Civil Services (Main) Examination, 2009

MANAGEMENT

(Paper I)

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

QUESTION PAPER SPECIFIC INSTRUCTIONS

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

There are EIGHT questions divided in two Sections.
Candidate has to attempt FIVE questions in all.
Question Nos. 1 and 5 are compulsory and out of the remaining, any THREE are to be attempted choosing at least ONE question from each Section.
The number of marks carried by a question/part is indicated against it.
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 'A'

1. Write analytical notes on any three of the following in not more than 200 words each: **20×3=60**

(a) Strategic planning and implementation in the context of a business organization, and the various steps in the strategic alternatives devised by L. C. Sorrell

(b) The concept of enlightened self-interest, and how this relates to the social responsibility of a business organization

(c) Knowledge-based enterprises

(d) Distinction between innovation and creativity, and how organizations can encourage both

2. Explain the following in about 200 words each: **20×3=60**

(a) Networked and virtual organization

(b) Competency mapping

(c) Models in Human Resource Accounting

3. Outline some of the characteristics of super-teams and self-managed teams. Discuss guidelines for making teams more effective. "Conflict is normal and natural when different people attempt to act in an integrated way." Discuss this statement and suggest ways to deal with conflicts within teams. **60**

4. Discuss the misconceptions surrounding the efficient market hypothesis. Explain the alternative paradigm of 'noise trading and arbitrage'. **60**

SECTION 'B'

5. Write analytical notes on any three of the following in not more than 200 words each: **20×3=60**

(a) ETOP analysis

(b) Time value of money

(c) Brand equity

(d) Internal marketing

6. Discuss each of the following in about 200 words: **20×3=60**

English version compiled from published transcriptions and cross-checked across sources; not a facsimile of the official UPSC question paper.

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(a) Absorption Costing

(b) Training Audit

(c) Inventory Valuation

7. Describe alternative methods used by companies to finance long-term capital needs. What is the role of capital markets vis-à-vis venture capitalists? What role can the Government play to promote new enterprises? **60**

8. What are the different approaches to performance management? How do companies balance between internal equity and merit-based pay? **60**

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