

IAS Mains Management 1991

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 then 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.