

MANAGEMENT PAPER 2 TOPIC WISE UPSC QUESTIONS

Management syllabus Paper – II

Quantitative Techniques in Decision Making:

Descriptive statistics – tabular, graphical and numerical methods, introduction to probability, discrete and continuous probability distributions, inferential statistics-sampling distributions, central limit theorem, hypothesis testing for differences between means and proportions, inference about population variances, Chi-square and ANOVA, simple correlation and regression, time series and forecasting, decision theory, index numbers; Linear programming – problem formulation, simplex method and graphical solution, sensitivity analysis.

- 2000 : Exploratory marketing research for formulation of hypothesis
- 2005: In one of the branches of an organisation with 200 staff (all white-collared) who cannot be considered a very docile type, where results were not up to the mark, by changing the seating pattern, increasing lighting and providing drinking water (without demand from the staff), the output increased by 80 percent. Discuss how and why this could happen (60 marks).
- 2006: UNCTAD (20 marks)
- 2007: You have completed the task of system development for a business firm of your choice. Discuss the model you adopted, define system objectives, draw document flow chart and system flow chart, define the input and output document, and how they are processed (60 marks).
- 2010 (a) Sampling Distribution (10 marks)
- 2010 : 2. (a) The Sea Wharf Restaurant would like to determine the best way to allocate a monthly advertising budget of Rs. 50,000 between newspaper advertising and radio advertising. Management has decided that at least 25% of the budget must be spent on each type of media, and that the amount of money spent on newspaper advertising must be at least twice the amount spent on radio advertising. A marketing consultant has developed an index that measures audience exposure per rupee of advertising: on a scale from 0 to 100, with higher values implying greater audience exposure. If the value of the index for newspaper advertising is 50 and that for radio advertising is 80, how should the restaurant allocate its advertising budget in order to maximise the value of the total audience exposure ? (10x4=40 marks)
 - (i) Formulate the problem as a linear programming problem.
 - (ii) Find the optimal solution to the problem using the graphical solution procedure.
 - (iii) Which of the constraints are binding ?
 - (iv) How sensitive is your solution to the estimation of index values by the marketing consultant ?
- 2010 : (b) Comment briefly on the Standard Error of Estimate for any given set of observations. (10 marks)
- 2010 : (c) Distinguish between the Y-E-D and the F-S-N classification schemes of materials. (10 marks)
- 2010 : 3. (a) Product A consists of two units of subassembly B, three units of C and one unit of D. B is composed of four units of E and three units of F. C is made of two units of H and three units of D. H is made of five units of E and two units of G. (30 marks)
 - (i) Construct a simple bill of materials, in the form of product structure tree.
 - (ii) Construct an indented parts list.
 - (iii) To produce 100 units of A, determine the number of units of B, C, D, E, F, G and H required.

- 2010 : (b) The Material Requirement Plan (MRP) gross requirements for item X are given below for the next 10 weeks. The lead time for X is two - weeks, and the setup cost is Rs. 9. There is an inventory carrying cost of Rs. 0.02 per unit per week. Beginning inventory is 70 units.

Week	1	2	3	4	5	6	7	8	9	10
Gross Requirements	20	10	15	45	10	30	100	20	40	150

Use the least total cost or the least unit cost lot-sizing method to determine when and for what quantity the first order should be released. (30 marks)

- 2012 : (a) In an educational institution, the stipends earned by the students in the first year summer internships of the two year post graduate programme are used to decide the amount of financial aid to be given to the students in the second year of the programme. The stipends earned by the students have the following distribution :

Stipend earned (in Z)	Number of students
0 — 49,999	231
50,000 — 99,999	304
1,00,000 — 1,49,999	400
1,50,000 — 1,99,999	296
2,00,000 — 2,49,999	123
2,50,000 — 2,99,999	68
3,00,000 or more	23

What is the mode value of the stipend earned ? If financial aid is restricted to those students whose stipend earnings are at least 10% lower than the mode value, how many of the applicants qualify ? (12 marks)

- 2012: (b) A job shop incurs different costs per day, for processing 5 different jobs in the shop on a single machine. All jobs are available at time $t = 0$. The data for the jobs is given below :

Job Processing	time, days	Due date, days
1	5	13
2	3	15
3	7	22
4	2	9
5	4	7

Draw Gantt chart for SPT rule, slack time sequence rule, to compute average tardiness and lateness for each of the above rules. (12 marks)

- 2012: 2. UPD Manufacturing produces a range of healthcare appliances for hospital and

home use. Recently the company has undertaken a review of its inventory policies for blood pressure testing kit. The company manufactures all the components for the kit in-house except for the digital display unit. Presently these display units are ordered at six-week intervals from the supplier. Discussions with purchasing manager revealed a cost of 40 to order and receive a shipment of display units from the supplier. The number of kits assembled by the company per week is normally distributed and has an average of 90 units with a standard deviation of 5 units. The weekly inventory carrying cost is 0.08 for each display unit. The supplier takes exactly 1 week to deliver an order from the date the order is faxed to the supplier. Assume one week has 5 working days.

- (a) Assuming 52 working weeks in a year, what will be the sum total of ordering and inventory carrying costs for the digital display unit, with the present ordering policy ? (8 marks)
 - (b) What will be the stock level at which an order should be placed, with the present ordering policy ? (12 marks)
 - (c) If the company wanted to minimize the sum total of annual ordering and inventory carrying costs, what should the company's order quantity be for the display unit ? (15 marks)
 - (d) How much safety stock should the company provide if the company wanted to ensure that it will not run out of stock more than 1% of inventory cycles ? (12 marks)
 - (e) In the general context of vendors,. Distinguish between MRP and JIT, with illustrations. (13 marks)
- 2012: 3. A car maker XY Motors sold 12,000 vehicles in the initial year 1994. By 2010, the company had sold 5,00,000 annually. Until 2002, XY ranked at the bottom of annual quality survey of new vehicle owners, with 2.12 defects per vehicle, and industry average of 1.33. XY offered a 10 year/1,00,000 Mile Warranty Program and paid for repairs on all warrantied items. XY had to create a system to report any defects, accidents, or injuries involving its vehicles to the Federal Government. The information was stored in at least seven different systems run by XY's warranty, parts, consumer and legal affairs departments. XY's management decided to create a defect early warning system to identify potential problems, such as faulty brake parts, by combining warranty claims, parts sales and orders, field reports and consumer complaints. A software consulting firm IZ created a software "engine" that examines six XY systems for warranty claims, parts orders and sales, vehicle identification number, master storage files, vehicle inventories and stores the essential information in a single common data repository. The system automatically breaks down and categorizes reports based on individual components, such as steering assemblies or headlights, and links to XY's "Clarify" customer relationship management system, tracking customer complaints received by phone, e-mail or postal mail. Managers are able to analyze the data by daily, weekly, or monthly reporting periods and by specific car models, model year, and components. They can breakdown data in detail to see how many complaints or warranty claims are associated with a specific item, such as a steering assembly. In the quality rankings released recently, XY had 140 problems per vehicle, finishing second in the 'compact' car category for quality.
- (a) What is the problem with the original information system for tracking the quality of parts ? (12 marks)
 - (b) How did the company improve the quality of its vehicles with the improved information system ? (15 marks)
 - (c) In general, what do you understand by information architecture ? What are the well known types of information architecture ? (13 marks)
 - (d) How do supply chain management (SCM) systems and customer relationship

management (CRM) systems help integrate suppliers and customers better ? (20 marks)

- 2012: 4. STU Company is a high variety manufacturer of high tensile (HT) fasteners which included over 3000 different types of bolts, nuts, screws, sockets, dry wall screws, specials, etc. The manufacturing plants were located in South India. Although, there were several other competitors, STU was by far the market leader in HT fasteners with a market share of over 60%. These markets mainly included automobile original equipment manufacturers (OEMs) and retail hardware markets. Some product was exported to a variety of countries. The company's dominant position in HT fasteners was built on strong core competence it had built in two areas : cold forging and in-house tool making. However, the company depended heavily for over 90% of its total steel requirements on costly import. The company later began making cold extruded components and powder metallurgy components. The company's competences in these areas were not unique and other competitors claimed better capabilities. Although not a market leader, the company's market shares in each of these product groups was 25% approximately. While the growth rate of HT fasteners was rather low, the rate of market growth for cold extruded and powder metallurgy components was reasonably high. The total market size for the three product groups was as follows :

HT fasteners — ₹ 2,000 crores,

cold extruded parts — ₹ 600 crores and

powder metallurgy parts — ₹ 400 crores.

The company's break even point was rather high, at 80% of total sales, due to high cost of imported raw materials. On an average, the variable cost was 60% of the product price. As part of its growth plan, the company looked at three options :

- Set up a captive steel mill for making the special steels needed.
- Set up a new high tensile fastener plant in the North to meet the needs of the customers in the North.
- Vigorously pursue the possibility of becoming a supply source for reputed OEMs abroad, particularly in USA. While the captive steel mill was an attractive option, the company had no strength in steel making. Being capital intensive, to be economical, such a mill would need much higher volume, almost 5 times the internal requirement for economy of scale. Setting up a new plant in the North was a mildly attractive option but the customers in the North could also be well serviced by opening a dedicated warehouse in the North. Also the company had no prior experience of operating a manufacturing plant in the North. Being a supply source for OEMs in USA was a very attractive option with very high growth potential, but the company would have to meet stringent volume, quality, rapidly changing design and delivery requirements of OEMs.

