

## MANAGEMENT PAPER 1 TOPIC WISE UPSC QUESTIONS

SYLLABUS	PREVIOUS YEAR QUESTIONS
<p><b>Management Syllabus Paper – I</b></p> <p><b>Managerial Function and Process:</b></p> <p>Concept and Foundations of Management, Evolution of Management Thoughts; Managerial Functions – Planning, Organizing, Controlling; Decision making; Role of Manager, Managerial skills; Entrepreneurship; Management of innovation; Managing in a global environment, Flexible Systems Management; Social responsibility and managerial ethics; Process and customer orientation; Managerial processes on the direct and indirect value chain.</p>	<ul style="list-style-type: none"> <li>● 2000 : Describe a situation which you would consider as decision making under risk. Justify your answer.</li> <li>● 2000 : Describe two situations which involve optimization under constraints. What is the difference in the natures of solution procedure of problems without constraints and with constraints?</li> <li>● 2000 : An optimal policy has the property that whatever the initial state and initial decision are, the remaining decisions must constitute an optimal policy with regard to the state resulting from the first decision (R. E. Bellman). Illustrate an applications of the above principle.</li> <li>● 2001 : Operational Business Environment (20 marks)</li> <li>● 2001: Information Technology Revolution (20 marks)</li> <li>● 2001: Strategic planning has yielded to more comprehensive strategic management. Analyze this comment in detail (60 marks).</li> <li>● 2001 : How do you track the impact of macroeconomic, business environment for deciding the operational environment of business (60 marks)?</li> <li>● 2002 : Critically analyze the statement that the various psychological processes can be thought of as pieces of a jigsaw puzzle, and the personality as the completed puzzle picture. What are major attributes of a successful and efficient administrator (60 marks)?</li> <li>● 2004: Management of change (20 marks)</li> <li>● 2004: Decision making under certainty, risk and under-certainty. (20 marks)</li> <li>● 2005 : Planning is looking ahead and Controlling is looking back. (20 marks)</li> <li>● 2005: Components of Direct action global environment. (20 marks)</li> <li>● 2005:Techniques of Total Quality Management. (20 marks)</li> <li>● 2006: Value chain (20 marks)</li> <li>● 2007: Management Techniques and Management Fads (20 marks)</li> <li>● 2007: Value Chain Analysis versus Traditional Management Accounting (20 marks)</li> <li>● 2007 : Write in details the circumstances that led to the origin of economic planning in India. What was the rationale for the heavy industrilisation strategy adopted during the early years of planning in India? What were the reasons that led to a change in the strategy (60 marks)?</li> <li>● 2010:(b) "Creativity and innovation are inevitable instruments of excellence; yet they differ in their basic characteristics." Analyse this statement and assess how</li> </ul>

	<p>organisations can encourage both. (30 marks)</p> <ul style="list-style-type: none"> <li>• 2012 : (c) Entrepreneurship management. (12 marks)</li> <li>• 2012: 3. (a) 'Creativity can be cultivated and is not necessarily in-born.' Elucidate with illustrations.(20 marks)</li> <li>• 2012: (c) Organisation-wide value chain analysis to discover and harness 'hidden value' for increased organisational performance.(12 marks)</li> <li>• 2013: a. Discuss the concept and advantages of Flexible Systems Management. (15 marks)</li> <li>• 2015: 2. (a) Describe 'pay for person' and 'pay for position' in the context of Compensation and Reward Management.( 15 marks)</li> <li>• 2015: 3. (a) (i) Do managers require different skills at different levels of hierarchy? (ii) What is the difference between a manager and a leader?( 10+10=20 marks)</li> <li>• 2015: (c) What are the qualities of an entrepreneur? Discuss the role of entrepreneurship in organization's success. (15 marks)</li> <li>• 2016: Enumerate the contribution of F. W. Taylor for management thought,(10 marks)</li> <li>• 2016: Define the term 'entrepreneur'. Explain the essential managerial skills for a successful entrepreneur. (15 marks)</li> <li>• 2017: (b) What is the relationship between entrepreneurship and innovation ? Discuss different types of innovations. (15 marks)</li> </ul>
<p><b>Organisational Behaviour and Design:</b></p> <p>The conceptual model of organization behaviour; The individual processes – personality, values and attitude, perception, motivation, learning and reinforcement, work stress and stress management; The dynamics of organization behaviour – power and politics, conflict and negotia-tion, leadership process and styles, communication;</p>	<ul style="list-style-type: none"> <li>• 2000 : There are two broad categories of leaders, namely creative and dominant. Elucidating these kings comment on the well researched observation that: When most of the organizations come to be led by dominant leaders, the decay of the society is certain.</li> <li>• 2001 : Delegation and Decentralisation in an organisation (20 marks)</li> <li>• 2001 : Vision Statement of an organisation (20 marks)</li> <li>• 2001: Statistical Tests of Significance Group Dynamics (20 marks)</li> <li>• 2001: Do you think that the structure of an organisation is a matter of choice of top management? If not, then explain (60 marks).</li> <li>• 2002 : Halls stages of personality development (20 marks)</li> <li>• 2002: Illustrate the importance of objectives, vision and</li> </ul>

mission in the operations of any corporation (60 marks).

