

IAS Mains Management Papers 1997

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Paper I

Time Allowed: 3 Hours Maximum Marks: 300

Candidates should attempt any five questions.

Assume suitable data if considered necessary and in indicate the same clearly.

All questions carry equal marks.

1. Answer the following questions
 - a. Behaviour is the function of Man and his Environment. Explain this statement.
 - b. How do socio-psychological factors influence mans behaviour at work?
2. Distinguish between Group-think and Group-shift. In what way is Delphi technique of Group Decision-making better than the Nominal Group technique?
3. Answer the following questions
 - a. What are the different stages involved in the conflict process.
 - b. Discuss the role of Johari Window in resolving inter personal conflict.
4. Critically analyze various components of Open Systems Theory of organisation. In what way is it transparent? How is it different from the Neo-classical theory of organisation?
5. Recent changes in the Governments monetary and fiscal policies have influenced corporate policies in India. Analyze this statement.
6. A manufacturer produces three products, A, B and C. Each product can be produced on either one of two machines I and II. Time required to produce 1 unit of each product on a machine is

Time to product 1 unit (hours) Machine	Product I	Product II
Product A	Time 0.5	Time 0.6
Product B	Time 0.7	Time 0.8
Product C	Time 0.9	Time 1.05

There are 85 hours available on each machine; the operating cost is Rs. 5 per hour for machine I and R. 4 per hour for machine II; and the product requirement are at least 90 units of A, at least 80 units of B, and at least 60 unit of C. The manufacturer wishes to meet the requirements at minimum cost.

Solve the given linear programming problem by the simplex method.

7. A panel of two Judges P and Q graded 7 dramatic performances by independently awarding marks as follows:

Performance	Performance	Performance	Performance	Performance	Performance	Performance	Performance
1	2	3	4	5	6	7	
Marks by P	Marks 46	Marks 42	Marks 44	Marks 40	Marks 43	Marks 41	Marks 45

Marks by Q Marks 40 Marks 38 Marks 36 Marks 35 Marks 39 Marks 37 Marks 41

The eighth performance however, which judge Q could not attend, was awarded 37 marks by judge P. If judge Q had also been present how many marks would Q have awarded to the eighth performance?

8. Write notes on the following:

- i. Use of National Income in business forecasting
- ii. Pricing of Joint Products.

Paper II

Time Allowed: Three Hours Maximum Marks: 300

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

Section I

1. Answer the following questions

- a. Describe the distinctive features and problems of rural market which a marketing manager must bear in mind while designing programmes for marketing
- b. What do you understand by the term Distribution channel/s? Describe the determinants of distribution channel for selling automobiles, food items and beverages.

2. Answer the following questions

- a. Who was the buyer of our products? Who will be the buyer and who is the buyer now? Describe the source for finding answers to the questions as also usefulness of such knowledge in the area of marketing.
- b. Marketing in the case of industrial goods is only selling. Do you agree? If so, who? If not who not?

3. Answer the following questions

- a. Discuss the problems an Indian exporter has to face these days. Are these problems peculiar to Indian situation?
- b. Give your comments on the working of Public Distribution System and discuss the effects of changes made in past few years.

Section II

1. Answer the following questions

- a. Explain how demand forecast is the basis of long run production decisions as also of short run production decisions.
- b. Examine the validity of the statement that tasks relating to control of production are determined by the type of production system.

2. Answer the following questions

- a. Discuss the merits of process layout vis-a-vis those of product layout and specify the criteria of an ideal layout.
- b. Describe how you will determine minimum economic size of a plant. Why is it that plant size, in practice, often exceeds the minimum economic size?

3. Answer the following questions

- a. Define the functions of materials management department How will you judge its effectiveness?
- b. Despite idle capacity in the production shop, a firm may prefer to buy. Also a firm may prefer to make, even in the face of calculations indicating higher costs as compared to buying costs.

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Give your comments on the merits of such decisions.

Section III

1. Answer the following questions

- a. Explain essential Financial Ratios exclusively useful for ascertaining profitability trends of a firm's business.
- b. Explain Incremental Cost and incremental Revenue/Income. Discuss their role in appraising investment (capital expenditure) projects.

2. Answer the following questions

- a. Assess the validity of the statement that cost of capital calculation and determining financial structure of a firm are inter-related functions.
- b. How is the size of working capital determined? Give appropriate example.

3. Answer the following questions

- a. Indian capital market now extends beyond national territory. Comment and examine its impact on the working of Indian Stock Exchanges.
- b. Discuss the pros and cons of a policy of retaining profits to meet financial requirements of the firm vis-a-vis the policy of higher payout.

Section IV

1. Answer the following questions

- a. Selection procedures may involve rejection of a large number of good candidates but it should ensure selection of persons who will not prove misfits or failures. Comment.
- b. Discuss the merits of a policy which provides for recruitment from within vis-a-vis the merits of a policy for recruiting from outside:

2. Answer the following questions

- a. Suggest a programme for wage administration ensuring that it does not prove demotivating.
- b. Describe the meaning, purpose and procedure of Job analysis.

3. Answer the following questions

- a. As per the provisions of Payment of Bonus Act, state who must pay Bonus and who need not.
- b. Differentiate between grievance and conflict and describe how grievances are handled in any industrial unit.

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