations for a collective agreement are popularly known as -
 - (a) Grievance Disputes
 - (b) Interest Disputes
 - (c) Recognition Disputes
 - (d) Unfair Labour Practice Disputes

2. The degree to which a particular selection device accurately predicts the level of performance or important elements of work behaviour is known as
 - (a) Construct validity
 - (b) Criterion related validity
 - (c) Logical validity
 - (d) Concurrent validity

3. Who proposed the three-tier structure of industrial relations activity?
 - (a) John T Dunlop
 - (b) Kochan, Katz and McKersie
 - (c) J.H. Richardson
 - (d) H.A. Clegg

4. Which of the following is not a method of Job Evaluation?
 - (a) Ranking method
 - (b) Grading method
 - (c) Paired comparison method
 - (d) Point Factor method

5. Who is associated with the radical approach to industrial relations?
 - (a) Mahatma Gandhi
 - (b) John T Dunlop
 - (c) Karl Marx
 - (d) Allan Flanders

6. When an organisation responds to its employee's needs for developing mechanisms to allow them to share fully in making decisions that design their lives at work, such process is called -
 - (a) Social security measures
 - (b) Performance management
 - (c) Quality of work life
 - (d) Work ethics

7. According to whom "industrial relations is an art, the art of living together for purposes of production"?
- John T. Dunlop
 - John H. Richardson
 - M. Salamon
 - A. Flanders
8. Who was the first Indian to become the President of International Labour Conference?
- Babu Jagjiwan Ram
 - Mr. Atul Chatterjee
 - Dr. Nagendra Singh
 - Mr. Ravindra Verma
9. What is a 'wild-cat strike'?
- Strike perpetrated by workers with the support of the relevant union without giving notice to the employer
 - Strike called by a group of workers on the spur of the moment without any formal notice to the employer or any consent from the relevant union.
 - Strike called by the union after resorting to a strike ballot
 - Strike called by a union with a formal notice to the employer just a few minutes before the commencement of the strike
10. Match the following tests (List I) with the tools used (List II) for carrying out these tests.

List I	List II
A. Thematic Apperception Test	1. Ten cards having prints of ink blots
B. Rosenzweig Test	2. 45 inkblot cards
C. Rorschach Test	3. 25 plates, each consisting 3 sketches
D. Holtzman Ink Blot Test	4. Pictures
E. Tomkins-Horn Picture Arrangement Test	5. Cartoons with balloon above

Codes:

	A	B	C	D	E
(a)	4	2	1	3	5
(b)	5	3	2	1	4
(c)	4	5	1	2	3
(d)	4	3	1	2	5

11. At present there are _____ Central Trade Union Organisations in India.
- Twelve
 - Thirteen
 - Fourteen
 - Fifteen

12. Which of the following, according to Herzberg, are *not* the motivators?

1. Responsibility
2. Recognition
3. Interpersonal relations
4. Work itself
5. Working conditions

Codes:

- (a) 3 and 5
- (b) 1, 2 and 3
- (c) 1,2 and 4
- (d) 2, 4 and 5

13. Which one of the following is an immediate product of job analysis?

- (a) Job description
- (b) Job rotation
- (c) Job enrichment
- (d) Job enlargement

14. A personality characteristic indicating one's willingness to do whatever it takes to get one's own way is known as

- (a) Locus of control
- (b) Machiavellianism
- (c) Job characteristic model
- (d) Personality legitimacy

15. Match List I with List II

List I (Provisions given in the schedule)	List II (Schedule of Industrial Disputes Act)
A. Illegality or otherwise of a strike or lock-out	1. Schedule III
B. Shift working otherwise than in accordance with standing orders	2. Schedule V
C. Any changes in contribution paid or payable by the employer to any provident fund or pension fund	3. Schedule II
D. Failure to implement award, settlement, or agreement	4. Schedule IV

Choose the correct answer from the options given below:

- | | A | B | C | D |
|-----|---|---|---|---|
| (a) | 3 | 2 | 1 | 4 |
| (b) | 3 | 1 | 4 | 2 |
| (c) | 4 | 2 | 3 | 1 |
| (d) | 1 | 4 | 2 | 3 |

16. With the help of the codes given below, arrange the following trade union federations on the basis of their year of emergence from the earliest to the latest -