- 2003: Social responsibility of Business (20 marks)
- 2003: Coping strategies for job stress exist at both the individual and the organizational levels. Summarize and evaluate these various strategies for preventing and/or more effectively managing stress (60 marks).
- 2004: 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 marks).
- 2005: Briefly discuss Maslows theory of motivation. How is this theory different from the Herzbergs theory? Which one of these theories, in your opinion, explains the human behaviour (60 marks)?
- 2005: Communication is the major shaping force in an organization. [Chester Barnard] (20 marks)
- 2005 : Elucidate this statement. What are key elements in inter personal Communication processes? Discuss in brief, the common barriers to effective inter personal Communication. How may these be overcome (60 marks)?
- 2006: Distinction between delegation and decentralization (20 marks)
- 2006: Organisational Vision, Mission and Objectives. (20 marks)
- 2006: There exist certain barriers to communication that tend to distort the message and directly retard the success of managers in the performance of their tasks. Discuss this statement and suggest the appropriate measures to overcome these barriers (60 marks).
- 2007: High Performance Leadership (20 marks)
- 2007: State the general principles of management given by Henri Fayol. Are these principles still relevant in modern organisations? Also state the features of Taylors research that are relevant to modern manufacturing industries (60 marks).
- 2010: (c) Lewin's three-step model (20 marks)
- 2010 : 2. (a) "We don't see things as they are, we see things as we are." Explain in the context of organisational behaviour. (30 marks)
- 2010 : (b) What are the five sources of power, as listed by French and Raven, exercised by managers to influence the behaviour of individuals in an organisation? (20 marks)
- 2012 : (b) Innovation Management in organisations. (12 marks)
- 2012: (c) Comment on approaches for resolution of

management—workforce conflicts. (10 marks)

- 2013: c. The conceptual model of organisational behaviour is based on micro and applied analysis of human behaviour. (10 marks)
- 2013 : a. 'High internal locus of control exhibits more political behaviour in an organisation.' Discuss. (20 marks)
- 2013: b. Theory 'X and Y' model reflects the attitude of a person in performing the task. How? Does this influence the selection of the leadership style? Explain with examples. (7+8=15 marks)
- 2013: c. Explain how motivation is a function of valence, expectancy and instrumentality. (15 marks)
- 2013: a. Differentiate between 'Lateral thinking' and 'Vertical thinking'. How lateral thinking generates organisational creativity? (10+10=20 marks)
- 2013: b. What is Job Stress ? How do you assure work-life balance in an organisation ? (8+7=15 marks)
- 2014: Discuss how the efficiency and effectiveness of a manager would impact organization performance. (10 marks)
- 2014: Distinguish between 'Authority' and 'Power' with an example. How can empowerment enhance individual performance ? (10 marks)
- 2014: Explain 'Affirmative Action' and its implications for organisations. (10 marks)
- 2014: Explain the relationship between values, perception, attitudes and behaviour in context of individual behaviour. (20 marks)
- 2014: What is 'Situational Leadership' ? Suggest the leadership style that is relevant for different levels of maturity of subordinates. (10+10 marks)
- 2014: Describe four sources of organisational stress. How does stress impact employee behaviour ?(10+10 marks)
- 2014: How has technological advancement influenced communication and relationships amongst organisational members ? (15 marks)

	<ul style="list-style-type: none"> <li>• 2015: (c) What is 'blended learning'? Discuss some recent innovations in training and development with the advent of e-learning.(10 marks)</li> <li>• 2015: (e) What is power? Discuss different sources of power. Give suitable examples.(10 marks)</li> <li>• 2015: 4. (a) Are leaders born or made? Explain. What is transformational style of leadership? Support your answer with examples. (15 marks)</li> <li>• 2015:(a) Discuss the contributions of Fayol in the development of management thought. (10 marks)</li> <li>• 2016: Who is the propounder of Theory 'X' and Theory 'Y' in management? What are the assumptions underlying Theory 'X' and Theory 'Y'? (10 marks)</li> <li>• 2016: "Behaviour is a problem." Comment as perception. (15 marks)</li> <li>• 2016: What are the causes of work stress? How does employees' morale affect productivity? (15 marks)</li> <li>• 2017: (b) Explain the concept of Perception and state the factors which have a bearing on the perceptual process of an individual.(10 marks)</li> <li>• 2017: (d) Discuss contingent and transformational leadership styles with suitable examples from government and private sectors.(10 marks)</li> <li>• 2017: Q2. (a) Define Conflict. What are Intrapersonal and Interpersonal conflicts ? How can these be resolved ? Give examples. (20 marks)</li> <li>• 2017: (c) Organisational Behaviour is of multidisciplinary nature. Name 10 disciplines including emerging disciplines which contributed to make organisational behaviour. Give one example for each of the disciplines.(15 marks)</li> <li>• 2017: Q3. (a) What is Motivation? How can Maslow's Hierarchy theory be used to motivate employees in an organisation ? Explain.(15 marks)</li> <li>• 2017: (c) What are the potential sources and consequences of stress in the organisational context ? How can we deal with them?(15 marks)</li> </ul>
<p>The Organizational Processes – decision making, job design; Classical,</p>	<ul style="list-style-type: none"> <li>• 2000 : Change is now widely recognised as the only constant factor in the life of any organisation. Under</li> </ul>

Neoclassical and Contingency approaches to organizational design; Organizational theory and design – organizational culture, managing cultural diversity, learning organization; organizational change and development; Knowledge Based Enterprise – systems and processes; Networked and virtual organizations.

this situation, what strategy would you recommend for a global organization engaged in software development? Give the rationale of your recommendation.

