

1. A transportation problem with  $m$  origins and  $n$  destinations becomes a trans-shipment problem with
- $(m+n)$  source and  $(m+n)$  destinations
  - $(m+n-1)$  sources and equal number of destinations.
  - $(m-n)$  source and  $(m-n)$  destinations.
  - $(m+n-2)$  source and  $(m+n-2)$  destination.

Ans: A

2. Match List I with List II

| List I          | List II                               |
|-----------------|---------------------------------------|
| a) A. Ind AS 11 | i. Revenue Recognition                |
| b) B. Ind AS 2  | ii. Effect of change in exchange rate |
| c) C. Ind AS 3  | iii. Valuation of Inventories         |
| d) D. Ind AS 9  | iv. Cash flow statement               |

Choose the correct answer from the options given below

- a - i, b - ii, c - iii, d - iv.
- a - ii, b - iii, c - iv, d - i.
- a - iii, b - ii, c - iv, d - i.
- a - iv, b - ii, c - i, d - iii.

Ans: B

3. Which one of the following employee behaviours is NOT true in case of high stress level?
- Anxiety.
  - Careless mistakes.
  - Low and bad judgemental ability.
  - Nervousness.

Ans: B

4. When is the finite population multiplier expected to be approximately equal to one?
- $N \geq 20n$ ,
  - $N \geq 30n$
  - $N \geq 10n$
  - $N \geq 40n$

Ans: A

5. Sequence the following to draw a logical timeline for dividend payment
- Payment date
  - Declaration date
  - Ex-dividend date
  - Record date
  - Notice to stock exchanges

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Choose the correct answer from the options given below

- A. b, d, a, c, e.
- B. b, d, a, e, c.
- C. e, a, b, d, c.
- D. e, b, c, d, a.

Ans: D

6. If the market price of PQR Ltd. is 44, EPS is 3.75 and the retention ratio is 60%, then the multiplier according to Graham and Dodd Model of Dividend policy is
- A. 15.
  - B. 16.
  - C. 18.7.
  - D. 19.5.

Ans: B

7. Out of the following, the examples of radical innovations are:
- a) Personal Computers
  - b) Frozen Yogurt
  - c) Disposable diapers
  - d) Overnight mail delivery
  - e) Microwave popcorn

Choose the correct answer from the options given below:

- A. A, B and C only.
- B. A, C and D only .
- C. A, C and E only.
- D. B, D and E only,

Ans: B

8. Arrange the following key roles in the inverse order of their involvement in the process of organizational change
- a) Chief implementer
  - b) Task forces
  - c) Corporate management
  - d) Implementation team
  - e) Consultant

Choose the correct answer from the options given below

- A. a, e, c, b, d.
- B. c, a, e, d, b,
- C. c, e, a, d, b
- D. e, a, c, b, d

Ans: C

9. To achieve its aims in Strategic Human Resource Management, organizations formulate and execute Human Resources
- Policies
  - Behaviours
  - Practices
  - Competencies

Choose the correct answer from the options given below:

- a and b only
- a and c only.
- a, b, c and d
- b and c only

Ans: C

10. What is the role of advertisements and selling costs in perfectly competitive markets?
- Enlarging market size.
  - Influencing buyer behaviour.
  - Informative to intimate product/service availability.
  - Very essential for survival of the firm.

Ans: A

11. Information regarding 'personal job demands (human expenditure involved in work, such as energy expenditure)' collected in job analysis falls in which one of the following?
- Job Context.
  - Personal Requirements.
  - Work Activities.
  - Worker-Oriented Activities.

Ans: D

12. Match List I with List II

| List I            | List II                                      |
|-------------------|--|
| Entrepreneur type | Features based on Entrepreneurial Competency |
| a) Passenger      | i. Ability to do and no will to do           |
| b) Star/Ideal     | ii. No ability to do and no will to do       |
| c) Dead wood      | iii. Ability to do and will to do            |
| d) May run        | iv. No ability to do and will to do          |

Choose the correct answer from the options given below:

- a - i, b - ii, c - iii, d - iv.
- a - iii, b - iv, c - i, d - ii.
- a - iv, b - iii, c - i, d - ii.
- a - iv, b - iii, c - ii, d - i.

