

Total number of printed pages-7

14 (COM-2) 2026

2023

COMMERCE

Paper : COM-2026

(Organisational Behaviour)

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Choose the correct option of the following :
1×5=5
 - (i) The tendency of an individual to attribute his/her successes to personal characteristics rather than to situational factors is known as
 - (a) Self-serving bias
 - (b) Fundamental attribution error
 - (c) Locus of control
 - (d) Self-efficacy

Contd.

(ii) The Halo effect is a cognitive bias where

(a) one's overall impression of a person influences how we feel and think about his or her character

(b) we attribute the actions of others to their personality rather than the situation

(c) we view ourselves more favourably than others do

(d) we blame others for their failures but take personal credit for our own successes

(iii) The term "fundamental attribution error" refers to :

(a) Overestimating the influence of personal traits and underestimating the effects of situations when making judgements about the behaviour of others

(b) Overestimating the influence of situations and underestimating the effects of personal traits when making judgements about the behaviour of others

(c) Incorrectly attributing one's own behaviours to personal traits rather than situational factors

(d) Incorrectly attributing one's own behaviours to situational factors rather than personal traits

(iv) The tendency for people to work less hard when sharing work with other group members is known as :

(a) Social loafing

(b) Groupthink

(c) Group polarization

(d) Social facilitation

(v) Which of the following is a characteristic of a highly cohesive group?

- (a) High degree of conformity to group norms
- (b) High potential for groupthink
- (c) High level of participation and communication
- (d) All of the above

2. Answer the following questions : **(any five)**
5×5=25

- (i) Discuss the concept of 'self-efficacy' in the motivation process.
- (ii) How each of the traits of 'Big Five' influence behaviour in the workplace?
- (iii) Discuss the concept of 'locus of control' and its implications for employee motivation and job satisfaction.



(iv) How 'selective perception' can impact decision-making processes in an organization?

(v) What is the role of 'stereotyping' in perception, and how can it affect the functioning of a diverse team?

(vi) How can Hofstede's cultural dimensions model assist managers in working effectively with multicultural teams?

(vii) Define 'workforce diversity' and explain why it is important for organizations in the contemporary business environment.

3. Answer **any five** : 10×5=50

(i) Discuss in detail the Path-Goal theory of leadership. How does this theory explain the role of a leader in motivating their subordinates? 6+4=10

(ii) Discuss the *four* types of reinforcement (positive reinforcement, negative reinforcement, punishment, and extinction) in the context of Operant Conditioning. How can they be used to influence employee behaviour?

5+5=10

(iii) Explain the concept of 'groupthink'. How can it affect the decision-making process within a team? What strategies can be employed to prevent groupthink?

2+5+3=10

(iv) Discuss the emerging issue of remote work and telecommuting or working from home and its impact on Organizational Behaviour. How does it influence aspects such as motivation, communication, leadership, and team dynamics?

4+6=10

(v) Discuss the Self-Determination theory. How do the three basic psychological needs—autonomy, competence, and relatedness—influence motivation according to this theory?

4+6=10

(vi) Explain the concept of the 'Dark Triad' of personality. How do these traits manifest in individual behaviour and what are their potential impact in a workplace setting?

5+5=10

(vii) Distinguish between role and goal conflict. What is Johari's Window? How is this window used in conflict resolution? Discuss.

4+3+3=10

Total number of printed pages-7

14 (COM-2) 2046 A

2023

COMMERCE

Paper : COM-2046A

(Advanced Financial Management)

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Select the most appropriate answer from the choices given in the following questions :

1×5=5

(a) The percentage change in the earning per share resulting from the percentage change in operating profit is known as :

- (i) degree of combined leverage
- (ii) degree of working leverage
- (iii) degree of operating leverage
- (iv) degree of financial leverage

Contd.

(b) The opportunity cost in terms of dividends foregone by/withheld from the equity shareholders is known as :

- (i) cost of debenture
- (ii) cost of preference share capital
- (iii) cost of retained earning
- (iv) cost of equity capital

(c) The use of long-term fixed interest bearing debt and preference share capital along with equity share capital is called _____.

(Fill in the gap with appropriate answer)

- (i) short term gain
- (ii) optimum mix
- (iii) trading on cost
- (iv) trading on equity

(d) Profitability index method of the evaluation of long term investment proposals is also known as

- (i) payback profitability
- (ii) post payback profitability
- (iii) cost recovery index
- (iv) benefit-cost ratio

(e) Which one the following is correct to determine the minimum stock level of inventory in relation to inventory control and management ?