Answer the following questions (each not exceeding 200 words) :

- By what strategy was STU able to build a dominant position in the HT fastener market ? Why could it not replicate this in cold extruded and powder metallurgy components ? (15 marks)
 - Draw the Boston Consulting Group (BCG) product portfolio matrix and show on it the position of the company's three product groups : HT fasteners, Cold extruded parts and Powder metallurgy parts. (15 marks)
 - What is the company's break even sales ? What is the company's fixed cost ? (15 marks)
 - Use a suitable strategy analysis technique to evaluate the three growth options. Which option should the company choose ? What will the company have to do to successfully implement the option ? (15 marks)
- 2012: (a) MNP Manufacturing produces ornate, decorative wood frame doors and windows. Each item produced goes through three manufacturing processes : cutting, sanding and finishing. Each door produced requires 1 hour in cutting, 30 minutes in

sanding and 30 minutes in finishing. Each window requires 30 minutes in cutting, 45 minutes in sanding and 1 hour in finishing. In the coming week, MNP has 40 hours of cutting capacity, 40 hours of sanding capacity and 60 hours of finishing capacity available. Assume that all doors produced can be sold for a profit of 500 each and all windows can be sold for a profit of 400 each. Formulate a linear programming model to solve the problem. Use the graphical method to find the optimal solution. (12 marks)

- 2012: (b) What is meant by "Statistical Process Control" ? What are range and mean charts ? The range and mean charts were used to determine the mean and standard deviation of a process making a cylindrical component. The mean value of the outer diameter was found to be 7724994 centimetres and the standard deviation of the outer diameter was 0000433 centimetres. The specification for the outer diameter was 772500 ± 0.00050 centimetres, Does the process have desired capability to produce the component as per the specifications ? (12 marks)
- 2012 : 6. The Beta Container Company is a large manufacturer in the container industry. The Company's production factory enjoyed good employee relations, due to absence of frequent 'hiring-firing' practice. If necessary, the factory employed temporary workers and college graduates to fill extra manpower needs during the peak summer and monsoon months. The factory had 14 can lines, with 12 workers and 1 supervisor per line. The average shift hourly rate for workers and supervisors was 61 and 94 respectively. A 50% overtime premium was paid for all overtime work not exceeding 20 hours per worker per week (maximum 4 hours per day). The supervisor also received overtime on the same basis. The factory produced, stocked and transported cans in truckloads. Each truckload occupied 3200 cubic feet of space. A monthly charge of 2% of the average monthly inventory value was applied to cover inventory carrying costs. The factory's average production capacity was 30 truckloads of cans/month/can line on regular time. The factory could use upto a maximum of 14 can lines in any month, if needed. The manufacturing cost was 50,000/truckload. Table below shows the anticipated sales forecast. Assume each can line works for 160 hours per month on regular time.

Table : Anticipated Sales Forecast

Month	Demand in truckloads
January	30
February	54
March	145
April	186
May	217
June	262
July	317
August	346
September	299
October	251
November	101
December	119

Answer the following questions (each not exceeding 200 words) :

- How should the factory plan its production ? (10 marks)
- What will be the annual production plan that will result in least total annual cost using seven can lines in each month ? (30 marks)
- How will the production plan be affected if the factory had an initial inventory of 100 truckloads at the beginning of January ? (10 marks)
- How will the production plan be affected if the factory wanted an inventory of 150 truckloads at the end of December, but had no inventory at the start of January ? (10 marks)

- 2012 : 7. IJK Clothing Ltd. signed up with a well known shirt company in USA for licensed manufacture of "Ar" brand shirts in India. The first plant with a capacity to produce up to 4000 shirts per day was set up in Bangalore at a cost of T 16 crore, with state of art facilities, working conditions and over two dozen quality check points in the plant for high quality and precision work. The plant was among the few in the world which could make shirts with 2 ply 140s and 3 ply 100s cotton fabrics using 16 — 18 stitches per inch. The plant's reputation spread far and wide and export orders started pouring in from renowned global brands. The company had to take over four more factories in Bangalore on wet lease to cope with demand. The company set up another large export oriented factory in the vicinity of Bangalore with capacity to make up to 9000 shirts per day at a cost of Z 15 crore. Several cutting edge technologies were used in the plant including CNC fabric cutting machines, automatic collar and cuff stitching machines, foam finishers, pneumatic holding for shoulder joining, etc. Computerized apparel production management system enabled continuous monitoring of production processes. The plant employed 800 persons, almost one-third needed in its original plant. The lifting of countrywide quota regime helped the company boost its global sales. "Ar" brand shirts were displayed in exclusive showrooms, across the largest network of exclusive outlets and also in 30 retail chains in India. Later it branched into 200 select multibrand outlets. The company expanded its product range from formal dress shirts to casual shirts, T-shirts and trousers. It tied up with a renowned Italian designer to design its spring and summer collection. The company announced its intention to license the "Ar" brand to lifestyle accessories like footwear, watches, undergarments, fragrances, leather goods.

Answer the following questions (each not exceeding 200 words) :

- By what strategy did IJK Clothing Ltd. Globalize its "Ar" shirt business ? What explains the phenomenal growth of "Ar" shirt business ? (15 marks)
 - Is the strategy too India centric ? What efforts are needed to transform it into a truly global strategy ? (15 marks)
 - Will the strategy work when competition intensifies in branded shirt business ? (15 marks)
 - In general, what are the generic strategies by which companies can globalize ? What are their advantages and disadvantages ? (15 marks)
- 2012 : (c) The Black Gold Oilfield Company has recently acquired rights to a new potential source of natural oil in Bay of Bengal. The current market value of these rights is 900 crore. However if there is natural oil at the site, it is estimated to be worth 8000 crore. In this case, the company would have to pay 1000 crore in drilling costs to extract oil. The company believes there is a 0.25 probability that the proposed drilling site actually will hit the natural oil reserve. Alternately, the company can pay 300 crore to first carry out a seismic survey at the proposed drilling site. Historically if the seismic survey produces a favourable result, there is a 0.5 probability of hitting oil at the drilling site. However, if the seismic survey produces an unfavourable result, there is only a 0.14 probability of hitting oil. The probability of an unfavourable survey when no oil is present is 0.8. The probability of a favourable seismic survey when oil is present at the drilling site is 0.6. What is the optimal decision strategy, using the Expected Monetary Value (EMV) criterion ? (30 marks)

- 2013: 1.(a) (i) In a post office, three clerks were assigned to process incoming mail. The first clerk, C_1 , processes 40%, the second clerk, C_2 , processes 35% and the third clerk, C_3 , processes 25% of the mail. The first clerk has an error rate of 0.04, the second clerk has an error rate of 0.06 and the third clerk has an error rate of 0.03. A mail selected at random from a day's output is found to have an error. The Postmaster wishes to know the probability that the mail was processed by the first, second or third clerk respectively. Find the probabilities. (6 Marks)
- 2013: (ii) The odds that A speaks the truth is 3 : 2 and the odds that B speaks the truth is 5:3. In what percentage of cases are they likely to contradict each other on an identical point? (4 Marks)
- 2013: (b) There are 50 students in a class. The regression equation of marks m in Economics (X) on marks in Management (Y) is $3Y - SX + 180 = 0$. The mean marks in Management is 44 and the variance of marks in Economics is $\frac{1}{2}$ of 16. the variance of marks in Management. Find the mean marks in Economics and the coefficient of correlation between marks. in the two subjects. (10 marks)
- 2013: (c) A light metal company manufactures two products A and B. Each product must pass through two processing sections L and M. A good number of machines are available in both the sections. One unit of product A requires 2 hours of processing time in L and . 1 hour in M. One unit of product B requires 1 hour of processing time in L and 4 hours in M. Total time available in section L is 6000 hours whereas in section M, it is 10000 hours. The net profit for product A 3.50 per unit and for product B 5.00 per unit. The company wishes to maximize the total net profit.(i) Formulate the problem as a linear programming problem.(ii) Find the optimum production schedule that will maximize the total net profit per week by graphical method or otherwise. (10 Marks)
- 2013: 2.(a) A furniture company manufactures four-drawer filing cabinets in six stages. In the first stage, the boards forming the walls of the cabinet are cut; in the second stage, the front door panels are woodworked; in the third stage, the boards are sanded and finished; in the fourth stage, the boards are cleaned, stained and painted with a clear finish; in the fifth stage, the hardware for pulls, runners and fittings is installed; and in the final stage, the cabinets are assembled. Inspection occurs at each stage of the process, and the average percentages of good quality units are as follows :

Stage	1	2	3	4	5	6
Average percentage of good quality (%)	87	91	94	93	93	96

The cabinets are produced in weekly production runs with a product input of 300 units. The company later investigated the manufacturing process to identify potential improvements that would improve quality. The company identified two alternatives each costing Rs.9,00,000 as follows :

Alternative	Quality improvement	
1	Stage 2 : 96%	Stage 4 : 97%
2	Stage 5 : 97%	Stage 6 : 98%

- (i) Determine the weekly product yield of good quality cabinets without process improvement.
- (ii) Which alternative will yield greatest increase in product of good quality and why?
- (iii) Which alternative will be most cost-effective and why? (5+5+5=15 marks)

- 2013: (b) The determination of yields of three different varieties (say X, Y and Z) was subject of a recent experiment. Different blocks chosen at random from a larger group were used for this purpose. The data recorded were as follows :

Blocks	Varieties	X	y	z
1		12	16	30
2		5	10	18
3		7	28	35
4		10	26	51

Analyze the above two-way classified data.

Test for the effects of blocks and varieties at the 5% level of significance.

Determine which varieties differ, if any. Is it possible to do the same with the blocks? (9+6+5=20 marks)

- 2013: (c) An oil company is considering a bid for a shale oil development contract to be awarded by the Central Government. The company has decided to bid 660 crores. The company estimates that it has a 60% chance of winning the contract with this bid. If the firm wins the contract, it can choose one of the three methods for getting the oil from shale. It can develop a new method for oil extraction, use an existing (inefficient process), or subcontract the processing out to a number of smaller companies once the shale has been excavated. The results from these alternatives are given in the table below :

Develop new process

Outcomes	Probability	Profit (Rs in crores)
Great success	0.30	3,600
Moderate success	0.60	1,800
Failure	0.10	-600

Use present process

Great success	0.50	1,800
Moderate success	0.30	1,200
Failure	0.20	-240

Subcontract

Moderate success	1.00	1,500
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The cost of preparing the contract proposal is Rs 12 crores. If the company does not make a bid, it will invest in an alternative venture with a guaranteed profit of Rs 180 crores. Should the company make the bid? If yes, what method for oil extraction should it adopt? (8+7=15 marks)

- 2013: 2.(a) Product A is assembled from two parts Band C. One unit of A is assembled from 1

unit of Band 2 units of C. Each item requires one or more operations and the lead time everywhere is assumed negligible. Part C requires first machining operation followed by heat treatment. Part B requires only machining operation. Product A requires an assembly operation. The Master Production Schedule (MPS) for product A is given in the table below :

Month	1	2	3	4	5	6
Product A (in units)	100	150	100	200	125	100

The process time data is shown in the table below :

Operation	Item	Work center	Standard time/unit (in hr)
10	c	Machining	0.5
20	c	Heat treatment	2.0
30	B	Machining	1.0
40	A	Assembly	0.5

What will you recommend as normal capacity at each work center?

If the setup cost to produce a batch of product A is Rs 5,000, the manufacturing cost of the product A is Rs 2,000 per unit and the inventory holding cost per unit per year is 20% of the product cost, what Master Production Schedule (MPS) will you recommend to minimize sum total of setup and inventory holding costs?

