Civil Services (Main) Examination, 2015

MANAGEMENT

(Paper I)

Time Allowed : Three Hours **Maximum Marks : 250**

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.
Attempts of questions shall be counted in sequential order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in the Question-cum-Answer Booklet must be clearly struck off.

SECTION 'A'

1. Answer the following questions in about 150 words each: **10×5=50**

(a) Differentiate between Corporate social responsibility (CSR) and Managerial ethics. Why adoption of CSR and ethical practices have become important in the conduct of business in the recent times?

(b) What is 'human resource information system (HRIS)'? How can HRIS help in effective management of Human Resource?

(c) What is 'blended learning'? Discuss some recent innovations in training and development with the advent of e-learning.

(d) What is network organization? Discuss the challenges involved in managing a networked organization.

(e) What is power? Discuss different sources of power. Give suitable examples.

2. (a) Describe 'pay for person' and 'pay for position' in the context of Compensation and Reward Management. **15**

(b) What factors create and sustain an organization's culture? How is culture transmitted to employees? **15**

(c) What are the influences of organizational constraints on decision making? Are unethical decisions influenced more by individual decision-maker or the organizational work environment? Explain. **20**

3. (a) (i) Do managers require different skills at different levels of hierarchy? (ii) What is the difference between a manager and a leader? **20**

(b) How can flexible benefits motivate employees? Explain with two examples. **15**

(c) What is 'training needs assessment (TNA)'? Discuss different methods for understanding training requirements in an organization. **15**

4. (a) Are leaders born or made? Explain. What is transformational style of leadership? Support your answer with examples. **15**

(b) What is 'knowledge management'? Differentiate between 'single-loop learning' and 'double-loop learning' drawing from organizational examples. **20**

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(c) What are the qualities of an entrepreneur? Discuss the role of entrepreneurship in organization's success. **15**

SECTION 'B'

5. Answer the following questions in about 150 words each:

10×5=50

(a) "Accounting ratios are mere guides and absolute dependence on them during decision making can be suicidal." Explain.

(b) "Purpose of marketing is to make selling superfluous." Critically analyze this statement.

(c) Define 'money market' and 'capital market'. Explain primary market, secondary market and initial public offering (IPO) market.

(d) Differentiate between 'market skimming' and 'market penetration' strategies. When is market skimming a suitable strategy to adopt?

(e) Differentiate between 'marginal costing' and 'absorption costing'. How does marginal costing help in decision making? Explain.

6. (a) Explain the concept of 'operating leverage', 'financial leverage' and 'combined leverage' with the help of suitable examples. **15**

(b) "The regulation of capital market has become important." Discuss the role of SEBI in the context of recent reforms in the financial sector. **20**

(c) What are the steps involved in conduct of marketing research? Explain with emphasis on research design. **15**

7. (a) What is product life cycle? Explain the strategies which can be used to extend the life of a product during the maturity stage. Give suitable examples. **20**

(b) Discuss three approaches to working capital management. Give examples from real-life scenario to illustrate your answer. **15**

(c) Define 'overheads'. Explain the methods of absorption of overheads. **15**

8. (a) "Dividend increase sends good news about cash flows and earnings. Dividend cuts send bad news." Elucidate with examples. Also discuss factors affecting dividend policy. **20**

(b) Differentiate between direct and indirect channels of distribution. Discuss factors that influence the choice of channels of distribution. **15**

(c) "Technology is increasingly used to process accounting data." Explain. Differentiate between Financial Accounting and Management Accounting. **15**

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