- (i) Minimum stock level = Re-ordering level - (Normal consumption × Normal Re-order period)
- (ii) Minimum stock level = Re-order level + Re-order quantity - Average stock
- (iii) Minimum stock level = Maximum consumption × Maximum re-order period
- (iv) Minimum stock level = Re-order quantity × Average consumption period + Maximum Re-order level.

2. Answer the questions in brief: $5 \times 7 = 35$

- (a) ABC limited wishes to calculate its cost of equity capital using the capital asset pricing model approach. It is found that the risk free rate of return equals 10 per cent ; the firm's beta equals 1.50 and the return on the market portfolio equals 12.5 per cent. Compute the cost of equity capital.
- (b) What are the risks associated with financial decisions ?
- (c) How is cost of capital significant in financial decision making ?
- (d) Mention the different methods to be suggested for accounting of risk in long term investment proposals.
- (e) What are the different forms of dividend ?

(f) Write the objectives of cash management.

(g) What is temporary working capital ?
Why is it needed ? $2+3=5$

3. Critically review the 'wealth maximisation' as a goal of financial management. 10

Or

How is time value of money significant in different aspects of financial management ?

4. Critically analyse the 'Modigliani and Miller Approach' for capital structure where it is assumed that there is no existence of corporate tax. 10

Or

Elucidate the Walter's model of dividend theory.

5. Explain the different dimensions of receivable management. 10

Or

How is cost of equity capital determined under Dividend Approach ? Explain.

6. An investor is considering the purchase of a 8% Rs. 1,000 bond redeemable after 5 years at par. The investor's required rate of return is 10%. What should he be willing to pay now to purchase the bond ? 10

[The present value of Re 1 in coming 5 years against present value factor at 10% are as follows :

1st year = 0.909

2nd year = 0.826

3rd year = 0.751

4th year = 0.683

5th year = 0.621]

Or

What are the different forms of Merger ?
Elucidate the motives for merger and acquisition ?
5+5=10

Total number of printed pages-7

14 (COM-2) 2076

2023

COMMERCE

Paper : COM-2076

**(Marketing Research and
Consumer Behaviour)**

Full Marks : 80

Time : Three hours

**The figures in the margin indicate
full marks for the questions.**

Answer **all** questions.

1. Choose the correct option from the following :
1×7=7

(i) When consumers become unsatisfied with a service (e.g. at a restaurant), the link between the stimulus (i.e. the restaurant) and expected satisfaction is no longer reinforced and the consumers won't come back. This is an example of

(a) Extinction

Contd.

- (b) Negative reinforcement
 - (c) Punishment
 - (d) Positive reinforcement
- (ii) The model of attitude formation which states that consumers evaluate products and services by combining their brand beliefs the positive and negative according to importance is known as
- (a) Tricomponent Model
 - (b) Expectancy Value Model
 - (c) Non-compensatory models of consumer choice
 - (d) Buying Behaviour Model
- (iii) The degree to which people like novel, complex and unusual experiences is known as
- (a) Absolute threshold level
 - (b) Minimum threshold level
 - (c) Optimum stimulation level
 - (d) Exploratory level

- (iv) The overall evaluation on an object that is based on the evaluation of just one dimension is known as
- (a) Impression effect
 - (b) Halo effect
 - (c) Horns effect
 - (d) Contrast effect
- (v) _____ research is independently conducted, published and sold by a market research firm that provides overall market insights available to the public at large.
- (a) Customised
 - (b) Analytical
 - (c) Exploratory
 - (d) Syndicated
- (vi) Examples of _____ include list of registered voters or customer lists from credit card companies.
- (a) sample
 - (b) sampling frame
 - (c) sampling gap
 - (d) sampling distribution

(vii) A _____ is a small scale preliminary study conducted before any large scale quantitative research in order to evaluate the potential for a future, full scale project.