Ans: D

13. Match List I with List II

| List I  | List II         |
|---|-----------------|
| Terms relate to   | Organisation    |
| a) Bali Package   | i. UNCTAD       |
| b) To assist developing countries in the area of trade and capital  | ii. IMF         |
| c) International monetary cooperation among member countries        | iii. World Bank |
| d) Providing loans for building capital infrastructure of a country | iv. WTO         |

Choose the correct answer from the options given below:

- A. a - ii, b - iii, c - iv, d - i
- B. a - iii, b - iv, c - i, d - ii
- C. a - iv, b - i, c - ii, d - iii
- D. a - iv, b - ii, c - iii, d - i

Ans: C

14. Out of the following, which are the IMF facilities available to member countries?

- a) Extended Fund Facility (EFF)
- b) Structural Adjustment Lending (SAL)
- c) Compensatory Financing Facility (CFF)
- d) Stand-by Arrangements (SBA)

Choose the correct answer from the options given below:

- A. a and b only
- B. a, b and c only.
- C. a, c and d only.
- D. b, c and d only.

Ans: C

15. Which of the following is true with regard to method of least squares used in simple regression analysis?

- A. It minimises the sum of squared differences between the values of independent variable and their mean.
- B. It minimises the sum of squared values of the dependent variable.
- C. It minimises the sum of the squared differences between the actual values of dependent variable and the estimated values of the dependent variable as per regression equation.
- D. It minimises the sum of the squared values of the independent variable.

Ans: C

16. The relationship between an investor's expectation of return on bonds with respect to the investment horizon is called
- A. Bond yield.
  - B. Risk immunization.
  - C. Term structure of interest rates.
  - D. Yield to maturity.

Ans: C

17. Theory of international trade promotes
- a) Increase in demand for exportable products
  - b) Rise in prices and volumes
  - c) Improvement in quality of products
  - d) Reduction in prices and increase in quality for consumers

Choose the correct answer from the options given below:

- A. a and b only.
- B. a, b and c only.
- C. a, c and d only.
- D. b, c and d only.

Ans: A

18. As per the Anglo-Saxon Model of Corporate Governance, the authority lies with the following. Arrange these in decreasing order of authority.
- a) Board of Directors
  - b) Managers
  - c) Shareholders
  - d) Employees (Company)
  - e) Trade unions

Choose the correct sequence from the options given:

- A. a, b, c, d, e,
- B. a, c, b, e, d
- C. c, a, b, d, e,
- D. c, b, e, a, d

Ans: C

19. A price ceiling below the equilibrium price of a commodity leads to
- a) Commodity glut in market
  - b) Shortage of commodity
  - c) Demand erosion
  - d) Black marketing

Choose the correct answer from the options given below:

- A. a and d only.



- B. a and b only.  
C. b and c only.  
D. b and d only.

Ans: D

20. It is believed that employees' attitude influences their perception of work, but the employees' experience at work may also modify or shape their attitudes.

This is an example o

- A. Contingency Approach.  
B. Democratic Approach.  
C. Interactional Approach.  
D. Socio-technical system Approach.

Ans:C

21. Given below are two statements, one is labelled as Assertion A and the other is labelled as Reason R

Assertion A: The main reason for companies to move to global markets is to take advantages of the economies of scope.

Reason R: Economies of production arise due to the Competitiveness Index of the country in which the companies produce.

In light of the above statements, choose the correct answer from the options given below

- A. A is false but R is true.  
B. A is true but R is false.  
C. Both A and R are true and R is the correct explanation of A.  
D. Both A and R are true but R is NOT the correct explanation of A.

Ans: B

22. Match List I with List II

| List I                             | List II  |
|------------------------------------|--|
| A. Simple Structure                | I. A structure that supports an organization's capacity to continuously adapt and change                       |
| B. Functional Structure            | II. A structure in which the entire organization is made up of workgroups                                      |
| C. Team structure                  | III. It is an organisational design that groups similar occupational specialties together                      |
| D. Learning organization Structure | IV. It is an organizational design with low departmentalization, wide span of control and little formalization |

Choose the correct answer from the options given below:

- A. a- ii, b - iii, c - i, d – iv.
- B. a - iii, b - ii, c - iv, d –i.
- C. a - iv, b - i, c - iii, d – ii.
- D. a - iv, b - iii, c - ii, d –i.