- 2002 : Responsibility Centres for Management control (20 marks)
- 2003 : Knowledge based enterprises (20 marks)
- 2004: Networking of Strategic Vision, Mission, Objectives and Strategies in the Strategy Making Pyramid. (20 marks)
- 2005: Strategy is a race to get to the position one wants to occupy. In the process, be prepared to foresake some options. [Michael Porter] Discuss this statement and explain with suitable examples the role of core competence and value chain analysis in strategy making (60 marks).
- 2006 : Statistical tools for decision making in business (20 marks)
- 2006: Decision making is a solution selected after analysing and examining several alternatives. Discuss and explain various types of managerial decisions (60 marks).
- 2010 : (a) Cultural barriers In communication (20 marks)
- 2012: (a) Networked and Virtual organisation.(12 marks)
- 2012 : (e) Classical, Neo-classical and Contingency approaches to organisational design. (12 marks)
- 2012 : (b) What is a 'learning organisation—? How do you create a 'learning culture' in an organisation ? Explain with examples. (20 marks)
- 2012: (d) Write a short note on Knowledge management for creating a knowledge enterprise. How can appropriate job design impact employee empowerment for better customer service ? Why change management is important for organizational performance ? (6+8+6=20 marks)
- 2012 : (b) Contrast the IRR and NPV methods. Under what circumstances may they lead to (i) comparable recommendations, and (ii) give conflicting recommendations ? In the latter situation, which method should be used to select project and why ? Elucidate with appropriate examples. (20 marks)
- 2013: a. 'Management is defined as attainment of organisational goals in an effective and efficient manner through its four functions'. (10 marks)
- 2013 : b. Developing leaders through organisational structural design. (10 marks)
- 2013: c. Describe the 'Job Characteristics Model' (JCM) of Job design. How it can be useful in Employee motivation ?

	<p>(8+7=15 marks)</p> <ul style="list-style-type: none"> <li>• 2014: What is 'Stereotyping' ? How does it influence the decision-making process ? (7+8 marks)</li> <li>• 2014: What are key ingredients of a 'Learning Organisation' ? Give an example to substantiate your answer.(10+5 marks)</li> <li>• 2014: Explain how 'Job Design' would influence 'Quality of Work Life' ? (15 marks)</li> <li>• 2015 : (d) What is network organization? Discuss the challenges involved in managing a networked organization.(10 marks)</li> <li>• 2015: (b) What factors create and sustain an organization's culture? How is culture transmitted to employees? (15 marks)</li> <li>• 2015 : (C) What are the influences of organizational constraints on decision making? Are unethical decisions influenced more by individual decision-maker or the organizational work environment? Explain. (20 marks)</li> <li>• 2015: (b) What is 'knowledge management? Differentiate between 'single-loop learning' and 'double-loop learning' drawing from organizational examples. (20 marks)</li> <li>• 2016: Differentiate between 'choice making' and 'decision making' in management. Explain with real-life examples.(10 marks)</li> <li>• 2016: How does organizational culture influence the decision-making process? Give suitable examples to substantiate your answer. (15 marks)</li> <li>• 2016: How does an administrator manage cultural diversity in any organization? (15 marks)</li> <li>• 2016: What is 'whistle-blowing'? What steps have been taken to protect whistle- blowers in India? (15 marks)</li> <li>• 2017 : (c) Explain five ways of employee empowerment in modern smart governmental organisations.(10 marks)</li> <li>• 2017: (e) What is Job Satisfaction ? What is its relationship with employees' intention to stay, productivity, absenteeism, turnover and accidents ? Answer in the context of Knowledge Based Organisations. (10 marks)</li> <li>• 2017: (c) What is organisational culture ? How can organisational culture be built ? Explain.(15 marks)</li> </ul>
<p><b>Human Resource Management:</b> HR challenges; HRM functions; The</p>	<ul style="list-style-type: none"> <li>• 2001 : How has the role of management changed in this era of Information Technology (60 marks)?</li> <li>• 2002: Morale and Productivity (20 marks)</li> </ul>

future challenges of HRM; Strategic Management of human resources; Human resource planning; Job analysis; Job evaluation; Recruitment and selection; Training and development; Promotion and transfer; Performance management; Compensation management and benefits; Employee morale and productivity; Management of organizational climate and Industrial relations; Human resources accounting and audit; Human resource information system; International human resource management.

