

IAS Mains Management Papers 1993

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Paper I

Section A

1. A factory can manufacture two products X1 and X2. Each product is manufactured by a two stage process which involves machines A and B and the time required is as follows

Item	Machine	Product
A X1	Time 2 Hrs.	Time 3 Hrs.
B X2	Time 1 Hr.	Time 2 Hrs.

Available hours on machine A is 10 Hrs. And machine B is 16 Hrs.

The contribution of product X1 is Rs. 4 per unit and X2 is Rs. 3 per unit.

What should be the manufacturing policy for the factory?

Name the technique you have used in solving this problem

What are the limitations of this technique?

2. Why do people resist change? What can a Change Agent do to deal with resistance to change?
3. What is the role of computers in Management Information System? Discuss the limitations of computers in this regard
4. Assuming that half of the population is vegetarian so that the choice of an individual being vegetarian is $\frac{1}{2}$ Assuming that 100 investigators can take sample of 10 individuals each to see whether they are vegetarians, how many investigators would you expect to report that three or less were vegetarians?
5. Motivation is one of the psychological components of human personality. Explain how it influences human behaviour.
6. What is Systems Theory of organisation? In what way it is different from Classical and Neo-classical theories of organisation?

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7. Liberalisation measures have helped foreign capital, enterprise and technology at the cost of Indian domestic industry. Discuss.
8. How is direct demand different from derived demand? How is this distinction useful for managerial decision making?

Paper II

Section I

1. Answer the following questions
 - a. The role and responsibilities of marketing manager have become more challenging in the present Indian economic situation Comment.
 - b. What are the considerations which a toys manufacturer should keep in mind while designing the marketing strategy for increasing the market share in rural areas?
2. Answer the following questions
 - a. How far will it be correct to say that market segments in rural areas and those in urban areas need not be similar? Illustrate your answer.
 - b. Explain the significance of consumer behaviour studies in designing marketing strategy.
3. Answer the following questions
 - a. Before going in for export marketing a firm must decide its objectives and policies and collect information through environmental analysis. Do you agree? Why? If not, why not?
 - b. How does advertising influence the sales of a company?

Section II

1. Answer the following questions
 - a. Production Management is more a managerial function rather than an engineering one. Elucidate.
 - b. If demand for a product varies on a daily basis, will it be advisable to change production programmes accordingly?
2. Answer the following questions
 - a. What do you understand by process design? How far does process of manufacturing influence the manufacturing system?

b. Explain the mechanism for efficient production scheduling in intermittent type of manufacturing system.

3. Answer the following questions

- a. Will it be correct to say that a materials manager, by himself, cannot function effectively? Support your answer with reasons.
- b. Narrate the role of inspection in quality control mechanism.

Section III

1. Answer the following questions

- a. State giving reasons, whether ratio-analyst can be useful in forewarning industrial sickness.
- b. Critically assess the utility of internal rate of return as a criteria for approval of capital expenditure to replace a suddenly burst furnace.

2. Answer the following questions

- a. Capital structure of a company is determined by cost of capital and the state of capital market. Comment.
- b. Do you think profit considerations alone control capital investment decisions? How is priority for capital expenditure proposal determined?

3. Answer the following questions

- a. Critically estimate merits and limitations of a policy of high rate of pay out vis-a-vis that of high rate of blow back from the shareholders point of view and from a firms view.
- b. Define cash budget and its role, if any in managing working capital of a firm.

Section IV

1. Answer the following questions

- a. Status Hierarchy-superior-subordinate chain of command-is a must for managing all categories of employees in any organisation: All the same this Hierarchy may cause conflicts. Elucidate and suggest methods to minimise the conflict.
- b. Management of several companies in India is identified with the family names of the promoters. Do you think management styles differ from each other and ignore the basic tenets of management?

2. Answer the following questions

- a. Performance appraisal is inherently subjective. Discuss. What suggestion do you have to make performance appraisal objective and development oriented?
- b. Differentiate between grievance, conflict and dispute in industry. Also explain grievance redressal mechanism.

3. Answer the following questions

- a. Narrate the present state of industrial relations in India. Can it be improved by enforcing workers participation in management?
- b. How will you develop an effective wage regulation programme?

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