

R. B. I. S. B. (B.DR)

2009

[Time : 2.30 P.M. TO 5.30 P.M.]

(MAXIMUM MARKS—100)

PAPER I

ENGLISH

N.B.—(1) All questions are *compulsory*.

(2) Figures to the right indicate marks.

(3) Each question must be started on a fresh page.

(4) All parts of a question must be answered together, without other answers intervening.

(5) Marks will be deducted if an answer far exceeds or falls short of the set limit, or is irrelevant, or if the handwriting is illegible.

(6) Answers must be written in *English*.

Marks

1. Write an argumentative essay of about 500 words, on any one of the following :— 40
- (a) Is China a threat to India ?
 - (b) The 2008 recession was a myth in India.
 - (c) Can we leave the world a safer place for the next generation ?
 - (d) Formal education is the only way to success in life.
 - (e) Business Schools— more business than school ?
2. (a) Make a precis of the following passage in your own words, reducing it to about 250 words and give it a suitable title. Write your precis on the special sheet provided for the purpose :— 24

These days, if you are the leader, you have got to give up your omnipotent fantasies — that you know and must do everything. Bosses, these days, are advised to abandon their ego to the talents of others. Employees will not take any 'crap' from anyone. Young kids, fresh out of university, do not believe in hierarchy at the workplace, and they do not believe in being bossed around. Experts believe that the competition in the talent market has made employees "soft and submissive", and most organisations oppose strict and harsh leaders even when the employees' behaviour demands stern action. Are bosses scared to confront their employees ?

Rigid, autocratic management styles are outdated and ineffective in today's modern workplace. If leaders want to motivate their bright young workers, they need to adopt a more collaborative style. One would come across such situations more in the BPO or IT industries, as compared to niche industries, where the fear is not too high though prevalent. That is because it is difficult to find the right candidate to fill in the position, if a particular employee quits.

[Turn over

Some H R Managers, however, do not agree that bosses today are scared to confront their employees. At the same time, they do not believe in the word 'confrontation'. They feel the need to talk to employees on a regular basis. The idea is not to criticise them, but to give them feedback for better performance and development.

It is not that bosses fear confronting their employees ; it is just that they have become much more professional in their approach these days, as opposed to the tradition of shouting or losing their cool. Earlier, there were fewer jobs and more aspirants, whereas now, every individual has multiple career choices in the market. This has resulted in a drastic change in the attitude of the employees as well as the bosses.

In the corporate world today, where attrition rates are rising by the hour, how does an employer strike a balance between getting his work done and not making the employee feel pressurised and over-burdened ? Through seeking the inputs of others, rather than dictating terms, employees' buy-in is important, and the effectiveness of the solutions generated is likely to be better. Research suggests that if you maintain your employees' self-esteem, listen and respond with empathy, and provide a supportive environment, relation can be increased. A warm and friendly approach with a lot of patience is always a win-win situation.

A boss should be able to gauge what the candidate is looking for in his present assignment— long term career, designation, money, incentives, appreciation— and tackle the employee accordingly. The first and foremost thing is to be clear about the expectations you have from each employee. In the absence of role clarity, confusion sets in. Employers today are adapting to ways like 'coaching and counselling', be it for a disciplinary issue or for performance issues. One needs to see with the employee and talk it out and clearly carve out the role and responsibilities of an employee.

The younger lot is smart, talented, articulate and much more aggressive, and sometimes it is a herculean task to handle them in difficult situations. How do organisations bring out the best from this lot ? These young guns are the most difficult to work with, since they make any negative feedback an ego issue and feel that the superior is spoiling their image. At the same time, however, they are generally very productive to the organisation. Educating them about the repercussions of non-compliance in a subtle manner, will help them. Leaders should handle such powerful teams by giving them the right direction, freedom to work, involve them in decision-making and empower them so they feel important and a part of the team.

For organisations today it is most important to have their vision and values clearly communicated to their employees. One should create an environment where employees feel that they are respected. Every effort should be made to ensure that people are not 'punished' when a well-thought-out idea fails to work as intended.

In order to ensure that the staff delivers what you want them to, clarity of what the role requires is essential. This also makes reviewing much simpler and takes away the need to 'confront' staff. Helping employees see where they can move next in the organisation, is essential for India's young and upwardly motivated workforce.

Undoubtedly, the mantra of the corporate world today is to have a positive and warm approach towards its employees in order to ensure good productivity without being bossy !