- 2002 : Human Development Index (20 marks)
- 2002 : Management control in Service Organisation (20 marks)
- 2003: Establishing a climate for organizational creativity and innovation. (20 marks)
- 2004: Performance-Assessment Methods. (20 marks)
- 2005 : Balanced Score Card as an approach to performance measurement. (20 marks)
- 2007: Business Portfolio Analysis (20 marks)
- 2007: Define Group. Point out its characteristics. Explain five stages of group development. Does this development process make sense when applied to groups to which you have belonged (60 marks)?
- 2010 : 3. (a) "The higher wage effect does not necessarily translate into higher cost." Explain with examples from India and abroad. (30 marks)
- 2012 : 2. (a) What is the difference between HRM and HRD ? What functions HRM covers and then discuss the challenges in each identified function. What are the critical issues in implementing a 360 degree appraisal in a government system ? (4+8+8=20)
- 2012: (c) What are the various strategic issues related to training need identification, promotion and transfer of employees in large public sector organisations ? (20 marks)
- 2012 : (b) How will you go about in terms of organizing auditing and accounting of human resources in an organisation ? (20 marks)
- 2012: 4. (a) Discuss the process of developing the Key Tasks and Key Result Areas (KRA) for managers and officers in a large organization and provide appropriate weightages on each such KRAs for assessment giving reasons thereof (20 marks)
- 2013: d. 'Employee morale and productivity are not mutually dependant' (10 marks)
- 2013 : e. Empowerment of people for efficient and effective functioning in Teams.(10 marks)
- 2013: c. What is 'extinction' ? Do you think that Managers will be able to influence subordinates and their performance by using reward, punishment and extinction ? Explain. (7+8= 15 marks)
- 2014: What characteristics would you look for in selecting an expatriate manager ? (10 marks)
- 2014: What is the role of human resource management in formulating business strategy ? (15 marks)
- 2015 : (b) What is a human resource information system (HRIS)? How can HRIS help in effective management

	<p>of Human Resource?(10 marks)</p> <ul style="list-style-type: none"> <li>• 2015: (b) How can flexible benefits motivate employees? Explain with two examples. (15 marks)</li> <li>• 2015 : (c) What is ‘training needs assessment (TNA)? Discuss different methods for understanding training requirements in an organization. (15 marks)</li> <li>• 2016: Discuss three Human Resource Management challenges faced in the 21st Century.(10 marks)</li> <li>• 2016: What non-monetary compensation and benefits will you devise to increase employee productivity?(10 marks)</li> <li>• 2016: How will you assess the training need of different categories of employees in a government organization? (20 marks)</li> <li>• 2016: How do job analysis and job evaluation enable better performance? (15 marks)</li> <li>• 2016: What is meant by ‘qualify circles’? Explain the impact of qualify circles on productivity. (20 marks)</li> <li>• 2016: Describe the steps in strategic evaluation and control process.(10 marks)</li> <li>• 2017: (b) Explain the components of the technology enabled HRIS and feedback mechanism in an organisation. Do they lead to increased motivation and morale ? Substantiate.(20 marks)</li> <li>• 2017 : Q4. (a) Explain the challenges of Human Resource Planning in the context of demographic and technological changes.(15 marks)</li> </ul>
<p><b>Accounting for Managers:</b></p> <p>Financial accounting – concept, importance and scope, generally accepted accounting principles, preparation of financial statements with special reference to analysis of a balance sheet and measurement of business income, inventory valuation and depreciation, financial statement analysis, fund flow analysis, the statement of cash flows; Management accounting – concept, need, importance and scope;</p>	<ul style="list-style-type: none"> <li>• 2002 : Impact of this years annual budget on Business (20 marks)</li> <li>• 2005 : Managerial Grid (20 marks)</li> <li>• 2007: Inventory Control Techniques (20 marks)</li> <li>• 2010: (b) Hedge accounting (20 marks)</li> <li>• 2014: Why is ‘Employee Stock Option’ shown as part of equity in the balance sheet when it does not bring in cash to the firm ?(8 marks)</li> <li>• 2014: Explain the benefits of stock options.(12 marks)</li> <li>• 2015 : “Accounting ratios are mere guides and absolute dependence on them during decision making can be suicidal.” Explain.(10 marks)</li> <li>• 2015 : (c) “Technology is increasingly used to process accounting data.” Explain. Differentiate between</li> </ul>