(a) sample survey

(b) copy testing

(c) pilot study

(d) concept research

3. Write short notes on the following :

(any five)

5×5=25

(i) Symbolism in Indian culture

(ii) Indian core values

(iii) Role of opinion leaders influencing buyer behaviour

(iv) E-elements of consumer learning

(v) Product research

(vi) Causal research design

(vii) Types of questions to be used while preparing a questionnaire

(viii) Sub-culture and multicultural marketing

4. Explain the need for an information system in marketing research.

Write a note on the changing dynamics of social science research in the age of information. 4+8=12

Or

State the characteristics of scientific research. What limitations of secondary research can be overcome by primary research? 7+5=12

5. Explain how family acts as a socialisation agent. Describe how children influence family decision-making. 6+6=12

Or

Explain how personality and self concept are related. Also highlight the traits which influence brand personalities. 6+6=12

6. Describe how a consumer does information search and evaluate various alternatives to finally purchase a product. Explain post purchase behaviour of consumers. 8+4=12

Or

Explain how social class can influence consumer buying behaviour. Describe the different types of reference group in the society. 8+4=12

7. Distinguish between : 4+4+4=12
- (a) Cross sectional and Longitudinal research design
 - (b) Cluster sampling and Stratified random sampling
 - (c) Sample survey and Census survey

Or

Discuss the merits and demerits of oral reporting. Also, write a brief note on organising the market research function in a firm. 6+6=12

Total number of printed pages-7

14 (COM-2) 2036

2023

COMMERCE

Paper : COM-2036

**(Operations Research and Computer
in Business)**

Full Marks : 80

Time : Three hours

**The figures in the margin indicate
full marks for the questions.**

GROUP-A

1. Answer the following questions : 1×5=5

(a) Which of the following method is commonly used to solve assignment problem ?

(i) Stepping Stone Method

(ii) Hungarian Method

(iii) Vogel's Approximation Method

(iv) North West Corner Rule

Contd.

(b) Fill in the blanks :

A transportation problem is said to be balanced when _____ equals _____ .

(c) Indicate whether the following statements is True **or** False :

The number of variables in the primal is the same as the number of constraints in the dual and vice versa.

(d) Choose the correct alternative :

The non-negative variable which is added to the left hand side of the constraint to convert it into equation is called

- (i) Slack variable
- (ii) Surplus variable
- (iii) Artificial variable
- (iv) None of the above

(e) Define saddle point.

2. (a) Explain the role of Operations Research in business and commerce. 5

OR

What are the various phases of Operations Research process?

(b) Formulate the problem as an LPP. A firm manufactures two types of products A and B and sells them at a profit of Rs. 2 on type A and Rs. 3 on type B. Each product is processed on two machines G and H. Type A requires one minute of processing time G and two minutes on H; type B requires one minute on G and one minute on H. The machine G is available for not more than 6 hours 40 minutes while machine H is available for 10 hours during any working day. 5

(c) Differentiate between transportation and assignment problem. 5

OR

Solve the following game by using dominance property : 5

		Player B				
		B ₁	B ₂	B ₃	B ₄	B ₅
Player A	A ₁	2	5	10	7	2
	A ₂	3	3	6	6	4
	A ₃	4	4	8	12	1

3. (a) Define duality in linear programming. Write the dual of the following primal

$$\text{Minimize } z = 2x_2 + 3x_3$$

$$\text{subject to } x_1 + x_2 \geq 2$$

$$2x_1 + x_2 + 6x_3 \leq 6$$

$$x_1 - x_2 + 3x_3 = 4$$

$$x_1, x_2, x_3 \geq 0$$

7

OR

Solve the following assignment problem in order to minimize the total cost. The cost matrix given below gives the assignment cost when different operators are assigned to various machines.

		Operators				
		I	II	III	IV	V
Machines	A	30	25	33	35	36
	B	23	29	38	23	26
	C	30	27	22	22	22
	D	25	31	29	27	32
	E	27	29	30	24	32

- (b) Find an initial solution to the transportation problem using

(i) North West Corner Rule

(ii) Vogel's Approximation Method

$$3+5=8$$

		Destination				Supply
		D ₁	D ₂	D ₃	D ₄	
Factory	F ₁	3	3	4	1	100
	F ₂	4	2	4	2	125
	F ₃	1	5	3	2	75
Demand		120	80	75	25	300

4. (a) Using simplex method solve the given

LPP :

7

$$\text{Maximise } z = x_1 + x_2 + 3x_3$$

$$\text{subject to } 3x_1 + 2x_2 + x_3 \leq 3$$

$$2x_1 + x_2 + 2x_3 \leq 2$$

$$x_1, x_2, x_3 \geq 0$$

(b) The arrival rate of customers at a banking counter follows Poisson distribution with a mean of 45 per hour. The service rate of the counter clerk also follows Poisson distribution with a mean of 60 per hour.