Ans: D

23. Identify the drivers for increased Foreign Institutional Investment flows in Indian stock markets in recent times

- a) Covid-19 pandemic driven liquidity outflows from the western capital markets
- b) Geopolitical supply chain relocations
- c) Increased India weightage in MSCI Emerging Market Index
- d) Steep decline in interest rates in large market friendly economies
- e) Favourable risk-reward ratios in Indian stock markets

Choose the correct answer from the options given below:

- A. a, b and c only.
- B. a, b, c and d only.
- C. b, c and d only.
- D. c, d and e only.

Ans: B

24. Given below are two statements, one is labelled as Assertion A and the other is labelled as Reason R

Assertion A: An oligopolist firm cannot decide the price it wishes to charge as well as the quantity it wishes to sell, both at the same time.

Reason R: An oligopolist firm takes into consideration the competitors' actions and counter actions because of a strong interdependence among the competitive firms

In light of the above statements, choose the most appropriate answer from the options given below:

- A. A is correct but R is not correct.
- B. A is not correct but R is correct.
- C. Both A and R are correct and R is the correct explanation of A.
- D. Both A and R are correct but R is NOT the correct explanation of A.

Ans: C

25. Which of the following are necessary conditions for applying Siméon Denis Poisson distribution in the field of managerial decision making?

- a) Each occurrence of an event is independent of the occurrence of the other event
- b) The probability of an occurrence is the same for any two intervals of equal length
- c) Poisson distribution describes continuous occurrences over a specific time interval
- d) In each interval, occurrences can range from zero to infinity Choose the correct answer from the options given below:



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PRIYANKA V



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DAS



SUSHMITA  
MAITI



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(SECOND TIME)



SERENE LIZA  
(SECOND TIME)



GEETHU PAUL  
(THIRD TIME)



IRFANA P  
(THIRD TIME)

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LINCCHU RAJAN



ABHIJITH



AMALA JOSE



ANEESHA M



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JOSHY



HELGA  
JOSEPH



MARIYA  
JOSEPH



MEENAKSHI P



RAKHI R



REEJA SUSAN



SHANA XAVY



SURUMY



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**PAPER 1**



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T R



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IRFANA  
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MATHEW



FOUSIYA YOUSSEF



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PRADEEP



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- A. a and b only.
- B. a, b and c only.
- C. a, b and d only.
- D. a, c and d only.

Ans: C

26. In the absence of covariance among securities in the portfolio, if each security has an average standard deviation of 20%, the portfolio of 100 securities would have a standard deviation of,

- A. 2%
- B. 20%
- C. 5%.
- D. Zero.

Ans: A

27. At the business level, organisations need to position their business as being Low-cost leaders or differentiated. The position when cost leadership is high in terms of lower prices/lower costs and differentiation is low, is called

- A. Cost Leaders.
- B. Differentiators
- C. Focused Cost Leaders.
- D. Focused differentiators.

Ans: C

28. In which one of the following motives, relevant for organizational climate, there is an urge to be relevant and useful to large groups including society as a whole?

- A. Achievement.
- B. Affiliation.
- C. Extension.
- D. Influence.

29. Match List I with List II

| List I            | List II   |
|-------------------|---|
| Brandconcept      | Meaning   |
| a) Brand image    | i. Customer's emotional response and reactions with respect to Brand  |
| b) Brand Feelings | ii. Image of the Brand in the customer's mind, meeting their social/psychological needs                         |
| c) Brand position | iii. How customers think of the Brand under various purchase situations   |
| d) Brand salience | iv. Deliberate attempt on the part of marketer of the Brand to create a unique position in the mind of customer |

Choose the correct answer from the options given below:

- A. a - i, b - ii, c - iii, d - iv
- B. a - ii, b - i, c - iii, d - iv.
- C. a - ii, b - i, c - iv, d - iii.
- D. a - iii, b - ii, c - i, d - iv

Ans: C

30. The product hierarchy stretches from basic needs to particular items in some sequence. Identify the CORRECT sequence or levels of the product hierarchy

- a) Product type
- b) Product family
- c) Product class
- d) Need family
- e) Product line

Choose the correct answer from the options given below:

- A. a, b, c, d, e.
- B. d, b, c, e, a,
- C. d, e, c, a, b,
- D. e, d, c, b, a,

Ans: B

31. Arrange the following economic identities in a sequential evolution to understand consumer demand.

- a) Law of Demand
- b) Utility analyses
- c) Demand Elasticity analysis
- d) Indifference curve analysis
- e) Demand Forecasting

Choose the correct answer from the options given below:

- A. a, b, d, c, e,
- B. b, c, d, e, a,
- C. b, d, a, c, e,
- D. c, d, b, e, a.

