

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:— **20×3=60**
- (a) Concept of fit and stretch in decision-making.
- (b) Principle of preventive strategic control.
- (c) Dysfunction of organizational conflict.
2. (a) “The dynamic environmental changes of the last decade have posed considerable challenges to the international management thinking.” Elucidate. Bring out, in brief, newly evolved management concepts and paradigms to face these challenges. **30**
- (b) Discuss the Porter’s Model for formulating business-unit level strategy. Is this model still relevant in today’s hyper competitive environment? **30**
3. (a) “Trust is the foundation for human relations and modern management approaches.” Explain. How can an organization develop present level of Trust between the management and employees and sustain it for its success? **30**
- (b) Describe the components and sources of attitudes and discuss the difficulties in measuring attitude. **30**
4. (a) “No organization is good or bad. It is the leader of the organization who makes it so.” In the context of this statement, briefly discuss the basic attributes which a leader must have to make an ordinary employee extraordinary and enhance organizational success. **30**
- (b) “Despite challenges, CAPM is widely used because it is a practical equilibrium model.” Comment. Discuss the major elements of CAPM. **30**

SECTION 'B'

5. Write analytical notes on the following in not more than 200 words each:— **20×3=60**
- (a) Marginal costing as a tool of decision making.
- (b) Strategies of gaining power.
- (c) Managerial Grid.
6. (a) Explain Back-Scholes Option Pricing Model, with the help of suitable illustrations and discuss its applications. **30**

- (b) Distinguish between conventional venture capitalist valuation method and revenue multiplier method. Describe various types of investment nurturing by venture capitalists. **30**
7. (a) Distinguish between forecasting and budgeting. A large pharmaceutical enterprise has requested you to prepare its annual budget for the year 2011-12. What steps would you take for this purpose? **30**
- (b) What policy measures have been taken during the Post liberalisation period to enhance competitiveness of Indian financial markets? How far have these measures succeeded in this direction? **30**
8. (a) “Customer Relationship Management (CRM) is important because a major driver of company’s profitability is the aggregate value of customer base.” Explain it and discuss the ways to make CRM more effective. **30**
- (b) How can knowledge workers be motivated? What techniques are corporate enterprises in India employing in recent years to attract and retain knowledge workers? **30**