(i) What is the probability of having 0 customers in the queue?

(ii) Find L_s , L_q , W_s and W_q .
2+6=8

OR

What are the different characteristics of a queuing system? Explain in detail.
8

GROUP-B

5. (a) What is a Database? 2

(b) Define E-commerce and E-business. 2

6. Write short notes on : **(any two)**
5×2=10

(i) Encryption

(ii) Digital Signature

(iii) Data Flow Diagram (DFD)

7. What is System? Discuss about the different types of systems.
2+6=8

8. Describe the phases in system development life cycle (SDLC).
8

OR

What is database design? Write an ER model for a college management system.
2+6=8

Total number of printed pages-7

14 (COM-2) 2056

2023

COMMERCE

Paper : COM-2056

**(Security Analysis & Portfolio
Management)**

Full Marks : 80

Time : Three hours

**The figures in the margin indicate
full marks for the questions.**

(Answer all questions as directed)

1. Select the most appropriate answer from the multiple choices : 1×5=5
 - (i) Which of the following risk can be diversified ?
 - A. Systematic risk
 - B. Unsystematic risk
 - C. Both systematic and unsystematic risk
 - D. None of the above

Contd.

(ii) When the candlestick is black, it denotes that :

- A. Opening price is higher than the closing price
- B. Closing price is higher than the opening price
- C. Closing price and opening price are same
- D. Closing price is the lowest price

(iii) Systematic risk does not include :

- A. Market Risk
- B. Interest Rate Risk
- C. Financial Risk
- D. Purchasing Power Risk

(iv) The underlying asset of a derivative contract can be _____.

(Fill in the blank)

- A. only equity
- B. only interest rate
- C. only commodities
- D. All of the above

(v) Which of the following statements regarding risk-averse investors is/are NOT TRUE ?

- A. They only accept risky investments that offer risk premiums over the risk-free rate.
- B. They only care about rate of return.
- C. They are willing to accept lower returns and high risk.
- D. Both B and C.

2. Answer the following in about **30-50** words each : 2×5=10

(a) What is meant by 'investment' ?

(b) What do you mean by portfolio ?

(c) What is meant by stock index ?

(d) How is the risk of security measured ?

(e) What is intra-day trading ?

3. Answer **any five** of the following in about **200** words each : $5 \times 5 = 25$

- (a) Distinguish between security and non-security form of investment.
- (b) How is 'beta' useful in investment decisions ?
- (c) Explain how price-earnings ratio is useful in investment analysis.
- (d) What are the weaknesses of technical analysis ?
- (e) Explain the significance of 'patterns' in technical analysis with suitable illustrations.
- (f) Distinguish between Security and Capital Market Line.
- (g) Distinguish between 'forwards' and 'futures'.
- (h) Discuss the contribution of Dow Theory towards 'Technical Analysis'.

4. (a) Define investment and discuss the factors to be considered by an investor in taking investment decision.

$3 + 7 = 10$

Or

(b) The table below provides the probability distribution for the returns on stock A and B :

Conditions	Stock A		Stock B	
	Return (%)	Probability	Return (%)	Probability
1	5	0.2	25	0.2
2	10	0.3	30	0.1
3	15	0.2	10	0.3
4	18	0.2	-10	0.2
5	20	0.1	18	0.2

Calculate the risk and expected return for both the stocks. Which one is the better stock for investment on the basis of risk and return criteria ?

$4 + 4 + 2 = 10$

5. (a) Compute the index using the market value weighted method and price weighted method for the following available information :

Share	Outstanding Shares (Base Year)	Current Price (Rs.)	Base Price (Rs.)
A	6,00,000	75	50
B	5,00,000	60	40
C	3,00,000	90	70
D	2,00,000	100	80

Company B issued bonus shares in the ratio of 1:2. The current price reflects the share price after the bonus share has become effective in the market. There is no other change in other companies. 5+5=10

Or

- (b) Explain the use of derivatives in the management of portfolio. 10
6. (a) What is portfolio selection? Critically examine the significance of Markowitz theory in selection of optimal portfolio. 3+7=10

Or

- (b) What are the three forms of Efficient Market Hypothesis? Explain and discuss their implications. 10

7. (a) Why is it important to make portfolio revisions? Discuss the various approaches for portfolio revision. 3+7=10

Or

- (b) Distinguish between Treynor and Sharpe indices of portfolio performance. Which one is superior in your opinion? Give reasons in support of your answer. 7+3=10