Ans: C



32 Given below are two statements

Statement I: A satisfied employee may be highly disengaged.

Statement II: It is possible to feel engaged by the organisation and not the job. In light of the above statements,

choose the most appropriate answer from the options given below

- A. Both Statement I and Statement II are correct
- B. Both Statement I and Statement II are incorrect.
- C. Statement I is correct but Statement II is incorrect.
- D. Statement I is incorrect but Statement II is correct

Ans: D

33. Match List I with List II

| List I                    | List II  |
|---------------------------|--|
| a) Markovian              | i. Rule of determining the order in which members of the queue are selected to begin service         |
| b) property               | ii. The time of next arrival is completely uninfluenced by when the last arrival occurred            |
| c) Waiting time in system | iii. The queueing is in after operating for some time with a fixed utilisation factor less than one  |
| d) Steady state condition | iv. Elapsed time that an individual customer spends in queue, both before service and during service |
| e) Queue discipline       |  |

Choose the correct answer from the options given below:

- A. a - ii, b - i, c - iii, d - iv
- B. a - ii, b - i, c - iii, d - iv
- C. a - ii, b - iv, c - iii, d - i
- D. a - iii, b - iv, c - ii, d - i

Ans: C

34 To gain sustainable competitive advantage in low cost manufacturing, Indian businesses are expected to

- a) Reduce production cost, sacrifice profits and advertise more
- b) Support MSMEs, to strengthen the supply chain
- c) Adopt product differentiation and focus more on innovations
- d) Bridge trust deficit and gain support from the public, workers and policy makers

Choose the correct answer from the options given below:

- A. a and b only.
- B. a, b and c only.
- C. b and c only.
- D. b, c and d only.

Ans: D

35. Given below are two statements

Statement I: The Transactional Analysis Model is an effective tool to understand why people behave in certain ways.

Statement II: The Transactional Analysis Model cannot be used to improve communication. In light of the above statements,

choose the correct answer from the options given below

- A. Both Statement I and Statement II are false.
- B. Both Statement I and Statement II are true.
- C. Statement I is false but Statement II is true.
- D. Statement I is true but Statement II is false.

Ans: D

36 Who is widely credited for placing Japan as a world leader in the quality of its manufactured products?

- A. Deming W.E.
- B. Goddard. W.
- C. Juran J.M.
- D. Schonberger R. J.

Ans: A

37 Match List I with List II

| List I                      | List II   |
|-----------------------------|---|
| a) Snob effect              | i. If firms are disproportionately powerful, the market leader makes the first move and captures two-third, of the market   |
| b) Small- world model       | ii. When some people demand a smaller quantity of a commodity as more people consume it, in order to be different and exclusive                                   |
| c) Stackelberg model        | iii. Oligopolistic firms seek to maximize sales after an adequate rate of profit has been earned to satisfy stockholders  |
| d) Sales maximisation model | iv. Theory that a corporate giant can be made to operate as a small firm by linking well connected individuals from each level of the organisation to one another |

Choose the correct answer from the options given below:

- A. a - ii, b - iii, c - iv, d - i ,
- B. a - ii, b - iv, c - i, d - iii
- C. a - iii, b - i, c - ii, d - iv.
- D. a - iv, b - ii, c - i, d - iii ,

Ans: B

38 In statistical quality control the expected process variation (natural tolerance) is commonly taken to be

- A.  $\mu \pm 1\sigma$
- B.  $\mu \pm 2\sigma$
- C.  $\mu \pm 3\sigma$
- D.  $\mu \pm s/\sqrt{n}$

Ans: C

39 Out of the following, which are the CORRECT forms of Product Life Cycle: A. Bell-shaped PLC B. Scalloped PLC C. Cycle-Recycle PLC D. Growth-Slump PLC

Choose the correct answer from the options given below:.

- A. A, B and C only
- B. A, B, C and D
- C. A, C and D only
- D. B, C and D

Ans: A

40 Which one of the following orientation programmes seek to ratify the usefulness of the characteristics that the person brings to the new job?