Given the MPS in the table above, what is the schedule of gross requirements of part C? (5+10+5=20 marks)

- 2013: (b) (i) Forecast of demand for cakes made by a baking company needs to be made with accuracy. The bakery markets cakes through a chain of food stores. It has been experiencing over- and under-production due to forecasting errors. The demand in dozens of cakes for the past four weeks is shown in the table below. Cakes are made for sale on the following day, for example, Monday's cake production is for Tuesday's sales and so on. The bakery is closed on Saturday. So Friday's production must satisfy demand for both Saturday and Sunday :

Day	4 weeks ago	3 weeks ago	2 weeks ago	1 week ago
Monday	2200	2400	2300	2400
Tuesday	2000	2100	2200	2200
Wednesday	2300	2400	2300	2500
Thursday	1800	1900	1800	2000
Friday	1900	1800	2100	2000
Saturday + Sunday	2800	2700	3000	2900

Using a weighted average of 0.40, 0.30, 0.20 and 0.10 for week 1, week 2, week 3 and week 4 ago respectively, what is the weighted average forecast for Monday of the current week?

(ii) The bakery also produces bread and is planning its purchases of ingredients for bread

production. If bread demand forecast for last week had been 22000 loaves, and only 21000 loaves were actually demanded, what would the forecast be for this week using exponential smoothing method with smoothing coefficient $\alpha = 0.1$?

(iii) In part (ii) above, if actual demand in current week turns out to be 21500, what will be the forecast for the next week with exponential smoothing method, using $\alpha = 0.10$? (5+5+5=15 marks).

- 2013 : (c) XYZ is famous for homemade pizzas which are crisp with thin crust and varied toppings giving the pizzas fabulous tastes. XYZ is revamping its order processing and pizza-making process. In order to deliver fresh pizza fast, six work elements must be completed as shown in the table below :

Element	Description	Precedence	Time (in min)
A	Receive order	-	2.0
B	Shape dough	A	1.0
C	Prepare toppings	A	2.0
D	Assemble pizza	B, C	3.0
E	Bake pizza	D	3.0
F	Deliver pizza	E	3.0

Construct a precedence diagram for the process.

If the demand is 120 pizzas per night (5:00pm to 1:00am), compute the cycle time for the process. Compute the lead time for the process.

What is the theoretical minimum number of workstations needed to achieve the required production?

How will you balance the production line to produce and deliver 120 pizzas per night? What is the actual minimum number of workstations needed? (3+3+3+6=15 marks)

- 2013: (a) Read the case below and answer the questions based on it :

Long ago ABC Company had a single store in USA selling premium roasted coffee. Today it is a global roaster and retailer of coffee with over 17000 stores in over 50 countries. In 1980, the company experimented with coffeehouse format to sell the company's premium roasted coffee and freshly brewed coffee beverages along with a variety of pastries, coffee accessories, teas and other products in tastefully designed coffeehouse setting. The company hired, trained, motivated and compensated employees for superior customer service giving stock option grants and medical benefits to even part-timers. In 1995, with over 700 stores in US, the company explored foreign opportunities and licensed its format in Japan. Realizing that pure licensing would not give it the control needed, the company set up a 50/50 Joint Venture (JV) with a local retailer XYZ. The company initially invested :US \$ 10 million, its first FDI. ABC transferred some employees to the Japanese operation to replicate ABCs experience in Japan. Training of Japanese store managers, employees, design parameters of the stores, stock options for Japanese employees were all meant to replicate the ABCs experience. By 2006, the company had 600 stores in Japan. ABC continued with its overseas expansion aggressively. In 1998, it purchased a British coffee chain with 60 retail outlets for US \$ 84 million. In late 1990s, it opened stores in Taiwan, China, Thailand, New Zealand, South Korea and Malaysia. Starting initially with licensing and replication of other . . . practices followed in Japan, the company converted several of these into JVs or wholly owned subsidiaries, partly due to funding problems of local partners. By 2002, the company expanded into Europe, beginning with a

JV with largest Swiss food service company. This was followed by JVs in other countries. In 2006, the company saw a major opportunity in China, which it believed to be the largest outside USA.

Why did ABC become disenchanted with licensing strategy?

Why does ABC prefer to expand internationally through local joint ventures?

What are the advantages for ABC of entry through joint ventures over owned subsidiaries?

Which theory of Foreign Direct Investment (FDI) best explains the international expansion strategy adopted by ABC? (8+8+7+7=30 marks)

- 2013: 7.(a) Read the case below and answer the questions based on it :

An ice cream manufacturing company X had achieved remarkable success in the State where the company had established its manufacturing plant. Driven by the quality, easy availability, image of innovative value-added product and packaging, and very good brand promotion efforts, the manufacturer gained rapid recognition for his products in the State and soon became the dominant player in the market, even though the prices charged were higher than most of the many competing brands in the State. In fact, the company's brand had become synonymous with the ice cream itself. Slowly the brand began gaining popularity outside the State as well. While earlier the company sold the product outside the State through select outlets, it was clear that there was strong potential for the company to expand greatly outside the State and eventually emerge as a national player. The company found that it could not hope to cash in the growing popularity of the brand by just expanding manufacturing facilities in the State and distributing the product on nationwide basis. Throughout the nation, there were numerous manufacturers of ice cream, majority of them preferred to remain as local or regional players, where they enjoyed good market positions. Very few brands had become truly national brands. Companies that operated nationally offered generally attractive prices, easy availability and convenience packaging. They had large capacities, set up manufacturing facilities at a number of locations nationwide and developed strong distribution and supply networks. They also invested heavily in building brand image nationwide. All national players faced intense competition from local/regional players as well as some niche players.

By what strategy did the company grow in its home State?

Can it compete nationally with the same strategy or will it need to modify the strategy to emerge as a successful national player?

What are the distinguishing differences between company X strategy and the strategy adopted by large national players? (7+7+6=20 marks)

- 8.(a) A textile mill was inspected by government safety inspection team and found to be in violation of a number of safety regulations. The inspectors ordered the mill to alter some existing machinery to make it safer (i.e., add safety guards, etc.); purchase some new machinery to replace older, dangerous machinery; and relocate some machinery to make safer passages and unobstructed entrances and exits. The mill was given only 35 weeks to make the changes. If the changes were not made by then, the mill would be fined Rs 2 crores. The mill determined the activities to be completed, prepared three time estimates for each activity namely : pessimistic time, optimistic time and most likely time. Table below gives the data compiled by the mill :

Activity	Description	Activity (immediate predecessor)	Time estimates (in weeks)		
			a	m	b
1	Order new machinery	-	1	2	3

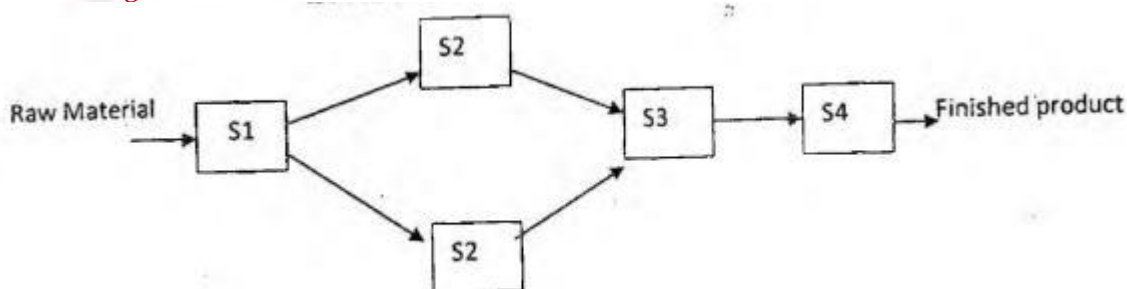
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2	Plan new physical layout	-	2	5	8
3	Determine safety changes	-	1	3	5
4	Receive equipment	1	4	10	25
5	Hire new employees	1	3	7	12
6	Make plant alterations	2	10	15	25
7	Make changes in existing machinery	3	5	9	14
8	Train new employees	4,5	2	3	7
9	Install new machinery	4,5,6	1	4	6
10	Relocate old machinery	4,5,6,7	2	5	10
11	Conduct employee safety orientation	8,9,10	2	2	2

- Determine the expected duration of the project.
 - Identify the critical activities in the project.
 - What is the probability that the mill will be fined Rs 2 crores? (10+5+10=25 marks)
- (b) Assume two countries A and B have the same amount of resources which can be used to produce either rice or cocoa. A total of 200 units of resources are available. Country A needs 10 resources to produce 1 tonne of cocoa and 20 resources to produce 1 tonne of rice. Country B takes 40 resources to produce 1 tonne of cocoa and 10 resources to produce 1 tonne of rice. Assume a linear relationship between production and resources consumed.

Draw the Production Possibility Frontier (PPF) for countries A and B respectively.

- (ii) Assume both countries engage in trade with each other and decide to produce only that item in which they have absolute advantage. Assume they can swap 1 tonne of rice for 1 tonne of cocoa and the unit price of rice and cocoa are equal. Country A exports 6 tonnes of cocoa to country B and imports 6 tonnes of rice in return. What will be the change in combined output of cocoa and rice of the two countries as a result of the trade, compared to what would have been possible before specialization and trade, with each country devoting half of its resources each to produce cocoa and rice? (5+10=15 marks)
- 2015: Q. 1(a) A construction company builds primarily three and four unit apartment buildings (called triplexes and quadruplexes) for investors. It is believed that the total construction time in days follows a normal distribution. The mean time to construct a triplex is 500 days and the standard deviation is 100 days. Recently the President of the company signed a contract to complete a triplex in 625 days. Failure to complete the triplex in 625 days would result in severe penalty fees of Rs. 10 lakhs for every triplex not completed within 625 days. What is the probability that the company will not have to pay penalty fees? Approximately how much penalty fee will it have to pay, if the total number of triplexes to be built is 50? (10 marks)
- 2015: Q. 1(b) Consider a production process given below involving, processing in four workstations S1, S2, S3, S4. The processing time for processing one unit of product in each of the workstations is given in table below. You can ignore the move time between the workstations. As shown in the figure, 2 units of S2 are available.



UPSC MANAGEMENT PAPER 2 TOPICWISE QUESTIONS

Workstation	S ₁	S ₂	S ₃	S ₄
Processing time (in Min.)	10	16	12	6

- How many units are produced in an 8 hour day ?
- If the processing time in S₃ is reduced to 8 minutes, will there be any reduction in work in process ? Why ? < (10 marks)

- 2015: Q. 1(c) A Fast Food outlet stocks frozen pizzas in a refrigerated display case. The average daily demand for the pizzas is normally distributed with a mean of 8 pizzas and a standard deviation of 2.5 pizzas. The outlet operates for 300 days in a year. A vendor for packaged food distributor checks the market's inventory of frozen foods every 10 days. The lead time to receive the order is 3 days. If the purchase cost of one pizza is Rs. 300, the cost of placing an order for pizza is Rs. 200, what will be the optimal order quantity ? What will be the reorder point with a lead time of 3 days and service level of 99% ? (10 marks)
- 2015: Q. 1(e) Prior to construction of a dam on a river, the organization entrusted with the task of construction of the dam performed a series of tests to measure the water flow past the proposed location of the dam. The results of the tests were used to construct data shown in, Table below. Compute the mean, standard deviation and the coefficient of variation of the river flow in litres per minute. What portion of the water flow occurs at less than 5200 litres per minute ?

