

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 topics in about 150 words each:— **12×5=60**
- (a) Networked and Virtual organisation.
 - (b) Innovation Management in organisations.
 - (c) Entrepreneurship management.
 - (d) Financial derivatives as tools of managing financial risk.
 - (e) Classical, Neo-classical and Contingency approaches to organisational design.
2. (a) What is the difference between HRM and HRD? What functions HRM covers and then discuss the challenges in each identified function. What are the critical issues in implementing a 360 degree appraisal in a government system? **20**
- (b) How will you go about in terms of organising auditing and accounting of human resources in an organisation? **20**
- (c) What are the various strategic issues related to training need identification, promotion and transfer of employees in large public sector organisations? **20**
3. (a) 'Creativity can be cultivated and is not necessarily in-born.' Elucidate with illustrations. **20**
- (b) What is a 'learning organisation'? How do you create a 'learning culture' in an organisation? Explain with examples. **20**
- (c) Design a suitable recruitment and compensation policy for a manufacturing organisation in the Public Sector. **20**
4. (a) Discuss the process of developing the Key Tasks and Key Result Areas (KRA) for managers and officers in a large organisation and provide appropriate weightages on each such KRAs for assessment giving reasons thereof. **20**
- (b) Why is corporate social responsibility (CSR) increasingly becoming important for businesses? **10**
- (c) Comment on approaches for resolution of management–workforce conflicts. **10**
- (d) Write a short note on Knowledge management for creating a knowledge enterprise. How can appropriate job design impact employee empowerment for better customer service? Why change management is important for organisational performance? **20**

SECTION 'B'

5. Write analytical notes on the following topics in about 150 words each:– **12×5=60**
- (a) Approaches of Walter and Lintner towards dividend policy.
 - (b) Marginal costing and absorption costing—their practical implications.
 - (c) Organisation-wide value chain analysis to discover and harness ‘hidden value’ for increased organisational performance.
 - (d) Usefulness of operating leverage and indifference point in designing capital structure.
 - (e) Financial framework for lease evaluation from the point of view of the lessee.
6. (a) What are the various approaches on deciding product pricing? Discuss the concept and method of computing EVA in business. **20**
- (b) Contrast the IRR and NPV methods. Under what circumstances may they lead to (i) comparable recommendations, and (ii) give conflicting recommendations? In the latter situation, which method should be used to select project and why? Elucidate with appropriate examples. **20**
- (c) How will you go about raising capital for a large infrastructure project and discuss the various options that you would like to explore with relevant decision criteria. **20**
7. (a) How will you go about identifying the positioning platform for a new brand of soap to be introduced in the market? **20**
- (b) What are the typical ethical issues and their implications in social marketing? **20**
- (c) On what criteria would you like to conduct competitive benchmarking? Illustrate with an example. **20**
8. (a) How is the internet forcing businesses to explore alternative marketing channels? **20**
- (b) What is strategic marketing and how are marketing strategies developed from organisational strategies? **20**
- (c) Discuss Customer relationship management and customer life time value management. **20**