	<p>Financial Accounting and Management Accounting. (15 marks)</p> <ul style="list-style-type: none"> <li>• 2016: What are Balance Sheet and Profit and Loss Account? What are the fundamental accounting principles?(10 marks)</li> <li>• 2017: (b) Explain the importance of Management Accounting in financial decisions.(10 marks)</li> <li>• 2017 : (d) Explain the Miller-Orr model of cash management. How is this model helpful in determination of appropriate cash balance ? (10 marks)</li> </ul>
<p>Cost accounting – records and processes, cost ledger and control accounts, reconciliation and integration between financial and cost accounts; Overhead cost and control, Job and process costing, Budget and budgetary control, Performance budgeting, Zero-base budgeting, relevant costing and costing for decision-making, standard costing and variance analysis, marginal costing and absorption costing.</p>	<ul style="list-style-type: none"> <li>• 2000 : The Classical and Contemporary view on the span of control</li> <li>• 2000 : What is cost-plus pricing method? Critically examine its utility in the case of public sector enterprises.</li> <li>• 2001 : Zero-Based Budgeting (20 marks)</li> <li>• 2002 : Cost plus Pricing Method and its utility (20 marks)</li> <li>• 2002: Illustrate the utility and limitations of Activity-based costing in comparison with Traditional costing (60 markets).</li> <li>• 2003: Demerits and merits of Zero-Based Budgeting (20 marks)</li> <li>• 2003: Cost driver analysis for competitive advantage (20 marks)</li> <li>• 2003: What are the major types and causes of business cycles. What steps should be taken to prevent and minimise the adverse impact of business cycles (60 marks)?</li> <li>• 2003: Explain the impact of value chain management in the potential areas of business for strategic cost management (60 marks).</li> <li>• 2004: Application of Activity Based Costing in service-oriented Indian organisations. (20 marks)</li> <li>• 2004: Examine the rationale and pitfalls of the assumptions built into the Cost-Volume-Profit Analysis (CVP) Model (60 marks).</li> <li>• 2005: Discuss the nature and types of responsibility centres. What are the budget considerations associated with each of them (60 marks)?</li> <li>• 2006: SWOT Analysis (20 marks)</li> <li>• 2006: Cost drivers and their measurement. (20 marks)</li> <li>• 2006 : Discuss the concept of target costing and evaluate its relevance in the modern era of cut-throat competition in the corporate world (60 marks).</li> <li>• 2007: Budgetary Control and Monitoring System (20 marks)</li> <li>• 2007: Identify the circumstances in which you suggest</li> </ul>

	<p>replacement of traditional overhead distribution system by the activity based costing. Explain why this system of costing is called activity based. Discuss the functions of cost drivers with illustrative examples (60 marks)?</p> <ul style="list-style-type: none"> <li>• 2012 : (b) Marginal costing and absorption costing—their practical implications .(12 marks)</li> <li>• 2013: a. Explain the 'Value drivers' and 'Key managerial processes' relevant to value-based management. (20 marks)</li> <li>• 2013 : a. Explain with examples, how 'zero-based budgeting' can be used as an effective instrument of cost control. (20 marks)</li> <li>• 2014: Distinguish between 'relevant cost' and 'irrelevant cost' for decision-making purposes. (10 marks)</li> <li>• 2014: Explain the difference between 'Financial Accounting', 'Cost Accounting' and 'Management Accounting'. How are these inter-related ? (12+8 marks)</li> <li>• 2014: Explain "DuPont" analysis and its components.(10 marks)</li> <li>• 2015: Differentiate between 'marginal costing' and 'absorption costing'. How does marginal costing help in decision making? Explain,(10 marks)</li> <li>• 2015:(c) Define 'overheads'. Explain the methods of absorption of overheads. (15 marks)</li> <li>• 2016: Explain cost accounting concepts. What are its applications in budgetary control?- (15 marks)</li> <li>• 2016: What is 'zero-based budgeting? What are its applications? Do you think this concept can be used in the Indian financial system? (15 marks)</li> <li>• 2017 : (a) Define Job Costing and Process Costing. In what ways is Job Costing different from Process Costing ?(10 marks)</li> <li>• 2017 : Q6. (a) Define Standard Cost and Standard Costing. How is Standard Costing useful in the effective control over the cost ? (15 marks)</li> <li>• 2017 : Q8. (a) What is the purpose of reconciling Cost and Financial Accounts ? Explain the causes of difference between costing profits and financial profits.(15 marks)</li> </ul>
<p><b>Financial Management:</b></p> <p>Goals of finance function; Concepts of value and return; Valuation of bonds and shares; Management of working capital: Estimation and financing; Management of cash, receivables, inventory and current liabilities; Cost</p>	<ul style="list-style-type: none"> <li>• 2000: Net Present Value v/s Internal Rate of Return</li> <li>• 2000 : Economic Value chain for the third millennium</li> <li>• 2001 : Target Costing (10marks)</li> <li>• 2001: Explain the transfer price mechanism in subsidiary and headquarters relationships in a MNC (60 marks).</li> <li>• 2010: {c} Synthetic loan (20 marks)</li> <li>• 2010 : 6. (a) "Operating and financial leverage are</li> </ul>