Table ; Results of Test

River Flow (ooos of litres/minute)	Frequency
4001—4200	7
4201—4400	21
4401—4600	32
4601—4800	49
4801—5000	58
5001—5200	41
5201—5400	27
5401—5600	11

- 2015: Q. 2(a) XYZ, a real estate development firm, is considering several alternative development projects. These include building and leasing an office space, purchasing a parcel of land and constructing an office building to rent, buying and leasing a warehouse, building a shopping center, and building and selling condominiums. The financial success of these projects depends on interest rate movements in the next five years. The various development projects and their five year financial return (Rs. Crores), given that the interest rates will decline, remain stable, or increase are shown in the payoff table below.

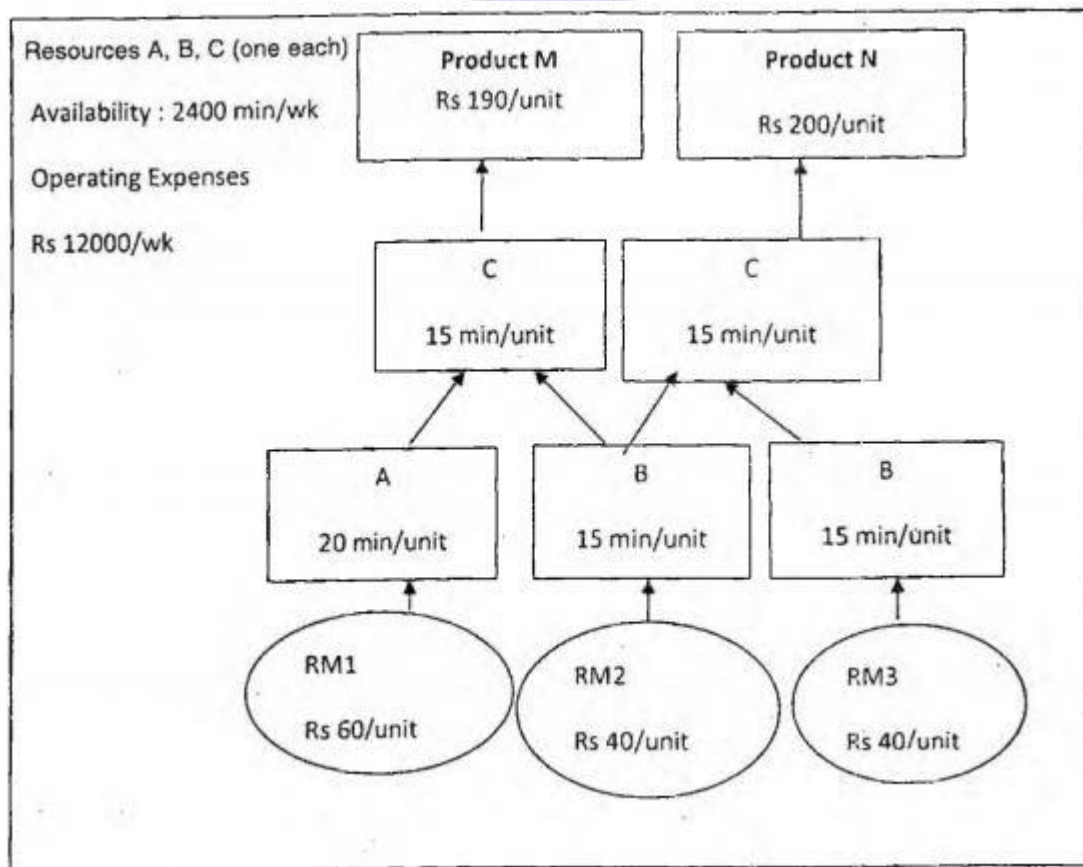
Table : Payoffs from Development Projects (Rs. Crores)

Project	Interest Rate		
	Decline	Stable	Increase
Office Park	5	17	45
Office Building	15	19	24
Warehouse	17	14	10
Shopping Center	7	24	36
Condominiums	32	15	6

Determine the best investment option using the following criteria :

- Maximin criterion.
 - Equal likelihood criterion.
 - Hurwitz criterion with a coefficient of optimism - 0.3. (15 marks)
- 2015: Q. 2(c) The M-N Plant manufactures two different products M and N. Selling prices and weekly demands are shown in the following diagram. Each product uses raw materials with costs as shown. The plant has three different machines A, B and C. Each performs different tasks and can

work on only one unit of material at a time. Process times for each task are shown in the diagram. Each machine is available 2400 minutes per week. Assume zero setup and transfer times and constant demand. Operating expenses (including labour) total a constant of Rs. 12000 per week. Raw materials are not included weekly operating expenses.



- Where is the constraint in this plant ?
- What product mix produces the highest profit ?
- What is the maximum weekly profit this plant can earn ? (15 marks)

- Q. 3(a) Company A is a leader in creating online auctions for buyers of industrial parts, raw materials, commodities, and service around the globe. The company has created auctions for goods and services for hundreds of industrial product categories. It auctions more than Rs. 500 crores worth of purchase orders a year and saves buyers an estimated 2 to 25% of total expenses. The company operates two types of market places. First the company helps the customers purchase goods and services through its global B2B market place where reverse auctions usually take place. Second, the company helps companies improve their asset recovery results by getting timely market prices for surplus assets through the company's Asset Exchange, employing a forward auction process, as well as other selling models. The company's Onsite Auctions include : (1) asset disposal recovery and (2) sourcing (e-procurement) functions. These functions provide : Assets disposal analysis; Detailed sales offering; Targeted market outreach; Event coordination and Sales implementation.

The company helped several companies make asset recoveries. For example, QR Corporation needed a channel for end of life, old models and refurbished power protection products. These were difficult to sell in regular distribution channels. Before using auctions, the company used special liquidation sales, which were not very successful . The company A deployed the auction site and helped QR determine the auction strategies (such as starting bid price and auction running length), which were facilitated by Decision Support System modeling. The site became an immediate success.

- What makes company A different from other online B2B portal for online auction ?
- What are the technological considerations in designing such portals ?

III. Why does company A concentrate on asset recovery and on e-procurement ? (18 marks)

- 2015: Q. 3(b) Three models of a product, namely A, B, C are to be supplied by a manufacturing factory to a distribution center. Since the product is shipped by sea, it takes 2 months transportation time for the product to reach the distribution center from the factory. The means and standard deviations of annual demand for the three models are given in Table below. The manufacturing cost of each model in the factory is Rs. 20,000 per unit. The manufacturing cost of the generic, non customized product is also Rs. 20,000 per unit. The inventory carrying cost is Rs. 0.24/Re ./Year. The company would like to provide a service level of 99% for each of the models at the distribution center. The company is weighing two options :

Option 1 : Make each model in the factory and ship to distribution center.

Option 2 : Build the generic product in the factory and customize the models at the distribution center to make each of the three models.

- Calculate the safety stocks to be provided under each option and their corresponding total annual inventory carrying costs.
- Upto how much amount per year can the company spend in customizing the models at the distribution center ?

Table : Annual Demand Data for Three Models

Model	Mean Annual Demand, Units	Standard Deviation of Annual Demand, Units
A	2,000,000	200,000
B	1,000,000	150,000
C	4,000,000	200,000

(15 marks)

- 2015: Q. 3(c) XYZ Grocery sells two types of soft drinks : the brand name A₁ Cola and the cheaper store brand XYZ Cola. The margin of profit on the A₁ Cola is about 50 paise per bottle, whereas the XYZ Cola grosses 70 paise per bottle. On the average the store sells 500 bottles of both the Colas a day. Although A₁ is a better recognized name, customers tend to buy more of the XYZ brand because it is considerably cheaper. It is estimated that the XYZ brand outsells the A₁ brand by a ratio of at least 2:1. However XYZ Grocery sells at least 100 bottles of A₁ a day.

- How many bottles of each brand should the store carry daily to maximize the total profit ?
- Determine the ratio of the profits per bottle of A₁ and XYZ Colas that will keep the solution in (i) unchanged ? (14 marks)

- 2015: Q. 4(c) A pharmaceuticals company is reviewing its employee healthcare program. Currently the company pays a fixed fee of Rs. 1500 per month for each employee, regardless of the number of rupee amount of medical claims filed to healthcare insurer A. Another healthcare provider B has offered to charge the company a fixed fee of Rs. 500 per month per employee and Rs. 150 per claim filed. A third health insurer C charges Rs. 1000 per month per employee and Rs. 50 per claim filed.

- How will the average number of claims per employee per month affect the decision to choose the healthcare program ?
- When will it be best to go for option provided by C ?
- When will it be best to go for option provided by B ? (15 marks)

- **2017: Q1. (a)** A movie producer is bringing out a new movie. In order to map out his advertising campaign, he wants to determine whether the movie will appeal most to a particular age group or whether it will appeal equally to all age groups. The producer takes a random sample from persons attending the preview of the movie, and obtains the following results. Use X^2 test to drive the conclusion (for 6 degree 5% freedom and 5% significance level, X^2 critical value is 12.592) :

	Age groups			
	Under 20	20-39	40-59	60 and above
Liked the movie	320	80	110	200
Disliked the movie	50	15	70	60
Indifferent	30	5	20	40

(10 marks)

- 2017: (b) 1000 lightbulbs with a mean life of 120 days are installed in a new company. Their length of life is normally distributed with a standard deviation of 20 days. How many bulbs will expire in less than 90 days? If it is decided to replace all the bulbs together, what interval should be allowed between group replacements if not more than 10% should expire before replacement? (10 marks)
- 2017: Q2. (a) A company manufactures two products Alpha' and 'Beta' Each unit of Alpha requires 1 hour of machining and 2 hours of skilled labour, whereas each unit of Beta uses 2 hours of machining and 1 hour of skilled labour. For the forthcoming month, the machining capacity is limited to 720 hours and the Skilled labour is limit 780 hour, not more than 300 unit of Alfa can be sold during a month. For the maximization of profits, determine the optimal product mix and maximum profit. Unit contribution from Alpha is 36 and from Beta is 4. Use Simplex method.(20 marks)
- 2017: (b) Statistics are numerical statements of facts, but all facts stated numerically are not statistics." Clarify this statement and point out which numerical statements of facts are statistics.(10 marks)
- 2017: (c) A company is setting up an assembly line to produce 192 units per 8-hour shift. The following table identifies the work elements, times and immediate predecessors :

