



[This question paper contains 02 printed pages]

Himachal Pradesh Administrative Service Combined Competitive (Main /  
Written) Examination, 2020

MANAGEMENT (PAPER-I)

Time allowed: Three Hours

Maximum Marks: 100

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QUESTION PAPER SPECIFIC INSTRUCTIONS

Please read each of the following instructions carefully before attempting questions.

1. There are EIGHT questions printed in English.
  2. Candidate has to attempt FIVE questions in all.
  3. Question No.1 is compulsory. Out of the remaining SEVEN questions, FOUR are to be attempted.
  4. All questions carry equal marks. The number of marks carried by a question / part is indicated against it.
  5. Write answers in legible handwriting. Each part of the question must be answered in sequence and in the same continuation.
  6. Assume suitable data, if considered necessary, and indicate the same clearly.
  7. Attempts of questions shall be counted in sequential order. Unless struck off, attempt of a question shall be counted even if attempted partly. Any page or portion of the page left blank in answer book must be clearly struck off.
  8. Re-evaluation / Re-checking of answer book of the candidate is not allowed.
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1. “Individuals do not live by bread alone”. Explain this statement based on the context of employee motivation. Compare and contrast various motivation approaches that are more effective in industries employing knowledge workers as well as manual workers. (20)
2. “Pre classical theorists emphasized more on developing specific techniques to solve some identified problems. However, both scientific and administrative schools of thoughts given by classical theorists were more all-pervasive in their approach to organizational design”. Substantiate this statement highlighting pre-classical and classical theorists and their approaches. (20)
3. “Are leaders born or made”? Explain what is transformational style of leadership? Support your answer with examples. (20)

4. Do you think whether management as it is currently practiced, contributes much to creativity and innovation? What changes will allow managers, particularly in larger organizations, to add value to the creative process? (20)
5. What is the relationship between Government of India's Initiative of "Startup India" and entrepreneurship? What is an entrepreneur and what kind of innovations does he or she create to create an enterprise? (20)
6. What kind of structural changes have taken place in national output in the post-independence India? Has place and pattern of structural changes in different periods been associated with the rate of economic growth? (20)
7. Solve the following linear program using the simplex method. (20)

$$\begin{aligned} \text{Minimize} \quad & z = 30x_1 + 10x_2 \\ \text{Subject to} \quad & 2x_1 + 4x_2 \leq 80 \\ & x_1 + x_2 \leq 25 \\ & 8x_1 + 6x_2 \geq 120 \\ & x_1, x_2 \geq 0 \end{aligned}$$

8. From the data given below, calculate the mean wage, correct to the nearest rupee. (20)

Category	A	B	C	D	E	F
Wages (Rupees / day)	50	60	70	80	90	100
No of workers	2	4	8	12	10	6

- (i) If the number of workers in each category is doubled, what would be the new mean wage?
- (ii) If the wages per day in each category are increased by 60%; what is the new mean wage?
- (ii) If the number of workers in each category is doubled and the wages per day per worker are reduced by 40%, what would be the new mean wage?

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