

# IAS Mains Management Paper 1996

## Paper-I

Candidates should attempt any five questions.

1. Answer the following questions

- a. Responsible business is a part of responsible society. Discuss.
- b. A successful chief executive claims that his door is always open and that he will always meet any staff member or employee who asks to see him. Discuss this attitude and some of its more important consequences, in the light of the statement. Leadership is situational.

2. Answer the following questions

- a. Why do employees offer resistance to change? How, can the resistance to change be minimized?
- b. Discuss Likert's System 1 – 4 approach to leadership. Which of these leadership styles is advocated by Likert and why?

3. Answer the following questions

- a. Decision-making involves choosing from among alternative solutions. Comment and explain the role of creativity in decision-making.
- b. How do superior-subordinate relations distort communication? What are the barriers that reduce effectiveness of communication?

4. Before the invention of Computers, the Business Houses were operating on the basis of Manual Reporting System (MRS), as their Management Information System (MIS). Today, we have Computerised Management Information System (CMIS). Comment and compare, the applicability and utility of these two systems in Indian Industrial Scene.

5. Briefly discuss the following

- i. Status of Monopolies and Restrictive Trade Practices Commission Act (MRTPA) and Foreign Exchange Regulation Act (FERA), under Current Economic Reforms of Government of India.
- ii. Arguments for or against Privatisation of Public Enterprises in India.

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6. New industrial Policy of Government of India could be regarded as current economic Constitution of India. How far do you agree with this view? Discuss giving special reference to Liberalisation, Privatisation and Globalisation (LPG) phenomena.

7. Answer the following questions

- Briefly discuss the significance and limitations of the study of Correlation analysis.
- Compute Karl Pearsons coefficient of correlations between per capita National income and per capita Consumer Expenditure from the data given below:

Year	Per Capita National Income (Rs. )	Per Capita Consumer Expenditure (Rs. )
Year 1968	Rs. 249	Rs. 237
Year 1969	Rs. 251	Rs. 238
Year 1970	Rs. 248	Rs. 236
Year 1971	Rs. 252	Rs. 240
Year 1972	Rs. 258	Rs. 245
Year 1973	Rs. 269	Rs. 255
Year 1974	Rs. 271	Rs. 254
Year 1975	Rs. 272	Rs. 252
Year 1976	Rs. 280	Rs. 258

Year

Rs. 275

Rs. 251

1977

### 8. Answer the following questions

- a. Describe some of the Important Research Design used in Experimental Hypothesis-testing research study.
- b. Why do managers take decisions? Explain decision making under conditions of uncertainty and risk.

## Paper-II

Candidates should attempt any five questions in all but not more than two from any one Section.

### Section I

#### 1. Answer the following questions

- a. Explain why a firm might want to pursue a market penetration opportunity before pursuing one involving product development or diversification.
- b. Distinguish between mass marketing and target marketing particularly in rural sector, illustrate with Indian examples.

#### 2. Answer the following questions

- a. Explain life style analysis. Discuss how it might be useful for planning marketing strategies to reach college students as compared with the average consumer.
- b. What is the battle of brands who do you think will win and why? Illustrate with examples.

#### 3. Answer the following questions

- a. What is a marketing information system and how does it differ from marketing research?
- b. In the light of our membership of the WTO, what is the role of export incentives and promotional strategies?

### Section II

#### 1. Answer the following questions

- a. Examine fundamental of production from management point of view and enumerate various types of manufacturing systems.

b. Distinguish carefully between assembly line balancing and machine line balancing.

2. Answer the following questions

a. What considerations are important for deciding the location of a plant? Discuss.

b. Why is value analysis done? How is it different from quality control?

3. Answer the following questions

a. What is meant by a schedule evaluation criterion? Discuss.

b. What is D G S & D? Write a note on purchase process and procedure adopted by this directorate.

## Section III

1. Answer the following questions

a. Define and explain the significance of operating and financial leverage analysis for a financial executive incorporate profit and financial structure planning.

b. Discuss the usefulness of fund flow statement for the management. Would it also be useful to outsiders?

2. Answer the following questions

a. How is the weighted average cost of capital calculated? What weights should be used in its calculation?

b. Examine critically the effects of inflation on working capital management.

3. Answer the following questions

a. What are the determinants of the dividend policy of corporate enterprises? Does it affect the value of a firm?

b. Explain bonus shares. When are they issued? What is their rationale?

## Section IV

1. Answer the following questions

a. Differentiate between performance appraisal and job evaluation. Which one would you consider to evaluate the employee for promotional opportunities?

b. Filtering of information between supervisors and employees often results in good news going up and bad news going down the organisation. Explain and illustrate.

## 2. Answer the following questions

- a. Assuming that you are a human resource specialist, why should it be important for you to understand employee motivation? Explain motivation to work in terms of expectancy theory. Give some practical applications of the theory you could use to motivate employees.
- b. Compare the relative advantages and disadvantages of various recruiting methods, such as advertising, employment agencies, personal referrals and others.

## 3. Answer the following questions

- a. Describe collective bargaining. With all the details of the process of this type of negotiations, why should there be industrial disputes every now and then? Do you have some suggestions to offer particularly in case of airlines?
- b. Prepare a note on the grievances handling process in the industry. Does, it warrant improvement? Offer your comments.

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