Work element	Time (in sec)	Immediate predecessor(s)
A	40	None
B	80	A
C	30	D, E, F
D	25	B
E	20	B
F	15	B
G	120	A
H	145	G
I	130	H
J	115	C, I
Total	720	

- (i) What is the desired cycle time (in seconds)?(5 marks)
- (ii) What is the minimum number of stations?(5 marks)
- (iii) Draw the precedence diagram. (5 marks)
- (iv) What are the efficiency and balance delay of the solution found?(5 marks)

- **2017: Q4. (a) (i)** The following are the monthly figures of advertising expenditure and sales of a company. It is found that advertising expenditure has impact on sales generally after 2 months. Allowing for this time lag, calculate the coefficient of correlation :

Month	Advertising expenditure (in thousand ₹)	Sales (in units)
January	50	1200
February	60	1500
March	70	1600
April	90	2000
May	120	2200
June	150	2500
July	140	2400
August	160	2600
September	170	2800
October	190	2900
November	200	3100
December	250	3900

(10 marks)

- (ii) What do you mean by Type-I and Type-II errors? How are they interrelated? In which situations, you would not like to commit Type-I error? Why?(5 marks)

- **2017: (b)** A project manager gathered important information for a new project which is given below :

Activity	Time estimates (in weeks)			Immediate predecessor(s)
	Optimistic	Most likely	Pessimistic	
A	1	4	7	—
B	2	6	7	—
C	3	3	6	B
D	6	13	14	A
E	3	6	12	A, C
F	6	8	16	B
G	1	5	6	E, F

- (i) Draw the network diagram by Arrow-On-Node (AON) method. Calculate the expected time and variance for each activity.(5 marks)
- (ii) Calculate the activity slacks and determine the critical path using the expected activity times.(10 marks)

(iii) What is the probability of completing the project within 23 weeks?(5 marks)

Production and Operations Management:

Fundamentals of operations management; Organizing for production; Aggregate production planning, capacity planning, plant design: process planning, plant size and scale of operations, Management of facilities; Line balancing; Equipment replacement and maintenance; Production control; Supply chain management – vendor evaluation and audit;

Quality management; Statistical process control, Six Sigma; Flexibility and agility in manufacturing systems; World class manufacturing; Project management concepts, R&D management, Management of service operations; Role and importance of materials management, value analysis, make or buy decision; Inventory control, MRP; Waste management.

- 2000 : Role of Operating cycle in determining the size of working capital
- 2000: Conditions under which an enterprise should buy a component instead of making it.
- 2000: ABC Analysis classifies the items of inventory on the basis of number of units consumed over the year, and on the basis of value per unit. Therefore, ABC Classification for the current year may not serve its purpose in the future years. Do you agree? Give reasons and example (s) in support of your answer.
- 2001: Cash Management Models (20 marks)
- 2001: Working capital management deals with decisions regarding the appropriate mix and level of current assets and current liabilities. Elucidate the statement along with describing the factors which are taken into account in determining the working capital needs of the firm (60 marks).
- 2001: Importance of Inventory Control under the present circumstances of India. (20 marks)
- 2001: Significance of Materials Management in a developing economy with particular reference to our country. (20 marks)
- 2001: How does Value Analysis differ from Value Engineering? What are the objectives of value analysis? Explain the modern approach to value analysis (60 marks).
- 2002: Product name and Brand name (20 marks)
- 2002: Result accelerators are a group of techniques that are basically used in Value Analysis to identify unnecessary costs, remove obstacles and promote a course of action that will ensure the development of value alternatives. Justify this statement by evaluating the techniques (60 marks).
- 2003: New Product Pricing Strategies (20 marks)
- 2003: Quality Circle for quality management (20 marks)
- 2003: Aggregate Production Plan is an intermediate range production plan. Elucidate and briefly explain the Linear Programming Model and the Transportation Problem Approach to aggregate planning (60 marks).
- 2003: Training refers to the Organisations efforts to improve an individuals abilities to perform a job or organisational role whereas development refers to the Organisations efforts to enhance an individuals abilities to advance in his organisation to perform additional job duties. Discuss and make a case for nature and purpose of training policy that may contribute to development (60 marks).
- 2004: Capital Asset Pricing Model (20 marks)
- 2004: Supply Chain Management (20 marks)
- 2004: Re-deployment (20 marks)
- 2004: Materials handling does not add anything to the value of the product. It only

- increases the cost of the product. Critically analyse the statement (60 marks).
- 2004: What are the constituents of a total manpower planning exercise? Discuss in detail how the requirements of manpower in a large industrial enterprise may be determined (60 marks).
 - 2005 : Services Marketing (20 marks)
 - 2005: Marketing Research is an ancillary service that allows Management to manufacture with a better idea of what can be sold or how much can be sold, and how to combine the various tools of selling, minimising costs. Comment on this statement and analyse the various objectives of Marketing Research (60 marks).
 - 2005: Vendor Evaluation and Audit (20 marks)
 - 2005: Narrate the historical evolution of Production and Operations Management. Analyse the current challenges facing managers in the light of Economic Liberalisation and Globalisation (60 marks).
 - 2006: It is said Selling makes the world go around Comment on this statement while discussing the role of sales-force. Taking the example of fast food industry, trace out the role of sales manager (60 marks).
 - 2006: Value Analysis (20 marks)
 - 2006: Good inventory management is the backbone of an industry's managerial effectiveness. Explain this statement and also discuss various techniques of inventory management (60 marks).
 - 2007: Brand Loyalty (20 marks)
 - 2007: Is working capital different from management of cash? In what ways? What are the factors which influence working capital requirements? Discuss the models of cash management (60 marks).
 - 2007: Define total product concept. What are the possible changes which could be brought out in Product-Mix? Discuss the strategies that suit to different phases of product life cycle (60 marks).
 - 2007: Quality Management (20 marks)
 - 2007: Employees Morale (20 marks)
 - 2007: Spending money on materials management is waste because it adds to costs only and does not improve the quality and efficiency of production. Discuss. Give the methods of material handling and build up argument for the best mechanism of material handling (60 marks).
 - 2010: (d) Six Sigma Quality Management (10 marks)
 - 2010 : (b) In a and competitive environment, discuss how "Reverse Engineering" and "Concurrent Engineering" approaches help in designing the right type of product/right type of process. (20 marks)
 - 2014 : (d) (i) Describe briefly each step of the six-sigma methodology popularly known as DMAIC methodology.
 (ii) In statistical quality control, what is the difference between 'control by variables' and 'control by attributes'? What are the most popularly used control charts used for 'control by variables' and 'control by attributes'?
 (iii) In Just In Time (JIT) manufacturing system, how does the 'subsequent process' signal the 'preceding process' to produce the quantity required? (3+4+3=10 marks)
 - 2013 : (c) Project management in India, in particular of projects in infrastructure sector, has been characterized by severe time and cost overruns. What are the major factors accounting for these overruns? Currently, what are the estimates of these overruns? (10 marks)
 - 2013 : (c) Why is it necessary to have price and distribution controls of essential commodities in India? How do these controls help manage demand and supply of

commodities? What problems do 'controls' cause? What are the key steps taken to improve the public distribution in India? (15 marks)

- 2015: Q. 1(d) "JIT is not for India. We have poor supplier reliability, country is so vast that to get some parts here in Gurgaon, I have to source it all the way from Thane down south. How can I achieve JIT in such a context ? Impossible ! And ... then we have a pathetic logistics system. Truck owners take you for ransom once your load is with them. I expect an item in 6 days and get it in 16 days and you suggest JIT to me ... I tried it once and my clients got their orders at least a month late." These were some words spoken to you, a JIT (Just in Time) consultant by a machine tool manufacturer located in North India. Do you think, JIT is feasible in his plant ? The machine tools are generally made to order and order fulfillment time is around 2-3 weeks. The assembly takes a maximum of 3 days. There are around 20 major parts for the product. What are the aspects you have to concentrate on to ensure JIT success ? What structural modifications do you suggest in this case ? State your assumptions clearly and prepare a proposal indicating the methodology you would adopt to implement JIT (if you decide in favour) or a proposal why JIT cannot be implemented (if you decide against it). (10 marks)
- 2015 : Q. 2(b) You are invited as an MIS consultant to a major chain of bakeries in Bangalore. The bakery chain has a major manufacturing centre at the heart of the city and 78 exclusive franchise outlets in a 20 km radius. The outlets have no baking facility but have heating as well as refrigeration facilities. All items are supplied from the central store (attached to the central manufacturing facility) through delivery vans. The frequency depends on the usage pattern at the outlets. The items, numbering around 1500 (not all in all outlets), includes pastries, biscuits, light refreshments, frozen cutlets etc. The quality control department of bakery has an ageing schedule for each item. This could vary from 6 months for biscuits to a day for Gulab Jamun. The chain participants will destroy the items once the time is elapsed and loss is shared on 30-70 basis between bakery and the outlet. In rare instances the bakery used to transfer the items between the stores. The current information system of the company is simple. The outlets call up between 9 and 10 am to give orders. The company, if feasible, will deliver the items on the same day. If not backlogged and serviced on some future day. This is creating problems for the outlets. Many are not able to get connection with bakery over phone on time. Even those who placed the orders, could not get in time. This has resulted in overstating the demand and large amount of wastage. Even though contract forbids the outlets from having some other products, the managers are discreetly selling other products (mainly unbranded similar looking products from local producers). As commission from the bakery is large, the major reason (according to managers) for this unethical practice is lack of availability. Do you think a structured MIS can be of any help ? Prepare a proposal for developing an MIS for the bakery chain. State your assumptions. Identify the work system(s) and clearly define the processes. Conduct a detailed analysis to make process (work system) modifications (if needed). (20 marks)
- 2015 : Q. 4(b) The Director of continuing education at SUV University has just approved the planning of a sales seminar. His administrative assistant has identified various activities and their relationships to each other. In view of the uncertainty involved in planning the seminar, the assistant has provided three time estimates (in days) for each activity, namely; pessimistic time (b), optimistic time (a) and most likely time (m).
Three activities—
1. Design brochure and course announcement (5, 7, 8);
2. Identify prospective teachers (6, 8, 12);
3. Prepare detailed outline (3, 4, 5) can start without any other activity being completed. Activity 4.

