PAPER-III
MANAGEMENT

Instructions for the Candidates

1. Write your roll number in the space provided on the top of this page.
2. Answer to short answer/essay type questions are to be given in the space provided below each question or after the questions in the Test Booklet itself. No Additional Sheets are to be used.
3. At the commencement of examination, the question booklet will be given to you. In the first 5 minutes, you are requested to open the booklet and compulsorily examine it as below:
   (i) To have access to the Question Booklet, tear off the paper seal on the edge of this cover page. Do not accept a booklet without sticker-seal and do not accept an open booklet.
   (ii) Tally the number of pages and number of questions in the booklet with the information printed on the cover page. Faulty booklets due to pages/questions missing or duplicate or not in serial order or any other discrepancy should be got replaced immediately by a correct booklet from the invigilator within the period of 5 minutes. Afterwards, neither the Question Booklet will be replaced nor any extra time will be given.
4. Read instructions given inside carefully.
5. One page is attached for Rough Work at the end of the booklet before the Evaluation Sheet.
6. If you write your Name, Roll Number, Phone Number or put any mark on any part of the Answer Sheet, except for the space allotted for the relevant entries, which may disclose your identity, or use abusive language or employ any other unfair means, you will render yourself liable to disqualification.
7. You have to return the test booklet to the invigilators at the end of the examination compulsorily and must not carry it with you outside the Examination Hall.
8. Use only Blue/Black Ball point pen.
9. Use of any calculator or log table etc., is prohibited.

1. (Signature) __________________________ (Name) __________________________
2. (Signature) __________________________ (Name) __________________________

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[Maximum Marks : 200]

Number of Pages in this Booklet : 32
Number of Questions in this Booklet : 19
Note: This paper is of two hundred (200) marks containing four (4) sections. Candidates are required to attempt the questions contained in these sections according to the detailed instructions given therein.

वर्तमान प्रश्नपत्र के दो सौ (200) अंकों का है एवं इसमें चार (4) खंड हैं। अभ्यासियों को इनमें समाहित प्रश्नों के उत्तर अलग दिये गये विस्तृत निर्देशों के अनुसार देना है।
SECTION – I
खंड – I

Note: This section consists of two essay type questions of twenty (20) marks each, to be answered in about five hundred (500) words each. (2 x 20 = 40 marks)

1. Define industrial dispute. State the methods of dispute settlement.

OR / अथवा

State the emerging issues in different type of retailing in India.

OR / अथवा

What are the basic assumptions of Gordon’s model of dividend policy and valuation of firm? How does Gordan’s model differ from Modigliani-Miller’s model?

OR / अथवा

Examine the role of Reserve Bank of India (RBI) in controlling and regulating the foreign exchange rates.

OR / अथवा
2. What is performance appraisal? Compare the different methods of performance appraisal.

कार्यनिष्पादन मूल्यांकन क्या है? कार्यनिष्पादन मूल्यांकन की विभिन्न विधियों का तुलनात्मक अध्ययन प्रस्तुत कीजिए।

OR / अथवा

“Marketers need to identify and adapt significant changes in forces of the marketing Environment.” Elaborate.

विपणनकर्ताओं को विपणन परिवेश की बदलती हुई शक्तियों को पहचान कर उनसे अनुकूलनीयता स्थापित करनी चाहिए।

OR / अथवा

“Making financial decisions and managing working capital in international business are much more complicated and complex than those in domestic business.” Comment upon the statement and bring out the role of international finance manager.

“अंतर्राष्ट्रीय व्यवसाय में वित्तीय निर्णय लेना तथा कार्यान्वयन पूंजी का प्रबंध करना घरेलू (अंतर्राष्ट्रीय) व्यापार को अपेक्षा अधिक डरूह एवं जटिल है।” इस कथन पर टिप्पणी कीजिएतथा अंतर्राष्ट्रीय वित्तीय प्रबंधक की भूमिका का उल्लेख कीजिए।

OR / अथवा

Discuss risks involved in export trade and state the methods of hedging them.

निर्यात व्यापार में सन्निहित जोखिमों का विवेचन कीजिए तथा उनसे प्रतिरक्षा की विधियों का उल्लेख कीजिए।
SECTION – II
खंड – II

Note : This section contains three (3) questions from each of the electives/specializations. The candidate has to choose only one elective/specialization and answer all the three questions contained therein. Each question carries fifteen (15) marks and is to be answered in about three hundred (300) words.

(3 × 15 = 45 marks)

Elective – I
विकल्प - I

3. “Some organisations succeed or fail due to group behaviour.” Discuss.
“कुछ संगठन समूह व्यवहार के कारण सफल या असफल होते हैं।” विवेचन करें।

4. Depict the communication process and explain three common small group communication networks.
संचार प्रक्रिया का वर्णन करिए तथा तीन तन्त्र संचार नेटवर्क्स को व्याख्या करिए।

5. Discuss in brief different leadership styles. How does transformational style of leadership differ from transactional style of leadership?
नेतृत्व की विभिन्न शैलियों का विवेचन करिए। ट्रांसफॉर्मेशनल नेतृत्व शैली किस प्रकार ट्रांजेक्शनल नेतृत्व शैली से भिन्न है?

OR / अथवा

J-17-11  11  P.T.O.
Elective – II
विकल्प - II

3. Differentiate “The customer-oriented concept of marketing” with the “holistic concept” of marketing.

4. Explain the different steps of ‘Market segmentation process’.

5. How the price should be adapted to meet varying circumstances and opportunities.

OR / अथवा

Elective – III
विकल्प – III

3. “The most appropriate financing pattern would be one in which assets build up and length of financing terms are perfectly matched.” Discuss this statement and mention the problem involved in maintaining optimality of financial structure.