- (A) CITU
- (B) UTUC
- (C) AITUC
- (D) INTUC
- (E) BMS

Codes:

- (a) (C), (D), (B), (E), (A)
- (b) (A), (E), (B), (D), (C)
- (c) (D), (C), (B), (E), (A)
- (d) (C), (B), (D), (A), (E)

17. In the context of HRM, 'Head Hunting' refers to which of the following?

- (a) Training
- (b) Compensation
- (c) Recruitment
- (d) Retrenchment

18. Which of the following human resource forecasting techniques is considered as the 'quickest' forecasting technique?

- (a) Managerial Judgement
- (b) Ratio-Trend Analysis
- (c) Delphi Technique
- (d) Regression Analysis

19. Which country is called 'Home of Collective Bargaining'?

- (a) Japan
- (b) Great Britain
- (c) United States of America
- (d) Canada

20. A general impression of an individual that is influenced by single characteristic is called as -

- (a) Personal prejudice
- (b) Stereo typing
- (c) Halo effect
- (d) Group effectiveness

21. Which one of the following falls under 'dry promotion' category?

- (a) Responsibilities remain the same but pay increases
- (b) Responsibilities increase but there is no increase in the pay
- (c) Responsibilities reduce but pay remains the same
- (d) Responsibilities reduce but pay increase

22. The following are steps relating to HR Planning. Arrange them in proper sequence using the codes given below -

1. Forecast of Personnel needs and supplies
2. Defining organisational objectives and policies
3. Control and evaluation
4. HR Programming
5. HRP implementation

Codes:

- (a) 1, 2, 4, 5, 3
- (b) 4, 5, 2, 3, 1
- (c) 2, 4, 1, 3, 5
- (d) 2, 1, 4, 5, 3

23. Who among the following is associated with the Human Relations Approach to industrial relations?

- (a) Charles A. Myers
- (b) Dale Yoder
- (c) Michael Poole
- (d) Elton Mayo

24. Which of the following is/are not the commonly used methods of training?

1. Buzzing
2. Regression
3. Role playing
4. Rationalisation
5. Brain Storming
6. Persuasion

Codes:

- (a) 2, 4 and 6
- (b) 1, 3 and 5
- (c) 4, 5 and 6
- (d) 1, 3 and 6

25. _____ is a situation in which the parties to a conflict, each desire to satisfy fully the concern of all parties.

- (a) Competing
- (b) Collaborating
- (c) Accommodating
- (d) Compromising

26. The amount of satisfaction an individual anticipates from a particular outcome is known as -

- (a) Theory Y
- (b) Theory Z
- (c) Valence
- (d) Stress

27. An organisation structure defines how job, tasks are formally divided, grouped and coordinated. Managers need to address six key elements when they design their organisation's structure.

Match List I with List II given below.

List I Refers to the six key elements encountered by managers in designing their organisational structure.

List II Provides possible answers to address the key elements encountered in organisation designing.

List I	List II
A. To what degree are activities sub-divided into separate jobs.	1. Span of control
B. On what basis will jobs be grouped together?	2. Centralisation and Decentralisation
C. To whom do individuals and groups report?	3. Departmentalisation
D. How many individuals can a manager efficiently and effectively direct?	4. Work specialisation
E. Where does decision making authority lie?	5. Chain of command
F. To what degree will there be rules and regulations to direct employees and managers?	6. Formalisation

Codes:

	A	B	C	D	E	F
(a)	3	4	5	2	1	6
(b)	4	3	5	1	2	6
(c)	1	2	3	4	6	5
(d)	2	3	4	6	5	1

28. Motivation implies that the employees in an organisation

- (a) Exert more effort to accomplish the desired goals of the organisation
- (b) Exert more effort to accomplish the individual goals.
- (c) Exert more effort to accomplish the common goals of employees
- (d) Exert more effort to accomplish the desired goals of the employer, employees and the Government

29. Which approach suggests that there is no best way to handle any of the management problems and there is no best organizational structure to suit all situations?