Send brochure and student applications (11, 17, 25) can start after activity 1 has been completed. Activity 5. Send teacher applications (8, 10, 12) depends on the completion of activity 2. Activity 6. Select teacher for the seminar (3, 4, 5) can start after activities 3 and 5 are complete. Activity 7. Accept students (4, 8, 9) depends on the completion of Activity 4. Activity 8. Select text (5, 7, 9) depends on completion of Activity 6. Activity 9. Order and receive texts (8, 11, 17) can start after activities 7 and 8 have been completed. Activity 10. Prepare room for the class (4, 4, 4) can start after Activity 7 is completed. (Figures in brackets give the values of a, m, b in days for each respective activity)

- I. Draw the network diagram for the project.
 - II. What is the expected duration and standard deviation of the duration of the project ?
 - III. The Director wants to conduct the seminar in 47 working days. What is the probability of doing this ? (20 marks)
- 2015: Q. 5(a) How does the product-life-cycle theory explain firm's preferences for and timing of foreign direct investment (FDI) ? (10 marks)
 - 2017: (c) (i) ABC Company buys its annual requirements of 36000 units in 6 instalments. Each unit costs 1 and the ordering cost is estimated as 20% of unit value. Find the total annual cost by the existing inventory policy. How much money can be saved by 'Economic Order Quantity' model? (5 marks)
 - (ii) Explain DMAIC methodology in the context of Six Sigma Quality. (5 marks)
 - 2017: (b) Discuss the supply chain efficiency of Amazon.com with special reference to international supply chain design.(15 marks)

Management Information System:

Conceptual foundations of information systems; Information theory; Information resource management; Types of information systems; Systems development – Overview of systems and design; System development management life-cycle, Designing for online and distributed environments; Implementation and control of project; Trends in information technology;

Managing data resources – Organising data; DSS and RDBMS; Enterprise Resource Planning (ERP), Expert systems, e-Business architecture, e-Governance; Information systems planning, Flexibility in information systems; User involvement; Evaluation of information systems.

- 2001 : Changing trends in Information Technology. (20 marks)
- 2001: There is need for Human Resource Development not only at micro level but also at macro level. Evaluate the statement with reference to India. (20 marks)
- 2001: Examine the advantages of Management Information System for a service organisation. What are the functions in which it differs from the Management Information System application in manufacturing organisation (60 marks)?
- 2002: Human resource accounting (20 marks)
- 2003: Future trends in Information Technology (20 marks)
- 2003: Decision Support Systems (DSS) (20 marks)
- 2003: Present an overview of Systems and Design and explain some important tools which have been used for system development (60 marks).
- 2004: Information System and DSS (20 marks)
- 2004: How could business, leverage its investments in information technology to build a strategic IT Platform, that serves as a barrier to new entrants into its markets (60 marks)?
- 2005: Programmed Decisions and Non-programmed Decisions (20 marks)

- 2005: Sensitivity Training (20 marks)
- 2005: Career Development (20 marks)
- 2005: How can information technology help a business form strategic alliance with its customers, suppliers and others? Illustrate with examples (60 marks).
- 2006: Techniques of Environmental Scanning (20 marks)
- 2006: Models of database (20 marks)
- 2006: How do you justify the statement, Conventional role of Management Information System as standard information reporting system has changed to real time information support system? Give the components of emerging MIS in the contemporary environment (60 marks).
- 2006: Training is different from management development. Explain this statement by giving suitable examples. Discuss various methods of management development. How would you justify huge costs incurred on training and development (60 marks)?
- 2007: Trends in Information Technology (20 marks)
- 2007: Two Bin System (20 marks)
- 2007: You are a Human Resource Manager of an IT-Organisation operating in India and also in Germany Sri Lanka and Saudi Arabia. In the recent meeting of Board of Directors, the Chairman of the Company made a statement by offering peanuts you will attract monkeys only. Based on this statement he expected you to prepare a compensation plan (60 marks).
- 2010: (f) Digital Signatures (10 marks)
- 2010 : (a) 'Data is used by clerks. Managers depend on their intuitive judgement.'(10 marks)
- 2010 : (b) 'Data warehouses are used to store historical · data for audit purposes.(10 marks)
- 2010 : (c) 'Information systems should be evaluated on the basis of the level of technology used in them.'(10 marks)
- 2012 : (e) Why are information systems so essential for running and managing business today ? Explain how Management Information System (MIS) differs from Transaction Processing System (TPS) and Decision Support System (DSS).(12 marks)
- 2012: (d) What are the major capabilities of Data Base Management System (DBMS)? Why is a relational DBMS so powerful ? What are the principal technologies for accessing information from databases to improve business performance and decision making ? (12 marks)
- 2013 : (e) What is an Electronic Business (e-commerce)? What is Electronic Data Interchange (EDI)? What are the elements of e-commerce and EDI? What are the benefits of e-commerce and EDI? (10 marks)
- 2013 : 4.(a) An antiseptic mouthwash is one of the major products of WL Company. Materials collected from eucalyptus farms are shipped to WL's manufacturing plants. The mouthwash is purchased by thousands of retail stores, some of them are giants like Walmart and many are small. The manufacturing plant must forecast the overall demand to avoid high inventories or shortages. WL decided to use Demand Planning Decision Support System (DSS) from a well-known vendor of IT software. Used with other products in the vendor's Supply Chain Planning Suite, the system analyzes manufacturing, distribution and sales data against expected demand and business climate information to help WL decide how much mouthwash (and other products) to produce and distribute and how much each raw ingredient is needed. For example, the model anticipates the impact of promotions or of a production line being down. The sales and marketing People at WL meet monthly with employees in finance, procurement and other departments. The groups enter the expected demand for mouthwash into a

Capacity Planning DSS supplied by another firm. The system schedules the production of mouthwash in amounts needed and generates electronic purchase orders for WL's suppliers. The innovative Collaborative Planning, Forecasting and Replenishment system (CPFR) program launched a few years ago has led to supply chain excellence at WL. During CPFR pilot, WL increased its products' shelf fill rate—the extent to which a store's shelves are fully stocked—from 87% to 98%, earning the company about US \$ 8 million a year in additional sales or equivalent of a new product launch. Later WL decided to use Internet to expand the CPFR program to all its suppliers and retail partners.

- (i) How are Supply Chain Management (SCM) and Enterprise DSS related?
- (ii) In WL case, how do Demand Planning DSS, Capacity Planning DSS and CPFR result in supply chain excellence?
- (iii) How is second generation ERP different from first generation ERP?
- (iv) Can first generation ERP help achieve supply chain excellence? Can second generation ERP help do this? (5x4=20 marks)
- 2013: (b) Design a model for banking application. Banks have customers. Banks are identified by a code, name and address of the main branch. Customers are identified by cust_id, name, address and phone number. A customer can have one or more bank accounts. Accounts are identified by an account number, account type (savings or current) and a balance. Customers can avail loans. Loans are identified by loan_id, loan_type (home, car, personal) . and an amount. Banks have branches. Branches are identified by Branch_ID, Branch_Name, Address. Accounts and loan are related to branches.
 - (i) Identify the entities.
 - (ii) Find the relationship among the entities.
 - (iii) Show the cardinality ratio of the relationship.
 - (iv) Identify the key attributes and other attributes of each entity.
 - (v) Write relational scheme for branch and bank. (3x5=15 marks)
 - 2013: (c) (i) Name three principal methods of creating database. Describe any two · methods in detail.
 - (ii) What are the key differences between traditional commerce and e-commerce?
 - (iii) Explain the required features of a B2B platform for e-commerce. (7+4+4=15 marks)
 - 2015: Q. 4(a) Vanguard's decision support system software is used by thousands of companies for enterprise decision analysis. The software makes it possible to apply decision analysis techniques throughout an organization to problems ranging from simple projects to enterprise wide strategic plans. The Vanguard Sys. is a comprehensive business solution for improving the quality, reliability, and speed of management decisions. It does this by helping collaborate with colleagues on important plans, analyze alternatives using state-of-the-art modeling and simulation techniques, automate routine decisions using expert system technology, and improve overall management effectiveness by adding structure to a normally chaotic process.

Vanguard's collaboration abilities go well beyond simple communication strategies like Web conferencing. Rather, Vanguard is based on principles of knowledge capture. The Vanguard Sys. can combine the knowledge captured by many individuals to create a Collective Intelligence that is useful for testing business plans and automating routine operations. Vanguard combines all of the most powerful and essential quantitative methods in management with features of spreadsheets, artificial intelligence tools, and math applications to produce an advanced business modeling system. Vanguard improves the speed, reliability, and quality of routine decisions by combining its business modeling capabilities with Expert System technology. Vanguard has the potential to transform business by improving management team decisions rather than simply analyzing operational data. Vanguard supports a wide variety of methods for

integrating data and it can connect to virtually any business system, e.g. Support for Customizable Functions, etc

- Identify the main capabilities of the DSS software from the narrative.
- Why should DSS support data integration as mentioned ?
- The Vanguard Sys. has been dubbed also as a KMS and an Expert System. Why do you think a DSS should also be a KMS ? An Expert System ? (15 marks)
- 2017: (d) Discuss the need and method of 'Rapid Application Development (RAD)'. How does it differ from the traditional System Development Life Cycle (SDLC)? (10 marks)
- 2017: (e) In this age of rapid technological change and IT enabled business processes, in what ways are the organisational elements such as organisational structures, business processes and work flows getting affected? Discuss.(10 marks)
- 2017: (c) ITC had come up with a web-based initiative called e-choupal which offers the farmers information about products and services they can use to enhance farm productivity, improve price realisation and reduce transaction costs, Farmers can access local and global information on scientific farming practices, weather forecasts as well as market prices, all in Hindi at the village choupal, e-choupal also facilitates supply of farm inputs and purchase of commodities at their doorsteps. In order to overcome the constraints at the village level, this model is designed to provide service support through a lead partner designated as e-choupal coordinator who acts as the interface between the computer System and the farmers.
 - (i) How is e-choupal different from other agri-based portals?(5 marks)
 - (ii) What technological aspects should be considered while designing such a web-based system?(5 marks)
 - (iii) What factors would be critical to the success of such a venture? Discuss their role.(5 marks)
- 2017: Q3. (a) Indian Railways, the world's largest railway, had introduced the Computerised Reservation System [CRS] in n: Incestion Delhi in 1985, Presently over 750 locations all over the country have CRS terminals and 97% of the reservations are done through this system. With increase in data load, the Indian Railways adopted a decentralised database system approach with t multiple mainframe computers installed at various places in the country. Later, Indian Railway Catering and Tourism Corporation (IRCTC) introduced web-based ticketing through its web site <http://www.irctc.co.in> which links to the CRS at the back end for transactions.
 - What is dala integration? How crucial is data integration for the Indian Railways CRS?(7 marks)
 - (ii) How do we manage data integrity and data redundancy in a distributed data system like the Indian Railways CRS?(7 marks)
 - (iii) What aspects would be critical to the successful running of such a big but distributed database system?(6 marks)
- 2017: (c) "ERP systems are usually based on best management practices." Comment on the practical implications of this statement.(15 marks)

Government Business Interface:

State participation in business, Interaction between Government, Business and different Chambers of Commerce and Industry in India; Government's policy with regard to Small Scale Industries; Government clearances for establishing a new enterprise; Public Distribution System; Government control over price and distribution;

Consumer Protection Act (CPA) and The Role of voluntary organizations in protecting consumers' rights; New Industrial Policy of the Government: liberalization, deregulation and privatisation; Indian planning system; Government policy concerning development of Backward areas/regions; The Responsibilities of the business as well as the Government to protect the environment; Corporate Governance; Cyber Laws.