<p>of capital; Capital budgeting; Financial and operating leverage; Design of capital structure: theories and practices;</p>	<p>symmetric in behaviour." Critically the statement from risk analysis point of view. (30 marks)</p> <ul style="list-style-type: none"> <li>• 2010: {b} Explain, with brief illustrations, the expectation hypothesis of bond valuation. (30 marks)</li> <li>• 2012 : (d) Usefulness of operating leverage and indifference point in designing capital structure.(12 marks)</li> <li>• 2012 : (c) How will you go about raising capital for a large infrastructure project and discuss the various options that you would like to explore with relevant decision criteria. (20 marks)</li> <li>• 2013: a. Cost of Capital and Investment Decisions ( 10 marks)</li> <li>• 2013 : c. What is 'present value' of money ? Why and how this concept is applied in capital investment decisions ? (15 marks)</li> <li>• 2015: (a) Explain the concept of 'operating leverage', Financial leverage' and 'combined * leverage' with the help of suitable examples. (15 marks)</li> <li>• 2015: (b) Discuss three approaches to working capital management. Give examples from real-life scenario to illustrate your answer. (15 marks)</li> <li>• 2016: Write a note on 'Management by Objectives' (MBO), bringing out its problems and limitations. (20 marks)</li> <li>• 2016: "Finance manager is always faced with the dilemma of liquidity vs. profitability." Explain the concept of liquidity and profitability.(10 marks)</li> <li>• 2016: What is value-based management? Explain the Value drivers' and "key managerial processes'.(10 marks)</li> <li>• 2017 : (c) "The success of a company depends on its well-planned capital structure." Examine.(10 marks)</li> <li>• 2017 : (c) Explain the operating cycle concept of working capital. How is a close study of operating cycle helpful in the management of working capital ? Explain.(15 marks)</li> <li>• 2017 : Q7. (a) "Equity capital and Retained earnings provide cost-free capital." Do you agree with this statement ? Explain the methods for determining their costs.(20 marks)</li> <li>• 2017: (c) "Leverage serves as a tool which cuts both ways. On one hand it increases the risk and on the other it provides an opportunity to increase return on investment." Critically examine this statement.(20 marks)</li> </ul>
<p>Shareholder value creation: dividend policy, corporate financial policy and strategy, management of corporate distress and restructuring strategy;</p>	<ul style="list-style-type: none"> <li>• 2000 : How will the share of different sectors, namely, agriculture, industry, service etc. In Indian GDP change in the millennium just beginning? Give your rationale for the answer.</li> </ul>

Capital and money markets: institutions and instruments; Leasing, hire purchase and venture capital; Regulation of capital market; Risk and return: portfolio theory; CAPM; APT; Financial derivatives: option, futures, swap; Recent reforms in the financial sector.

- 2002: Discuss the concepts of privatisation and PSU disinvestments and evaluate the impact of disinvestment on corporate world (60 marks).
- 2003: In conducting an environment scan in India, describe the key elements that could impact on corporate decisions (60 marks).
- 2003: Comment and illustrate how statistical models enable quick and economical experimentation for finding an optimum solution for a given problem (60 marks).
- 2003: Intellectual capital is knowledge that transforms raw materials and makes them more valuable. [Thomas A Stewart] (20 marks)
- 2003: 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 marks).
- 2004: 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 marks).
- 2004: 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 marks).
- 2004: Corporatisation: Concept and its implementation in India. (20 marks)
- 2004: Comment on the effect of the TRIPS Agreement under WTO on Indian pharma companies with respect to their growth and development strategy (60 marks).
- 2005: Customerization of Corporate Vision (20 marks)
- 2005: Outsourcing as a source of value creation (20 marks)
- 2005: Linear Programming as a problem solving technique (20 marks)
- 2005: In view of the fast changing competitive landscape of the economy, Indian corporate have to focus on the next practices, not just be content with the best practices. [C. K. Prahlad] Comment on the above statement. Explain the major forces that reshape the basis for competition. What role can innovation play in making India globally competitive (60 marks)?
- 2005: Corporate governance is not just a buzzword or

management fad but has become the need of the hour for every organization if it is to survive and thrive. Comment. What are the basics of corporate governance? How far have public sector undertakings in India been observing these basics in their governance practices (60 marks)?

- 2006: Globalisation and its implications for Indian business (20 marks)
- 2006: Clearly distinguish between privatisation and disinvestments of public sector undertakings. Also examine the impact of each of these on the Indian business (60 marks).
- 2007: Impact of the policy of Liberalisation (20 marks)
- 2010: (b) "The research on the effects of strategic planning generally finds it has no effect on corporate performance." Critically examine the statement. (30 marks)
- 2010 : (c) With suitable illustration(s), highlight the concept of corporate social responsibility in India. (20 marks)
- 2010 : (a) Segmentation hypothesis of capital market (20 marks)
- 2010 : {b} Share penetration index (20 marks)
- 2012: (d) Financial derivatives as tools of managing financial risk.(12 marks)
- 2012 : (b) Why is corporate social responsibility (CSR) increasingly becoming important for businesses ?( 10 marks)
- 2012: (a) Approaches of Walter and L ntner towards dividend policy.(12 marks)
- 2012 : (e) Financial framework for lease evaluation from the point of view of the lessee. (12 marks)
- 2013: b. How technology enables an effective and efficient management in a Globalised Economy? Explain. (20 marks)
- 2013 : b.Financial Derivatives--Options and Futures (10 marks)
- 2013: c.Management of Corporate distress and restructuring (10 marks)
- 2013 : c. What is meant by corporate financial models ? Critically analyse the conditions for the use of corporate financial models. (7+8= 15 marks)
- 2013 : b. Raising long term funds through 'IPO' is better than 'Venture Capital'. Critically analyse. (15 marks)
- 2014: What is Corporate Social Responsibility ? Describe two CSR initiatives taken by organisations in the Indian context.(8+7 marks)
- 2014: What do you understand by 'Capital Adequacy' ?

