

IAS Mains Management Papers 1991

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Candidates should attempt any Five questions. All questions carry equal marks.

Paper I

1. An executive has to visit five cities. He wishes to start from an particular city, visit each city once and than return to the starting point. The travelling time (in hours) for each city from a particular city is given below What is the sequence of visit of the executive, so that the total travel time is minimum?
2. Compare Maslows and Herzberg models to determine similarities and differences. Discuss the difference between intrinsic and extrinsic rewards and explain how Herzbergs motivational factors are primarily intrinsic.
3. Who are stakeholders of an organisation? What new categories are now developing? How have their stakes changed in recent years? Give names of stakeholders networks and coalitions. How can managers use them to influence stakeholders?
4. What are some of the factors responsible for the low impact of computer based MIS and in organisation? How does a DSS differ from an MIS and an Expert system? In what kind of task can expert systems be applied?
5. Answer the following questions
 - a. Do you know of any mergers or take-overs which have taken place recently? What were the motivations behind such mergers or take-overs?
 - b. Discuss the various types of power. Relate the concept of power to the types of leadership.

Who is an ideal leader?

6. Why is informal channel of communication called a grapevine? Should managers use grapevine or rely on formal communication? How far interference in communication is caused by semantic, psychological and organisational barriers?
7. The new industrial policy package whose principal elements are competition, privatisation, and opening-up of foreign capital and trade has been introduced extensively as a solution to the financial and balance of payment crisis. There is a viewpoint that this package is likely to worsen the crisis and not remedy it. What are your own views on this matter? Elucidate.

8. A TV manufacturer is facing the problem of selecting a supplier of Cathode-ray tube which is the most vital component of TV. Three foreign suppliers, all equally dependable, have agreed to supply the tubes. The price per tube and the expected life of a tube for the three suppliers are as follows:

Supplier	Price	Tube Expected life per Tube
Supplier 1	Rs. 800	1500 hrs
Supplier 2	Rs. 1000	2000 hrs
Supplier 3	Rs. 1500	4000 hrs

The manufacturer guarantees its customers that it will replace the TV set if the Tube fails earlier than 1000 hrs. Such a replacement will cost him Rs. 1000 per tube, over and above the price of the tube.

Can you help the manufacturer to select a supplier? Clearly state any assumption you may have made for solving this problem.

Candidate should attempt Five questions in all but not more than Two from any One Section. All questions carry equal marks.

Paper II

Section I

1. Answer the following questions

- The task of marketing management in a market-oriented economy is highly complex in nature. Hence a creative approach to 4 Ps is required for the survival of the organisation. Discuss.
- Discuss the prospects and problems of rural marketing in India in the light of the recent developments in the economic and political scenario of the country.

2. Answer the following questions

- Identify the role of every family member, in making a purchase decision for the family. Explain how this knowledge can help a marketer in marketing his products.
- What is meant by sales promotion? How is it different from advertising and publicity?

Comment on a sales promotion campaign you had liked the most. Give reasons.

3. Answer the following questions

- a. For a large organisation in a competitive environment, market research should proceed and succeed by marketing functions. Do you agree? Explain.
- b. In the light of the fast changing international marketing scenario explain the role of trade associations in export promotion.

Section II

1. Answer the following questions

- a. In production planning in a highly competitive economy one should aim at optimization of production rather than maximization of quantity produced. Do you agree? Explain.
- b. Draw a flow chart indicating the documents that are required to facilitate production planning and control in a large organisation where batch production of several parts is extensively used.

2. Answer the following questions

- a. Under what conditions Line of Balance technique generally operates? Explain the technique with examples.
- b. What is meant by standardisation? What are its advantages and disadvantages? Do technological developments help or hinder standardisation? Comment.

3. Answer the following questions

- a. Explain how good materials management in an organisation can contribute towards
 - i. better profit margin
 - ii. in creased-working capital efficiency.
- b. What is meant by reorder point? What are the advantages of fixed reorder cycle system over the fixed reorder level system? What precautions are to be taken if the recorder cycle system is practiced?

Section III

1. Answer the following questions

- a. Debt-equity norms prescribed by financial institutions in India go against the theories of financial leverages. Discuss.
- b. What is the difference between funds flow and cash flow? What are their uses? Why is it considered desirable to have funds flow statements included in the published statements of accounts of companies? Explain.

2. Answer the following questions

- a. Pay back period is only an index of capital recovery and not a measure of profitability. Discuss. What are the limitations of return of investment as a measure of profitability?
- b. What are the various forms of receivables? Describe the steps necessary for controlling them.

3. Answer the following questions

- a. Financial management in Public Sector in India is nothing more than funds utilization management.
- b. Elaborate the need and feasibility of installing a costing system in small-scale industries in

India.

Section IV

1. Answer the following questions

- a. Trace the development of HRD in India and project HRD functions of the future.
- b. Differentiate between recruitment and selection and develop a selection process for a company which is a market leader and is interested in diversifying its business ventures.

2. Answer the following questions

- a. There is inherent conflict in industry between management and labour. Management of conflict with the ultimate object of focusing on the mutuality of interest is the function of personnel management. Do you agree? Give reasons.
- b. Describe job evaluation and job enrichment. How are they done? Give examples.

3. Answer the following questions

- a. Name the authorities that come under the Industrial Disputes Act, 1947 for preventions and settlements of industrial disputes and discuss briefly about the functioning of these authorities.
- b. The process of collective bargaining is an exacting exercise. Successful collective bargaining calls for some qualities and attributes on the part of those who participate. They are
 - i. the right attitude

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ii. skill

iii. a certain amount of built-in traditions. Do you agree? Explain.

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