- (b) (i) Answer *two* of the following questions on the passage, briefly and in your own words:— 10
- (1) What advice does the author give to Managers, about how to handle employees ?
 - (2) How does the author describe the younger lot of employees ?
 - (3) What are some of the modern methods used to retain employees?
- (ii) Explain clearly and briefly the contextual meaning and implication of *three* of the following expressions in the passage :— 6
- (1) omnipotent fantasies
 - (2) autocratic management
 - (3) niche industries
 - (4) attrition rates
 - (5) mantra.
3. Attempt any *one* of the following in about 250 words :— 20
- (a) A car manufacturer has appointed a committee to investigate the feasibility of setting up a car manufacturing plant in India. As the Chairperson of the committee, draft your report with recommendations.
 - (b) As the MLA from a rural area, draft a proposal to start a Technical College in your area.
 - (c) As the General Manager of a company, draft a circular to all employees about austerity measures to be adopted, in order to tide over the recession.

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2009

[TIME—9-30 A.M. TO 12-30 P.M.]

(Maximum Marks—100)

PAPER II

ECONOMIC AND SOCIAL ISSUES

N.B.—(1) Answer any *five* questions.(2) All questions carry *equal* marks.(3) Answers may be written either in *English* or in *Hindi* at the candidate's option. However, all the questions should be answered only in the language so chosen. Answer-books written partly in *English* and partly in *Hindi* will not be evaluated.(4) Parts of the same question must be answered together **without** answers to other questions intervening.

(5) Answer to each question must be started on a fresh page.

(6) Marks will be deducted if handwriting is not easily legible.

(7) Answers will be judged on the basis of perspective, analysis and presentation rather than length.

1. (a) Explain the factors responsible for the fall in the incidence of poverty in India.
(b) India's concern with poverty alleviation has mostly remained at the rhetorical level. Explain.
2. (a) What is the relationship between development and environment?
(b) What are the measures undertaken by the government to prevent environment damage?
3. (a) India's organised manufacturing sector has jobless growth which is a matter of serious concern. Do you agree? Discuss.
(b) Suggest suitable policy for employment generation in India.
4. (a) Discuss the problems faced by the public sector in India.
(b) Explain the policy measures adopted by the government in the area of disinvestment.
5. (a) Examine the role of caste in Indian society and polity.
(b) What is the impact of casteism on Indian political system?
6. (a) Explain the terms current account, capital account in India's balance of payments and bring out their significance.
(b) Discuss the policies adopted by the government to attract foreign direct investment in India.
7. (a) Discuss the important issues of concern to developing countries like India, arising out of WTO agreement.
(b) Critically examine how trade blocs create obstacles to free international trade.

[Turn over

8. (a) Examine the nature of fiscal crisis which has emerged in India in recent times.
- (b) 'In the background of economic crisis, there is a need to consider the policies to promote banking system.' Do you agree? Substantiate your view point.
9. (a) 'Human development level in India is low because of inadequate spending on education and health.' Comment.
- (b) State measures adopted by the Government to promote human development in India.
10. Write short notes on any two of the following :—
- (a) Globalisation and changing status of women.
- (b) SEZ : Boom or Bane.
- (c) Coalition government and governance in India.
- (d) Role of MNCs.

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PAPER III
FINANCE AND MANAGEMENT

[TIME—2-30 P.M. TO 5-30 P.M.]
(Maximum Marks—100)

- Instructions.*—(1) Attempt any *three* questions from Section I and any *two* questions from Section II.
- (2) All questions carry *equal* marks.
- (3) Answer must be *brief* and *to-the-point*.
- (4) Answers may be written either in *English* or in *Hindi* at the candidate's option. However, all the questions should be answered only in the language so chosen. Answer-books written partly in *English* and partly in *Hindi* will not be evaluated.

SECTION I

1. "With greater liberalisation, the need for regulation is also higher." Explain.
2. What is a derivative contract? Explain "forward", "future" and "option" contract.
3. Explain the concept of a "stock market index." What does this index indicate?
4. Discuss the principal features of Eurocurrency Loans.
5. Write short notes on any *two* of the following :—
 - (a) Capital Adequacy Norms
 - (b) Credit Rating
 - (c) Debt Securitisation
 - (d) Infrastructure Finance.

SECTION II

6. Explain "organisation structure". What are the steps involved in designing the organisation structure?
7. What is directing? Explain the principles and techniques involved in directing.
8. "Leaders are born; not made". Comment.
9. Explain the steps involved in the implementation of change in an organisation. What are the factors that create resistance to change?