Civil Services (Main) Examination, 1996

MANAGEMENT

(Paper II)

Time Allowed : Three Hours **Maximum Marks : 300**

QUESTION PAPER SPECIFIC INSTRUCTIONS

(Please read each of the following instructions carefully before attempting questions)

There are TWELVE questions divided in four Sections of three questions each.
Candidate has to attempt any FIVE questions, selecting not more than TWO questions from any one Section.
All questions carry equal marks.
Wherever any assumptions are made for answering a question, they must be clearly indicated.
Word limit in questions, wherever specified, should be adhered to.

SECTION I

1. (a) Explain why a firm might want to pursue a market penetration opportunity before pursuing one involving product development or diversification.

(b) Distinguish between mass marketing and target marketing particularly in rural sector, illustrate with Indian examples.

2. (a) Explain life style analysis. Discuss how it might be useful for planning marketing strategies to reach college students as compared with the average consumer.

(b) What is the battle of brands who do you think will win and why? Illustrate with examples.

3. (a) What is a marketing information system and how does it differ from marketing research?

(b) In the light of our membership of the WTO, what is the role of export incentives and promotional strategies?

SECTION II

4. (a) Examine fundamental of production from management point of view and enumerate various types of manufacturing systems.

(b) Distinguish carefully between assembly line balancing and machine line balancing.

5. (a) What considerations are important for deciding the location of a plant? Discuss.

(b) Why is value analysis done? How is it different from quality control?

6. (a) What is meant by a schedule evaluation criterion? Discuss.

(b) What is D G S & D? Write a note on purchase process and procedure adopted by this directorate.

SECTION III

7. (a) Define and explain the significance of operating and financial leverage analysis for a financial executive incorporate profit and financial structure planning.

(b) Discuss the usefulness of fund flow statement for the management. Would it also be useful to outsiders?

8. (a) How is the weighted average cost of capital calculated? What weights should be used in its calculation?

(b) Examine critically the effects of inflation on working capital management.

9. (a) What are the determinants of the dividend policy of corporate enterprises? Does it affect the value of a firm?

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(b) Explain bonus shares. When are they issued? What is their rationale?

SECTION IV

10. (a) Differentiate between performance appraisal and job evaluation. Which one would you consider to evaluate the employee for promotional opportunities?

(b) Filtering of information between supervisors and employees often results in good news going up and bad news going down the organisation. Explain and illustrate.

11. (a) Assuming that you are a human resource specialist, why should it be important for you to understand employee motivation? Explain motivation to work in terms of expectancy theory. Give some practical applications of the theory you could use to motivate employees.

(b) Compare the relative advantages and disadvantages of various recruiting methods, such as advertising, employment agencies, personal referrals and others.

12. (a) Describe collective bargaining. With all the details of the process of this type of negotiations, why should there be industrial disputes every now and then? Do you have some suggestions to offer particularly in case of airlines?

(b) Prepare a note on the grievances handling process in the industry. Does, it warrant improvement? Offer your comments.

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