- (a) Operational Approach
- (b) Contingency Approach
- (c) Case/ empirical approach
- (d) System Approach

30. Match the following theories of leadership (List I) with their propagators (List II).

List I	List II
A. Leader Member Exchange Theory	1. Robert House
B. Path Goal Theory	2. Ken Blanchard
C. Situational Theory	3. Fred Fiedler
D. Contingency Theory	4. George Graen

Codes:

	A	B	C	D
(a)	4	1	2	3
(b)	4	2	1	3
(c)	2	1	3	4
(d)	3	2	1	4

31. With reference to the relationship between satisfaction and performance, which of the following theories implicitly assumes that 'satisfaction leads to improved performance and dissatisfaction detracts from performance'?

- (a) Attribution Theory of Motivation
- (b) Content Theories of Motivation
- (c) Vroom's Expectancy Theory
- (d) Adam's Equity Theory

32. 'OCTAPACE' an acronym developed by Udai Pareek identifies eight important values relevant to an organisation's culture. Which one of the following gives the correct explanation of the term?

- (a) Openness, Cooperation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimentation.
- (b) Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimentation
- (c) Openness, Confrontation, Trust, Autonomy, Proaction, Avoidance, Cooperation, Experimentation
- (d) Openness, Cooperation, Truthful, Authenticity, Proaction, Authority, Collaboration, Experimentation

33. Transaction Analysis is associated with

- (a) Intrapersonal Conflict
- (b) Interpersonal Conflict
- (c) Union Management Conflict
- (d) Inter Group Conflict

34. When an employer asks employees to sign a type of loyalty oath stating that "the employee would neither join nor participate in the activities of a union" is known as-
- (a) The Conspiracy Doctrine
 - (b) The Yellow-Dog Contract
 - (c) Unfair Labour Practices
 - (d) Collective Bargaining Agreement

35. Choose the correct options regarding the Theories of Motivation -
- 1. Theory X and Theory Y are similar to each other.
 - 2. Two factor theory is derived by Mc Gregor.
 - 3. The concept of ERG theory is similar to Maslow's hierarchy of needs theory
 - 4. McClelland has identified the need of power, need for achievement and need for affiliation as motivating needs.

Codes:

- (a) 1 and 3
 - (b) 2 and 3
 - (c) 3 and 4
 - (d) 1 and 2
36. The leadership style which allows "substantial participation by members of the group in the management and decision-making process, frequent consultation with subordinates by the manager on wide-ranging problems, sufficient freedom to communicate with the leader and also with their fellow subordinates" is called -
- (a) autocratic style of leadership
 - (b) democratic style of leadership
 - (c) laissez fair style of leadership
 - (d) paternalistic style of leadership
37. Contingency Theories of Leadership was developed by -
- 1. Blake and Mouton
 - 2. Fiedler
 - 3. Hickson
 - 4. Vroom and Yetton

Choose the correct answer from the options given below:

- (a) 1, 2 and 3 only
 - (b) 1, 3 and 4 only
 - (c) 2, 3 and 4 only
 - (d) 1, 2 and 4 only
38. According to classical theorists, the four pillars of organising are-
- (a) Division of labour, scalar and functional processes, structures and span of control
 - (b) Division of labour, identity, structures and cooperation
 - (c) Identity, structures, scalar chain and span of control
 - (d) Structures, scalar chain, span of control, and specialisation

39. A project organisation is a -
- (a) Temporary arrangement
 - (b) Permanent arrangement
 - (c) Task Force
 - (d) None of the above
40. What is the correct sequence of steps involved in the process of Delegation of Authority?
- 1. Assignment of task
 - 2. Creation of responsibility
 - 3. Granting authority
 - 4. Fixing accountability

Codes:

- (a) 1, 2, 3 and 4
 - (b) 1, 3, 4 and 2
 - (c) 1, 4, 2 and 3
 - (d) 1,3,2 and 4
41. Personnel management is essentially a -
- (a) matrix function
 - (b) line function
 - (c) staff function
 - (d) line and staff function
42. In which types of strike, some of the union workers are posted at the factory gate for the purpose of watching and dissuading those who go to work?
- (a) Picketing
 - (b) Stay away strike
 - (c) Protest strike
 - (d) Cat-call strike
43. Arrange the four levels of training evaluation from the first to the last as given by Kirkpatrick.
- 1. Reaction
 - 2. Results
 - 3. Job behaviour
 - 4. Learning

Choose the correct answer from the options given below:

- (a) 2, 3, 4, 1
- (b) 3, 2, 1, 4
- (c) 4, 1, 2, 3
- (d) 1, 4, 3, 2

44. In an attempt to integrate individual and organisational goals, who developed the concept of Linking Pin?
- (a) Elton Mayo
 - (b) Rensis Likert
 - (c) Max Weber
 - (d) Mary Parker Follett
45. Who suggested that changes in organisations occur in three phases called unfreezing, changing and refreezing?
- (a) David Nadler
 - (b) Kurt Lewin
 - (c) Gary Hamel
 - (d) Noel Tichy
46. Which of the following types of control is applied when the work is in progress?
- (a) Feed forward control
 - (b) Feedback control
 - (c) Concurrent control
 - (d) Regular control
47. The right delegated to an individual or a department to control specified processes, practices, policies or other matters relating to activities undertaken by persons in other departments is called _____
- (a) Functional authority delegation
 - (b) Empowerment of employees
 - (c) Delegation of power
 - (d) Centralisation of power
48. Human resource planning is a -
- (a) Positive process
 - (b) Negative process
 - (c) Reactive process
 - (d) Pro-active process
49. When unions come forward for wage cuts, restriction on overtime, temporary job losses as part of collective bargaining agreements, such bargaining is called -
- (a) Enterprise Bargaining
 - (b) Composite Bargaining
 - (c) Concession Bargaining
 - (d) Non-wage Bargaining
50. A hybrid grid structure wherein pure project organisation is superimposed on a functional structure is known as -
- (a) Hybrid organisation
 - (b) Functional organisation
 - (c) Matrix organisation
 - (d) Divisional organisation

PART-II
(Short Answer-type Questions)

Instructions for Questions 51 to 63:

- *Write the answers in short for any 10 (TEN) out of the thirteen questions.*
- *Each question carries 5 marks.* *[5x10=50]*

51. What is the rationale of participative management? What measures can be taken to make it successful?
52. Distinguish between factor comparison method and point method of job evaluation.
53. What are the duties and powers of a Conciliation Officer and Adjudication Officer?
54. Strategic HRM is the need of the hour. Elucidate.
55. What are the principles underlying employee compensation?
56. Why is classical theory labelled as machinery theory?
57. What are the various types of pre-employment tests?
58. Explain the meaning and rationale of productivity bargaining.
59. What is quality of work life? Explain the major issues in quality of work life.
60. What do you mean by personality? State its important determinants.
61. Discuss the bureaucratic model of organisational design.
62. What are the three ego states of transactional analysis?
63. Write a note on the modern approach to organisational behaviour.

PART-III
(Long Answer-type Questions)

Instructions for Questions 64 to 71:

- *Answer any 5 (FIVE) out of the eight questions.*
- *Each question carries 10 marks.*

[10x5=50]

64. Explain the concept of span of control. Discuss the factors influencing the span of control in an organisation?
65. What is the purpose of collective bargaining? Outline various steps of collective bargaining process, with suitable examples.
66. What do you mean by Performance Appraisal? Differentiate between performance appraisal and performance management concepts.
67. How is system approach to organisation theory different from contingency approach? Comment.
68. "Managing conflict in time is very important in any organisation". Elucidate. Also, explain the various modes of handling conflict.
69. Distinguish between Maslow's need hierarchy and Herzberg's two factors' theories of motivation.
70. Explain the concept of Matrix organisation. How does it differ from Project Organisation?
71. What do you mean by delegation of authority? As a manager, how will you determine what is authority and to what extent it should be delegated?

PART-IV
(Essay-type Questions)

Instructions for Questions 72 to 75:

- *Answer any 2 (TWO) out of the four questions.*
- *Each question carries 25 marks.*

[25x2= 50]

72. Discuss the role of ILO in promoting social justice through international legislation and research.
73. According to Schein, culture of an organisation is defined in terms of its artefacts, values and basic assumptions. On the basis of your experience with any organisation, discuss how basic assumptions influence the values held by the organisation.
74. “Intrinsic motivation is for long term and extrinsic motivation is for short term”. Elucidate the statement. Also discuss the relevant models of intrinsic and extrinsic motivation.
75. Explain the concept of sub-system. How does it help in understanding interdependencies that exist in any organisational system? Discuss in the context of technical, social and power sub-systems.
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