

**PARLIAMENT OF INDIA**  
(JOINT RECRUITMENT CELL)

MAIN EXAMINATION FOR POSTS OF EXECUTIVE/LEGISLATIVE/COMMITTEE/PROTOCOL OFFICER AND  
RESEARCH/REFERENCE OFFICER IN LOK SABHA SECRETARIAT

1<sup>st</sup> SEPTEMBER, 2010

**MANAGEMENT – PAPER- I**

**INSTRUCTIONS :** Answers must be written in English only. Candidates should attempt at least 2 questions from each section and total 5 questions. All questions carry equal marks.

**Time: 3 hours**

**Marks: 300**

**SECTION -A**

1. (a) Management “is a multi-purpose organ that manages a business and manages managers and manages workers & work.” (Peter Drucker). Examine critically the above statement both from the conceptual and real life angles.  
(b) “To function successfully, all managers must possess some skill-sets.” Elucidate.
2. (a) Formulate the statements of ‘Vision’, Mission and ‘Objectives’ of a newly established large sized public company entering into manufacturing of steel and steel products.  
(b) “Larger the number of ‘available alternatives’ for resolving a problem, the complex shall be the process of decision making.” Elaborate and illustrate this statement.
3. (a) Enumerating the important sources of conflict between line and staff, highlight the measures/methods that could be taken/adopted for reducing such conflicts.  
(b) Identify the key elements of an effective organizational e-culture.
4. (a) Critically review the contributions of Maslow and Herzberg on theories of motivation. Do you think that they have any relevance for new generation workers.  
(b) In a collective bargaining situation, where management and union leaders (as representatives of workers) deliberate on work-related issues and come to a consensus, both the management and the union representatives indulge in the power game! However, the leadership styles are different for management people and the trade union representatives. Enumerate and explain the differences.
5. (a) Using the following data on the demand of a product, calculate (i) 3-monthly moving averages, (ii) exponentially smoothed averages, assuming initial forecast = 250 and  $\alpha = 0.3$ , and (iii) trend-adjusted exponentially smoothed averages, assuming initial forecast = 250, initial trend = 0.7,  $\alpha = 0.3$  and  $\beta = 0.1$ .

Month	:	1	2	3	4	5	6	7	8	9	10
Demand	:	252	259	258	263	262	260	258	263	270	272

(b) “PERT network will act as only wall decorators in a business enterprise, since there are slippages of the project despite all the PERT chart.” Do you agree with this view? Explain.

## SECTION – B

6. (a) “A Responsibility Centre is a unit of an organization under the supervision of a Manager who has the responsibility for the activities of that Responsibility Centre.” In the light of this definition explain as to why such centres are created. Also describe the different variants of Responsibility Centre.  
(b) Distinguishing between ‘forecasting’, ‘long range planning’, ‘strategic planning’ and ‘strategic management’, describe the process of strategic management.
7. (a) ‘Target Costing’ is a good tool for an effective cost control system. Explain and support your answer with necessary arguments.  
(b) Illustrate the ‘Activity Based Costing’ assuming required figures.
8. (a) “Variance Analysis helps in performance evaluation, cost control and management by exception. The pre-requisites for the success of a variance analysis system are that accurate standards be set, performance be measured objectively, and responsibility for variance be identified and assigned. A thorough analysis of the causes of variance is noted when it is significant.” Critically examine this statement with special reference to Profit Variance Analysis.  
(b) What do we understand with ‘Zero Based Budget’? Describe the utility of such a Budget.
9. (a) Define the phrase, ‘Macro Business Environment.’ Illustrate your answer with real life examples from our own nation and the world as a whole.  
(b) Differentiate between ‘Liberalization’, ‘Globalisation’ and ‘Corporatization’. Discuss the nature of the relationship observed between these.
10. Write notes on any three of the following:
  - (a) Control system in a Service Organisation
  - (b) Value chain: Conceptual Issues and Applications
  - (c) Structural dimensions of Indian Economy
  - (d) Regulatory Promotional Policies
  - (e) Management Information System.



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1<sup>st</sup> SEPTEMBER, 2010

**MANAGEMENT – PAPER II**

**INSTRUCTIONS :** Answers must be written in English only. Candidates should attempt at least 2 questions from each section and total 5 questions. All questions carry equal marks.

**Time: 3 hours**

**Marks: 300**

**SECTION - A**

1. Write short notes on any three of the following (Each note not to exceed 200 words):  
(a) Ethics in marketing                      (b) UNCTAD                      (c) E-Business  
(d) CAPM    (e) Capital Markets
2. (a) What is the role of documentation in International Business? Discuss various types of documentation needed for Export Units.  
(b) Discuss the potential of emerging areas of Exports from India. What impact are these likely to have on balance of trade?
3. Why is Working Capital Management so important for an organisation? Elaborate the components of Working Capital with the help of an example of a public service organization.
4. Your department is planning to promote implementation of the Unique Identification Card programme of the government. Suggest a marketing plan to execute this programme in the State. What are the different promo-tools you can use for the same?
5. Comment on the following statement (in not more than 200 words each)  
(a) "Advertising and Publicity are different in more than one way"  
(b) "Leasing is generally more cost effective as compared to outright purchase"  
(c) "Globalisation is dangerous for the over protected Indian companies"

**SECTION – B**

6. Write short notes on any three of the following (each note not to exceed 200 words)  
(a) Supply chain management                      (b) Decision support systems                      (c) Job enrichment  
(d) Two bin systems                                      (e) E-governance
7. (a) What do you understand by the concept of facility planning? What considerations must be kept in mind while planning a water treatment facility for a township?  
(b) Discuss various tools used for inventory control. Why is inventory management so important for a government organisation?
8. You have been asked to supervise the System Development for an inventory accounting system for your organization. What steps would be involved in executing this responsibility. Discuss with the help of standard System Development Life Cycle.
9. What role does Employee Morale play in the performance of an organisation? Discuss any theory of motivation and its relevance to a public sector undertaking.
10. Comment on the following statements (in not more than 200 words each):  
(a) 'Human capital is as important for organizations as working capital'  
(b) 'Developing economies do not need information technology'  
(c) 'Break down maintenance is much more economical as compared to preventive maintenance.'