

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 the following in not more than 200 words each. Suitable real-life/hypothetical illustrations may be incorporated, wherever relevant, to buttress your answers: **20×3=60**
- (a) Cultural barriers in communication
- (b) Hedge accounting
- (c) Lewin's three-step model
2. (a) "We don't see things as they are, we see things as we are." Explain in the context of organisational behaviour. **30**
- (b) "The research on the effects of strategic planning generally finds it has no effect on corporate performance." Critically examine the statement. **30**
3. (a) "The higher wage effect does not necessarily translate into higher cost." Explain with examples from India and abroad. **30**
- (b) "Creativity and innovation are inevitable instruments of excellence; yet they differ in their basic characteristics." Analyse this statement and assess how organisations can encourage both. **30**
4. (a) Show, with an example, how break-even point of sales can be calculated when the number of units produced is not known. **20**
- (b) What are the five sources of power, as listed by French and Raven, exercised by managers to influence the behaviour of individuals in an organisation? **20**
- (c) With suitable illustration(s), highlight the concept of corporate social responsibility in India. **20**

SECTION 'B'

5. Write analytical notes on the following in not more than 200 words each: **20×3=60**
- (a) Segmentation hypothesis of capital market
- (b) Share penetration index
- (c) Synthetic loan
6. (a) "Operating and financial leverage are symmetric in behaviour." Critically examine the statement from risk-analysis point of view. **30**

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| | (b) | Explain, with brief illustrations, the expectation hypothesis of bond valuation. | 30 |
| 7. | (a) | “Coca-Cola accounted for less than 2 ounces of the 64 ounces of fluid that each of the world’s 4.4 billion people drank on average every day. The enemy is coffee, milk, tea, water.” Explain the strategic implication of the statement. | 30 |
| | (b) | Define and distinguish between ‘points-of-parity’ and ‘points-of-difference’ in the context of brand positioning. Substantiate with suitable illustrations. | 30 |
| 8. | (a) | Explain the various methods of estimating current demand. | 20 |
| | (b) | Discuss the various elements involved in marketing profitability analysis. | 20 |
| | (c) | Discuss the various elements of the demographic environment that affect marketing. | 20 |