- 2000 : Advertising reduces consumers concern for price
- 2000: Identify preconditions for Industrial Democracy and Workers Participation in Management. How are these likely to better industrial relations? Cite some Indian experiences in support for your answer.
- 2000: In what ways do the objectives of management of cash influence credit and collection policies of management of accounts receivable? How does a change in average collection period (ACP) affect the flows of cash?
- 2002: Waste management and environmental protection (20 marks)
- 2003: The dividend policy is irrelevant for valuation (20 marks)
- 2003: Regional economic cooperation promotes trade, increases investments and leads to economic efficiency. Discuss keeping in view the present state of competitiveness of Indian industries to meet global market requirements (60 marks).
- 2005: Regional Economic Co-operation (20 marks)
- 2005: Country wise risk analysis is a difficult task and recent events in several countries have dramatised the importance of country risk analysis. Do you agree? Substantiate your answer with examples (60 marks).
- 2007: Industrial Relations (20 marks)
- 2007: Credit Policy of India (20 marks)
- 2012: (c) What is the difference between "Micro", "Small" and "Medium" enterprises in the Manufacturing Sector ? What are the main arguments in support of Small Scale Enterprises in India ? (12 marks)
- 2012: (a) What have been the key contributions made by the Public Sector Enterprises (PSEs) to the overall growth of India's economy ? What are the main causes for their unsatisfactory performance ? (15 marks)
- 2012 : (b) What are the advantages and disadvantages of implementing Corporate Social Responsibility (CSR) for an organization ? What are the well known models of CSR ? Mention a few industrial organizations in India known for performing CSR functions. (15 marks)
- 2013 : (b) What are the advantages and disadvantages that Multinational Corporations (MNCs) bring to a host country? How do you distinguish between MNC and Transnational Corporation (TNC)? (10 marks)
- 2013 : (e) What do you understand by the term 'public policy'? How is it classified? What are the important elements of public policy? (10 marks)
- 2013 : (c) What do you understand by the term 'privatization'? What is the rationale for privatization? What have been various methods adopted for privatization in India? Does 'disinvestment' alone constitute privatization? (10 marks)
- 2015 : Q. 5(b) What are public-private partnerships (PPPs) ? What have been the experiences to date with effectiveness of PPPs across different segments of infrastructure sector ? (10 marks)
- 2015 : Q. 5(e) How can innovative business practices, environment risk management and environment audit help contain harmful impacts of environmental damage ? (10 marks)
- 2015 : Q. 6(a) On a cold wintry night of 2nd/3rd December, 1984 when the residents of Bhopal went to their beds, they had no inkling that many of them were doing so for the last time. Not far from them in the factory of Union Carbide (India) Ltd., a chemical reaction had already started to that end. At around midnight, this chemical reaction culminated in the leakage of deadly Methyl Isocyanate (MIC) gas from one of the tanks of the factory, A cloud of gas started enveloping the city in its lethal folds. The tragedy

took an immediate toll of about 3000 lives and left thousands of citizens physically impaired. Livestock were killed, injured and affected. Businesses were interrupted. Environment was polluted and ecology was affected with flora and fauna disturbed. Settlement of compensation still continues to be problematic. Besides, health care safety and rehabilitation instruments were found inadequate.

(i) What should be the strategy for environment protection ?

(ii) What should be the compensation policy in such cases ?

(i) Explain the role of NGOs in- the mitigation of pains of such an environmental damage.

(ii) (iv) In what manner can such unthinkable events be incorporated in the enterprise risk management programmes ? (5+5+5+5=20 marks)

- 2015: Q. 7(b) What are the main objectives of price and distribution controls of essential commodities in India ? What problems do “controls” cause ? What steps have been taken to strengthen and revamp public distribution system ? (20 marks)
- Q. 7(c) Press reports have constant flow of tales of political instability. Not surprisingly, managers consistently rank political stability as a major factor in evaluating the business and investment climate in a given country. Despite the fact that managers overwhelmingly believe that “political risk” is a major factor to be considered, a few multinational enterprises (MNEs) have internal assessment mechanism or have sophisticated teams that can evaluate the usefulness of assessments provided by consultants.
 - (i) Is it correct to assume that political instability in a country equals political risk ? If not, why ?
 - (ii) How would you factor in political risk in evaluating foreign investment proposal ? (5+5=10 marks)
- 2015 : Q. 8(c) (i) What is the role of government as :
 - (1.1) Regulator
 - (1.2) Promoter
 - (1.3) Entrepreneur ?

(ii) What is “Whistle blowing” ? What steps have been taken to protect Whistle blowers in India ? (10+ 10=20 marks)
- 2017 : Q5. (a) Are you in favour of government control over price and distribution through public distribution system? Justify your answer.(10 marks)
- 2017 : (b) In what way is the LPG era instrumental for the comprehensive growth and development of the nation?(10 marks)
- **2017: Q6. (a)** "India has corporate giants, small-scale industrial units, medium and micro enterprises. Indian regulatory bodies and funding agencies are encouraged to support all these business houses of different sizes."

In the light of the above statement, answer the following questions :

 - (i) Discuss the policy of the Government of India towards small-scale industries.(10 marks)
 - (ii) What would be your suggestions for the congenial growth of all these segments of business?(10 marks)
- 2017: (c) Should 'green' environmental issues form part of the corporate strategy of a business? Discuss the pros and cons.(10 marks)
- **Q7. (a)** "Ignorance of the consumer of her rights, lack of consumer movement and lack of due recognition to the consumer Organisations have been some important factors which led to the enactment of the Consumer Protection Act, 1986."
 - (i) Specify the consumer rights to be protected.(5 marks)

- (ii) What sort of consumer movement has the Act contemplated?(5 marks)
- (iii) Discuss the role of consumer organisations in consumer protection.(10 marks)
- **2017: Q8. (a)** One of the founders of Infosys Technologies Limited has made criticisms against the Board of Management for the failure in corporate governance.
 - (i) What reasons has he quoted for the failure of corporate governance? Are these reasons justifiable?(10 marks)
 - (ii) Specify the standards for good corporate governance.(10 marks)

Strategic Management:

Business policy as a field of study; Nature and scope of strategic management, Strategic intent, vision, objectives and policies; Process of strategic planning and implementation; Environmental analysis and internal analysis; SWOT analysis; Tools and techniques for strategic analysis – Impact matrix: The experience curve, BCG matrix, GEC mode, Industry analysis,

The concept of the value chain; a Strategic profile of a firm; Framework for analysing competition; the Competitive advantage of a firm; Generic competitive strategies; Growth strategies – expansion, integration and diversification; Concept of core competence, Strategic flexibility; Reinventing strategy; Strategy and structure; Chief Executive and Board; Turnaround management; Management of strategic change; Strategic Alliances, Mergers and Acquisitions; Strategy and corporate evolution in the Indian context.

- 2000 : Transfers for job enrichment
- 2002: Corporate distress and restructuring strategy (20 marks)
- 2002: Essential features of systems analysis (20 marks)
- 2002 : Promotion differs from up-gradation and transfer (20 marks)
- 2002: Illustrate and evaluate conflict management strategies employed by decision makers. Use a conflict situation you have encountered or are familiar with to aid your response (60 marks).
- 2003: The overall capitalization rate of the firm (K_0) does not change with any degree of financial leverage. Elucidate and debate (60 marks).
- 2003: Comment on the efficacy of winning competitive strategies suggested by Michael Porter. In what way these strategies influence competitive strategies based on the roles firms play in the target market (60 marks)?
- 2004: Discuss briefly the specific objectives of Qualitative and Quantitative Market Analysis. Select advertisements on TV of two different Small Savings Schemes, and identify the specific differences in effecting investors choice (60 marks).
- 2004: An optimal combination of the decisions relating to investment, financing and dividends will be to maximize the value of the firm, to its shareholders. Discuss with examples (60 marks).
- 2005: To what extent are firms able to establish a definite long-run dividend policy? How do these policies affect market value of a firms securities? Discuss with examples (60 marks).
- 2006: Financial analysis is the X-ray of a business firm. Argue the statement. In your opinion, which is the best method of financial analysis (60 marks)?
- 2010: (b) BCG Matrix (10 marks)
- 2010 : (c.) Flexible Manufacturing System (10 marks)
- 2010 : (d) "The goal of strategic planning is to maximize the profit of the enterprise."(10 marks)
- 2010 : 7. (a) Any supply chain process can primarily be explained by "value chain"