4. Discuss how a firm’s credit and collection policies can affect the level of its investment in receivables.

5. An investor is contemplating to invest his funds in an enterprise. He seeks your help in choosing financially sound company. Which financial techniques would you recommend to the investor to test liquidity, profitability, efficiency and long-term solvency and why?

OR / अथवा
Elective – IV
विकल्प – IV

3. Write a brief note on the following
   (a) Import finance
   (b) Export finance

निम्नलिखित पर संक्षिप्त टिप्पणी लिखिए :
   (a) आयात वित्त
   (b) निर्यात वित्त

4. Critically examine the performance of Special Economic Zones (SEZs) in India.

   भारत में स्पेशल इकोनॉमिक जोन्स के निर्माण का समालोचनात्मक परीक्षण कीजिए।

5. Explain the recent exchange and trade control guidelines for importers in India.

   भारत में आयातकर्ताओं के लिए विनियम एवं व्यापार नियंत्रण नए मार्गदर्शकों की व्याख्या कीजिए।
SECTION – III

Note: This section contains nine (9) questions of ten (10) marks, each to be answered in about fifty (50) words.

(9 × 10 = 90 marks)

6. ‘There is no unique solution to the problem of determination of price and output under oligopoly.’ Discuss in brief.

“अत्यावधिकार के अंतर्गत मूल्य तथा उत्पाद निर्धारण संबंधी समस्या का कोई एक ही विविध समाधान नहीं है!” सूक्ष्म विवेचना कीजिए।
7. What are the factors which determine ‘attitude of an individual’?
एक व्यक्ति की अभिवृत्ति का निर्धारण करने वाले घटक कौन से हैं?
8. What is meant by Man Power Planning? What are the decision areas in Man Power Planning?

मानव शक्ति नियोजन क्या चाहिए है? मानव शक्ति नियोजन में निर्णय के क्षेत्र क्या है?

9. What is discounted pay-back method? How is a project evaluated under this method?

डिस्काउंट्ड पें-बैक पद्धति क्या है? इस पद्धति के अंतर्गत एक परियोजना का मूल्यांकन कैसे किया जाता है?
10. Narrate the different criteria that a company can use to choose the most attractive market segment.

सर्वाधिक आकर्षक बाजार खण्ड के चयन के लिए एक कंपनी द्वारा प्रयोग में लिए जाने वाले विभिन्न मापदंडों का विवरण दीजिए।
11. Define the ‘work study’ and ‘motion study’. State the principles and applications of work study and motion study. Differentiate between them.

'कार्य अध्ययन' तथा ‘गति अध्ययन’ को परिभाषित कीजिए। कार्य अध्ययन तथा गति अध्ययन के सिद्धांतों तथा अनुप्रयोगों का उल्लेख कीजिए। इनके बीच क्या अंतर है?
12. Two random samples gave the following results:

<table>
<thead>
<tr>
<th>Sample</th>
<th>Size</th>
<th>Sample mean</th>
<th>Sum of squares of deviation from the mean</th>
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<tr>
<td>1</td>
<td>10</td>
<td>15</td>
<td>90</td>
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<td>2</td>
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Test whether the samples come from the same normal population at 5% level of significance.

[Given: $F_{0.05}(9, 11) = 2.90$, $F_{0.05}(11, 9) = 3.10$ (approx.)
  and $t_{0.05}(20) = 2.086$, $t_{0.05}(22) = 2.07$]
13. Explain the concept of ‘Fit and Stretch’ of resources of a firm.
किसी फर्म के संसाधनों के संबंध में ‘उपयुक्तता एवं खिचाव’ की अवधारणा को स्पष्ट कीजिए।

“विश्वास नैतिक व्यक्तित्व के इर्द गिर्द विकसित होता है।” टिप्पणी कीजिए।
SECTION – IV
खंड – IV

This section contains five (5) questions of five (5) marks each based on the following passage. Each question should be answered in about thirty (30) words.  

(5 \times 5 = 25 \text{ marks})

In the red oceans, industry boundaries are defined and accepted and the competitive rules of the game are known. Blue oceans, in contrast, are defined by untapped market space, demand creation, and the opportunity for highly profitable growth. It will always be important to swim successfully in the red ocean by out competing rivals. Red oceans will always matter and will always be a fact of business life. But with supply exceeding demand in more industries, competing for a share in contracting markets, while necessary, will not be sufficient to sustain high performance. Companies need to go beyond competing. To seize new profit and growth opportunities, they also need to create blue oceans. Unfortunately, blue oceans are largely uncharted. The dominant focus of strategy works over the past twenty five years has been on competition based red ocean strategies. The result has been a fairly good understanding of how to compete skillfully in red waters, from analysing the economic structure of an existing industry, to choosing a strategic position of low cost or differentiation or focus, to benchmarking the competition.
15. What is blue ocean strategy?

नीले महासागर की व्यूहरचना क्या है?
16. Under what conditions blue ocean strategy is superior to red ocean strategy?
किन स्थितियों में नीले महासागर की व्यूहरचना लाल महासागर की व्यूहरचना से उत्तम है?

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17. What are the pitfalls in competitive strategy?
प्रतिस्पर्धात्मक व्यूहरचना की कौन्तर  क्या है?

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18. Contrast between blue and red ocean strategy.
लाल तथा नीले महासागर की व्यूहरचना की तुलना कीजिए।

19. Discuss briefly the steps involved in the implementation of blue ocean strategy.
नीले महासागर की व्यूहरचना के क्रियान्वयन में निहित चरणों का विवेचन कीजिए।
Space For Rough Work
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Total Marks Obtained (in words) ..............................................

(in figures) ..........................................

Signature & Name of the Coordinator ..............................

(Evaluation)  

Date ..........................