

IAS Mains Management 2004

Paper I

Time Allowed: Three Hours Maximum Marks: 300

Section A

1. Write analytical notes on any three of the following in not more than 200 words each. Substantiate your answers, wherever possible, with real life examples/hypothetical illustrations: (20 × 3 = 60)
 - a. Intellectual capital is knowledge that transforms raw materials and makes them more valuable. [Thomas A Stewart]
 - b. Establishing a climate for organizational creativity and innovation.
 - c. Decision making under certainty, risk and under-certainty.
 - d. Minimizing the pain of downsizing.
2. Managements concern and managements responsibility are everything that affects the performance of the institutions and its results whether inside or outside, whether under the institutions control or totally beyond it. [Peter F Drucker] In light of the above, examine how and in what manner, the tacit assumptions underlying the theory and practices of management have witnessed marked shift over the period of the last few decades (60).
3. Enumerating the major challenges being faced by the traditional leadership theory, explain the concept of transformational or charismatic leadership. Discuss the extent to which it can ensure organizational results in the context of current Indian corporate scenario (60).
4. Linear Programming [LP] is a mathematical modeling technique designed to optimize the usage of limited resources. [Hamdy A. Taha] Illustrate the basic elements of an L. P. Model by using a simple two-variable example Also highlight the areas of its successful and non-successful applications (60).

Section B

5. Write short notes on any three of the following in about 200 words each: (20 × 3 = 60)
 - a. Networking of Strategic Vision, Mission, Objectives and Strategies in the Strategy Making Pyramid.
 - b. Performance-Assessment Methods.
 - c. Corporatisation: Concept and its implementation in India.
 - d. Application of Activity Based Costing in service-oriented Indian organisations.
6. Strategic management is not a box of tricks or a bundle of techniques. Its analytical thinking and commitment of resources to action. In light of the above observation, describe the strategic behaviour of Indian firms to catapult them into global giants (60).
7. Examine the rationale and pitfalls of the assumptions built into the Cost-Volume-Profit Analysis (CVP) Model (60).
8. Comment on the effect of the TRIPS Agreement under WTO on Indian pharma companies with respect to their growth and development strategy (60).