- concept. Discuss the activities representing the value chain of any business house. (20 marks)
- 2010 : (c) "Core Competence" of an organization is a concept that has often been used to explain why certain organizations have achieved success in highly competitive environments. Explain the concept of Core Competence citing a few examples of industrial firms. (20 marks)
 - 2012 : (d) What do you understand by the term "Strategy" ? How do you distinguish between "Business Strategy" and "Corporate Strategy" ? What role do "External Assessment" and "Internal Scrutiny" play in strategy formulation ? (12 marks)
 - 2012 : (c) What is a "Strategic Alliance" ? What are the different types of strategic alliances ? What are their advantages and disadvantages ? Distinguish between strategic alliance and joint venture. (12 marks)
 - 2013 : (a) In the context of business strategy analysis, what is 'growth matrix'? How do 'product scope' and 'market scope' analysis help in developing the growth matrix for a business? How do these help define 'mission' of a business? (10 marks)
 - 2013: (c) In analyzing competitive strategy, what is the need to analyze the value chain of a company? Why is it necessary to analyze the competitive forces in an industry? How do these help in formulating competitive strategy? (10 marks)
 - 2015: Q. 5(d) Distinguish between "strategic alliance" and "joint venture". What factors should be considered in choosing an alliance partner ? (10 marks)
 - 2015: Q. 6(c) What do you understand by the term "Strategy" ? Distinguish between "Business Strategy", "Corporate Strategy" and "Product Strategy". (15 marks)
 - 2015: Q. 8(a) Jean L, a global jeans manufacturing company reached its peak sales in 1996 and then found its sales suddenly declining and within 5 years, the sales were down by 40%. A combination of good design, pursuit of new trends and savvy marketing helped competitors take share from Jean L. Jean L had focussed on jeans for men and company's products were found to be outdated, expensive and rather unresponsive to changing market preferences. Jean L did not move its manufacturing base to low cost producing centres. The company then responded to the declining share by three steps. First, the company closed most of its plants in its home base, laid off Over 6500 employees and moved manufacturing to low cost countries. Second, it attempted to stay ahead in fashion trends rather than follow them, paying much more attention to women, with a series of new designs such as "superlow" line of jeans meant to be feminine, mass marketing the jeans within three months of testing. Third, the company announced its original Spin Programme to supply custom made jeans for individual customers, using web based technology and computer controlled production equipment to implement mass customization. Today, a full stocked Jean L store carries 130 pairs of ready to wear jeans and with original Spin Programme, the choices available can leap upto 750. Jean L charged premium of 20% for this service which helped redefine its relationship with the customers, by becoming customer's personal 'Jean Adviser'. The company installed a device to scan the entire body of the customer to generate custom patterns that are instantly transmitted to the production plant to manufacture jeans, shirts or any type of clothing.
 - (i) What strategy did Jean L pursue originally ? Why did the strategy fail ? How do you evaluate the strategic change implemented by the company ?
 - (ii) What are the generic competitive strategies that companies can adopt ? Is it in the interest of a nation to allow shifting of production to low cost countries ? Examine in the context of income and employment generation. (10+10=20 marks)
 - 2017: (d) If a company starts acquiring unrelated businesses, in what ways should it change it

mechanisms to manage the acquisitions?(10 marks)

- 2017 : (c) Given the problems associated with prescriptive strategic change, why is it important and what can be done to better manage this process?(15 marks)
- 2017: (c) Why is it important for strategy makers to understand the difference between tangible and intangible assets? Which one is more important in creating competitive advantage and why?(10 marks)

International Business:

International Business Environment: Changing the composition of trade in goods and services; India's Foreign Trade: Policy and trends; Financing of International trade; Regional Economic Cooperation; FTAs; Internationalisation of service firms; International production; Operation Management in International companies; International Taxation; Global competitiveness and technological developments; Global e-Business; Designing global organisational structure and control;

Multicultural management; Global business strategy; Global marketing strategies; Export Management; Export- Import procedures; Joint Ventures; Foreign Investment: Foreign direct investment and foreign portfolio investment; Cross-border Mergers and Acquisitions; Foreign Exchange Risk Exposure Management; World Financial Markets and International Banking; External Debt Management; Country Risk Analysis.

- 2000 : Marketing goes beyond selling
- 2000: Explain the functions of Marketing Information System. What steps should be taken by an enterprise engaged in business of fast moving consumer goods (FMCG) to have continuous two-way flow of marketing information?
- 2000: Planning and strategies for meeting, the challenges from competitors in the context of domestic marketing and export marketing have to be: To a great extent, similar because of increasing globalization. Evaluate the statement with the help of some examples.
- 2000: Complementary relationship of financial and operating leverages.
- 2000: Cost of equity is a required rate of return.
- 2000: Critically examine the assumptions of Economic Order Quantity (EOQ) model and explain the methods of protecting against variations in usage rate and supply lead time.
- 2000: Why should risk be considered while appraising the projects for investment decisions?
- 2000: Explain the methods used for adjustment, and incorporation of risk in capital expenditure (capital budgeting).
- 2001: Concept of Social Marketing (20 marks)
- 2001: Role of IMF and World Bank in the International Financial System (20 marks)
- 2001: Ethics in Marketing (20 marks)
- 2001: Top management of a large multiline firm is giving serious consideration to buying a smaller company that manufactures a wide range of food products. This would be an entirely new line for the larger corporation. Develop a marketing research proposal that would cover the important questions raised about the potential company that may be acquired (60 marks).
- 2001: Define international business and bring out the differences between the domestic business and international business.(30 marks)
- 2001: Do you think international business is expanding in India? If so, explain the causes for growth (30 marks).

- 2001: How would you identify the training needs for different levels in an organisation? Explain with example. (30 marks)
- 2001: Why should an organisation have well defined promotion and reward policies and processes? Explain with examples (30 marks).
- 2002: Documentation in international business (20 marks)
- 2002: Demarketing and Remarketing (20 marks)
- 2002: How would you analyse the performance of a financial institution with the help of ratios? Illustrate with assumed figures (60 marks).
- 2002: Total deregulation while pricing the banking products is very much possible in India Comment (60 marks).
- 2002: Suggest a suitable methodology for overseas market research for an Indian company manufacturing and marketing herbal medicine. Channel selection, role of intermediaries, export pricing and risk management are the major objectives of the proposed research (60 marks).
- 2002: Accurate appraisal of performance is very difficult. In the light of this statement discuss the problems in performance appraisal (60 marks).
- 2003: Social marketing (20 marks)
- 2003: Issues of TRIPs (20 marks)
- 2003: Constituents of Organisational Climate (20 marks)
- 2004: Brand Equity (20 marks)
- 2004: IMF and World Bank (20 marks)
- 2004: Discriminatory Pricing (20 marks)
- 2004: WTO is the Third Pillar of Global Business. Examine the statement with suitable examples (60 marks).
- 2004: Organizational Philosophy and Ethics (20 marks)
- 2005: Capital Market (20 marks)
- 2005: Venture Capital (20 marks)
- 2006: Capital Budgeting (20 marks)
- 2006: Overseas Market Research (20 marks)
- 2006: Ethics in marketing (20 marks)
- 2006: There is hardly any difference in the methods of determining price in domestic market and overseas market. Discuss this statement by taking suitable examples (60 marks).
- 2007: International Buying (20 marks)
- 2007: Social Marketing (20 marks)
- 2007: The future of International Marketing belongs to India. Discuss this statement in view of your understanding of trends in international marketing environment and the emergence of new markets (60 marks).
- 2010: (e) Microfinancing (10 marks)
- 2010 : 4. (a) Foreign investment in India takes place in the form of (1) Foreign Direct Investment, and (2) Foreign Portfolio Investment. Bring out your views on the merits and demerits of the two forms of investment for their impact on long-term economic development of India. (30 marks)
- 2010 : (b)'New Industrial Policy has led to the rapid growth in Gross Domestic Product (GDP), but this growth has not really been inclusive. • Do you agree ? Substantiate your answer. (20 marks)
- 2010 : (c) In the context of FDI, distinguish between 'greenfield strategy' and 'alliance strategy' with suitable illustrations. (10 marks)
- 2010 : (e) 'The system of independent directors has not worked in India.'(10 marks)

- 2010 : (f) 'India has a large domestic market of its own. Export-led industry has very limited scope: (10 marks)
- 2010 : 6 (a) Explain some of the technological developments that have led to the rapid growth. of e-Business. (20 marks)
- 2010 : (b) In what way has e-Business affected the operation and management of organizations ? Give illustrations. (20 marks)
- 2010: (C)What have been the social and economic implications of e-Business ? Substantiate your answer with facts and figures. (20 marks)
- 8. (a) It is argued that India has achieved much higher rate of economic growth after its increase in globalization and integration with the world economy. Assess how and to what extent India has benefited from the process of globalization. (20 marks)
- 2010: (b) Comment on the balance of India's foreign trade: Is it sustainable in the long run ? What policies would you recommend to correct the balance? (20 marks)
- 2010: (c) Should Indian industries invest abroad when there is shortage of capital in India ? Critically analyse. (20 marks)
- 2012: (e) What is "Foreign Direct Investment" ? What is "Foreign Portfolio Investment" ? How do these differ ? Explain the product life cycle theory of "Foreign Direct Investment". (12 marks)
- 2013 : (d) In international trade theory, how is 'theory of absolute advantage' different from 'theory of comparative advantage'? Which of these is more preferred? Why? (10 marks)
- 2013: (b) In the year 2004, inward FDI accounted for some 24% of capital formation in Ireland; but only 0.6% in Japan. What do you think explains the difference in FDI inflows into the two countries?(10 marks)
- 2013: (b) What do you understand by the term 'joint sector'? What is the need for joint sector when there are other well-defined sectors to promote industrial development? What are the different types of Joint Sector Enterprises (JSEs)? What type of JSE has been found to be suitable for India? Give some examples of joint sector enterprises in-India. (15 marks)
- 2015: Q. 5(c) What are the principal means of payment in foreign trade ? What are the main documents used in financing foreign trade ? (10 marks)
- 2015: Q. 6(b) What are various entry modes by which firms can enter foreign markets ? What are their advantages and disadvantages ? (15 marks)
- 2015: Q. 7(a) A small Asian firm has developed some valuable new medical products using its unique biotechnology know how. It is trying to decide how best to serve the European Union. Its choices are given below. The cost of investment in manufacturing facilities will be a major one for the Asian firm, but it is not outside its reach. If these are the firm's only options, which one would you advise it to choose ? Why ?
 - (i) Manufacture the product at home and let foreign sales agents handle marketing.
 - (ii) Manufacture the product at home and set up a wholly owned subsidiary in Europe to Handle marketing.
 - (iii) Enter into an alliance with a large European Pharmaceutical firm. The product would be manufactured in Europe by the 50/50 joint venture and marketed by the European firm. (20 marks)
- 2015: Q. 8(b) What is "Intellectual Property" ? What are the international mechanisms that help harmonize intellectual property protection across different nations •? What are the methods used for valuation of intellectual property ? (10 marks)

- 2017: (c) "Multi-cultural management is a challenging task in international business." Why?(10 marks)
 - 2017: (e) What strategic competencies are helping Maruti Suzuki to maintain its dominant position in the Indian Automobile Industry in spite of the fiercely competitive market Discuss.(10 marks)
 - 2017: (b) "Country risk analysis assumes that a country is a purposeful entity managed by a government."
 - (i) Bring to light the major dimensions focused in country risk analysis.(10 marks)
 - (ii) In what way is this analysis helpful to corporate houses?(10 marks)
 - 2017: (b) How can service organisations internationalize themselves? What strategies would make them successful in their Endeavour?(15 marks)
 - 2017: (b) Indian IT companies are successful in global business.
 - (i) What reasons would you focus for their success?(10 marks)
 - (ii) In what way is the Indian manufacturing hub lagging behind IT companies in satisfying global consumers?(10 marks)
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