	<p>Why is it important for financial sector reform ? (10 marks)</p> <ul style="list-style-type: none"> <li>• 2014: Compare 'leasing' and 'buying' as alternative methods of financing. Explain with an example. (10 marks)</li> <li>• 2014: Explain with an illustration the method of estimating required rate of return based on CAPM. (10 marks)</li> <li>• 2014: Under what conditions should a firm pay cash dividend or bonus shares ? (10 marks)</li> <li>• 2015: (a) Differentiate between Corporate social responsibility (CSR) and Managerial ethics. Why adoption of CSR and ethical practices have become important in the conduct of business in the recent times?(10 marks)</li> <li>• 2015 : (b) "The regulation of capital market has become important." Discuss the role of SEBI in the context of recent reforms in the financial sector. (20 marks)</li> <li>• 2015 : 8. (a) "Dividend increase sends good news about cash flows and earnings. Dividend cuts send bad news." Elucidate with examples. Also discuss factors affecting dividend policy. (20 marks)</li> <li>• 2016: Explain with examples the concept of financial risk and return. (15 marks)</li> <li>• 2016: What are the macro-factors prevailing in the global economy that lead to mergers and acquisitions? (20 marks)</li> <li>• 2017: (b) "A business organisation's sole responsibility is to further the interest of its owners within the boundaries of legal framework and business organisations cannot be charged with social responsibilities." Do you agree with the statement ? Explain.(20 marks)</li> <li>• 2017: (b) Define funds from operations. How is it computed ? Explain with example.(15 marks)</li> </ul>
<p><b>Marketing Management:</b></p> <p>Concept, evolution and scope; Marketing strategy formulation and components of a marketing plan; Segmenting and targeting the market; Positioning and differentiating the market offering; Analyzing competition; Analyzing consumer markets; Industrial buyer behaviour; Market research; Product strategy; Pricing strategies;</p>	<ul style="list-style-type: none"> <li>• 2000 : What are the assumptions behind Binomial Poisson? Exponential and Normal probability distributions? Give at least one situation for each of the distributions.</li> <li>• 2000 : scatter diagrams to visualize the relationship between two variables</li> <li>• 2000: regression analysis to estimate the relationship between two variables</li> <li>• 2000 : regression equation to predict future values of the dependent variable. Also briefly highlight the limitations of regression and correlation analysis. What are the assumptions behind regression analysis?</li> </ul>

- 2001 : Discuss the role of PERT and CPM as project planning and scheduling techniques (60 marks).
- 2002: Time Series Analysis (20 marks)
- 2002: How does the PERT technique help a business manager in decision making? What is critical path analysis? Describe with illustration its utility in project planning and control (60 marks).
- 2003: Forecasting techniques (20 marks)
- 2003: Strategy for dealing with global competition (20 marks)
- 2003: What are the criteria for deciding on the transfer pricing method used in an organisation? Discuss with reference to management control of domestic and global operations (60 marks).
- 2006: A company manufactures three products X, Y and Z. Their profits per unit are Rs. 300, Rs. 200, and Rs. 400 respectively. The company has two machines and the required processing time in minutes on each machine for each product is given below: Machines 1 and 2 have 2, 000 and 2, 500 machine-minute respectively. The upper limit for the production volumes of X, Y and Z are 100 units, 200 units and 50 units respectively. But the company must produce a minimum of 50 units of X to meet contractual obligations. Determine the optimum production policy for the company. Which technique did you employ for this? Explain the various underlying assumptions of the technique (60 marks).
- 2006: What do you understand by management control system? Discuss Computer integrated manufacturing and Computer aided design methods and bring out their implications for management control (60 marks).
- 2007: Discuss the various methods of forecasting. What are the precautions that you would like to take to ensure that the forecast is realistically achievable? What approach would you like to recommend for resource allocation to support the activities to achieve the performance target (60 marks)?
- 2010 : 4. (a) Show, with an example, how break-even point of sales can be calculated when the number of units produced is not known. (20 marks)
- 2010 : 7. (a) "Coca-Cola accounted for less than 8. 2 ounces of the 64 ounces of fluid that each of the world's 4-4 billion people drank on average every day. The enemy is coffee, milk, tea, water." Explain the strategic implication of the statement. (30 marks)
- 2010: (b) Define and distinguish between 'points of-parity' and 'points-of-difference' in (a) (b) (c) the context of brand positioning. Substantiate with suitable illustrations. (30 marks)

- 2010 : (C.) Discuss the various elements of the demographic environment that affect marketing.(20 marks)
- 2012 : 6. (a) What are the various approaches on deciding product pricing ? Discuss the concept and method of computing EVA in business. (20 marks)
- 2012: 7. (a) How will you go about identifying the positioning platform for a new brand of soap to be introduced in the market ? (20 marks)
- 2012 : (c) On what criteria would you like to conduct competitive benchmarking ? Illustrate with an example. (20 marks)
- 2012: (b) What is strategic marketing and how are marketing strategies developed from organizational strategies ? (20 marks)
- 2013 : d. Segmenting and targeting the market (10 marks)
- 2013: b. Explain the term 'Margin of safety' and ' Angle of incident'. How is it related to break -even analysi.s? · (8+7= 15 marks)
- 2013 : a.Explain the marketing-mix-strategies in relation to various stages of Product Life Cycle. (15 markets)
- 2014: Analyse the nature and scope of marketing in the digital era. (10 marks)
- 2014: Explain the differences between 'Consumer Marketing' and 'Industrial Marketing' with one example from each. (12+8 marks)
- 2014: What is 'Market Research' ? How does market research help in developing a suitable marketing strategy for a new product ? (6+14 marks)
- 2015: "Purpose of marketing is to make selling superfluous." Critically analyze this statement(10 marks)
- 2015: Define 'money market' and 'capital market'. Explain primary market, secondary market and initial public offering (IPO) market.(10 marks)
- 2015: Differentiate between 'market skimming' and 'market penetration' strategies. When is market skimming a suitable strategy to adopt?(10 marks)
- 2015:(c) What are the steps involved in conduct of marketing research? Explain with emphasis on research design. (15 marks)
- 2015: 7. (a) What is product life cycle? Explain the strategies which can be used to extend the life of a product during the maturity stage. Give suitable examples. (20 marks)

	<ul style="list-style-type: none"> <li>• 2016: What are various methods of pricing strategies? What are the demerits of cost-based pricing mechanism? (15 marks)</li> <li>• 2016: What is 'break-even analysis'? Explain with an example the terms 'margin of safety' and 'angle of incident', (20 marks)</li> <li>• 2017: (e) Market segmentation is a compromise between efficiency and effectiveness. Critically evaluate this statement. (10 marks)</li> <li>• 2017: (c) Positioning is done in the consumer's mind and not of product. Explain its relevance in the context of a competitive market.(15 marks)</li> </ul>
<p>Designing and managing Marketing channels; Integrated marketing communications; Building customer satisfaction, Value and retention; Services and non-profit marketing; Ethics in marketing; Consumer protection; Internet marketing; Retail management; Customer relationship management; Concept of holistic marketing.</p>	<ul style="list-style-type: none"> <li>• 2000 : The Satisfaction. Productivity controversy</li> <li>• 2000: Comment and illustrate how modeling enables quick and economical experimentation for finding an optimum solution for a given problem.</li> <li>• 2002 : Discuss any two of the Management control methods like JiT (Just in Time), TQM (Total Quality Management), CIM (Computer Integrated Manufacturing) and CAD (Computer Aided Design), and their implications for Management control (60 marks).</li> <li>• 2003 : Cost, Volume and Profit Analysis (20 marks)</li> <li>• 2004: Minimizing the pain of downsizing. (20 marks)</li> <li>• 2006: Management of risk in business (20 marks)</li> <li>• 2007: Define the dual of a linear programming problem. State the functional properties of duality. Explain the advantages. Three food products are available at costs of Rs. 10, Rs. 36 and Rs. 24 per unit respectively. They contain 1, 000, 4, 000 and 2, 000 calories per unit, respectively and 200, 900 and 500 protein units per unit, respectively. It is required to find the minimum-cost diet containing at least 20, 000 calories and 3, 000 units of protein. Formulate and solve the given problem as a LP problem. Write the dual and use it to check the optimal solution of the given problem (60 marks).</li> <li>• 2007: Juste-in-Time Approach (20 marks)</li> <li>• 2010: 8. (a) Explain the various methods of estimating current demand. (20 marks)</li> <li>• 2010 : (b) Discuss the VARIOUS elements involved in marketing profitability analysis. (20 marks)</li> <li>• 2012 : (c) Design a suitable recruitment and compensation policy for a manufacturing organisation in the Public Sector. (20 marks)</li> <li>• 2012: (b) What are the typical ethical issues and their implications in social marketing? (20 marks)</li> <li>• 2012: 8. (a) How is the internet forcing businesses to explore alternative marketing channels ? (20 marks)</li> <li>• 2012: (c) Discuss Customer relationship management and customer life time value management. (20 marks)</li> </ul>

- 2013 : e.Internet Marketing : Issues and Challenges. (10 marks)
- 2013 : b.Discuss the concept and significance of 'Holistic marketing', citing suitable examples. (15 marks)
- 2013: c. How marketing of services differ from marketing of products ? Explain and illustrate. (20 marks)
- 2014: What is the relationship between Goal-Effort-Result ? Explain with an example. 10
- 2015: (b) Differentiate between direct and indirect channels of distribution. Discuss factors that influence the choice of channels of distribution.( 15 marks)
- 2016: What is the role of marketing in the Internet era? Which segment of consumers and what kind of products dominates online marketing?(10 marks)
- 2016: How could Government of India devise segmentation and targeting concepts of marketing to deliver its developmental schemes? Specify particular schemes and their beneficiaries. (20 marks)
- 2016: Critically examine the role of voluntary organizations in protecting consumers' rights. (15 marks)
- 2017 : (b) Why is customer retention important in the current marketing environment ? Explain the strategies that could be adopted to retain customers for a long period of time.(20 marks)
- 2017 : (b) The consumer does not take buying decisions randomly. Explain the various steps of the consumer decision-making process.(15 marks)



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