- A. Disjunctive Orientation
- B. Divestiture Orientation.
- C. Investiture Orientation
- D. Serial Orientation

Ans: C

41 Which one of the following measures better explains inflation in an economic ecosystem?.

- A. Consumer Price Index (CPI)
- B. GNP deflator,
- C. Rate of change in GNP deflator
- D. Wholesale Price Index (WPI)

Ans: C

42 An outlier does NOT affect which of the following statistical measures?

- a) Quartile range
- b) Standard deviation
- c) Median
- d) Regression coefficients

Choose the correct answer from the options given below:

- A. a and b only
- B. a and c only



- C. a, c and d only
- D. b and d only

Ans: B

- 43 Creativity is the process of generating a novel idea. The five steps of the creative process in sequence are:
- a) Elaboration
  - b) Preparation
  - c) Evaluation
  - d) Insight
  - e) Incubation

Choose the correct answer from the options given below

- A. b, d, e, a, c,
- B. b, e, d, c, a,
- C. d, e, a, b, c.
- D. e, d, c, b, a

Ans: B

- 44 Out of the following, which are the most common error committed by Entrepreneurs?
- a) To anticipate roadblocks
  - b) No commitment or dedication
  - c) Proposing market niche (Segment)
  - d) Lack of demonstrated experience
  - e) No realistic goals

Choose the correct answer from the options given below:

- A. a, b and c only
- B. b, c, d and e only.
- C. b, d and e only
- D. c, d and e only

Ans: C

- 45 Once a company has appointed dealers, the main elements of dealer motivation then are:
- a) Territory of operation
  - b) Trade discount
  - c) Special incentives
  - d) Effective communication

Choose the correct answer from the options given below.

- A. a and b only.
- B. a, b and c only
- C. a, c and d only

D. b, c and d only

Ans: D

46 Which of the following denote the CORRECT set of unrecognised form of organisational justice?

- a) Procedural justice
- b) Shareholder justice
- c) Collateral justice
- d) Interactional justice

Choose the correct answer from the options given below

- A. A and B only.
- B. A and D only.
- C. A and C only.
- D. B and C only

Ans: D

47 Which one of the following tasks is NOT expected to be performed in Sales Management?.

- A. Designing sales territories.
- B. Determining the selling price of the firm's products
- C. Formulating sales policies, .
- D. Selecting and recruitment of salesforce

Ans: B

48 Which one of the following performance appraisal methods prevents supervisors from rating all or most employees "satisfactory" or "high"?

- A. Alternation Ranking Method
- B. Critical Incident Method
- C. Forced Distribution Method
- D. Paired Comparison Method,

Ans: B

49 Match List I with List II

| List I                 | List II  |
|------------------------|--|
| Concept(s)             | Description(s)   |
| a) Annuity             | i. Process of application of interest over interest, period after period, on a given sum at specific rate for specified time   |
| b) Time value of money | ii. A fixed and equal amount of money payable or receivable at periodic intervals of time equal to the amount of loan (Principal) and interest at a given rate         |
| c) Compounding         | iii. Widely used in the field of finance in determination of equated monthly installments for recovery of loans in a specified time period at a given rate of interest |

|        |   |
|--------|---|
| d) EMI | iv. A fixed and equal amount of money payable or receivable at periodic intervals evenly spaced over time |
|--------|---|

Choose the correct answer from the options given below:

- A. a - ii, b - iii, c - i, d - iv,
- B. a - iii, b - iv, c - ii, d - i ,
- C. a - iv, b - i, c - ii, d - iii
- D. a - iv, b - iii, c - i, d - ii ,

Ans: D

50 In case of agency problem, the actions of managers are very likely to be directed towards the goal of

- A. Profit maximisation.
- B. Self-sufficiency
- C. Survival and self-sufficiency, .
- D. Wealth maximisation

Ans: C

51 Match List I with List II

| List I            | List II  |
|-------------------|--|
| Option Strategies | Description(s)   |
| a) Protectiveput  | i. Buying an asset along with a put on it  |
| b) Coveredcall    | ii. Buying a call as well as put options on an asset at the same exercise price                          |
| c) Long straddle  | iii. Combining two or more options on the same asset with differing exercise prices or times to maturity |
| d) Spread         | iv. Writing a call position on an asset along with buying the asset                                      |

Choose the correct answer from the options given below

- A. a - i, b - iii, c - iv, d - ii.
- B. a - i, b - iv, c - ii, d - iii
- C. a - ii, b - iv, c - i, d - iii
- D. a - iii, b - ii, c - iv, d - i,

Ans: B

52 Funds flow and Cash flow statements are important managerial tools and help the firm to know:

- a) Liquidity position
- b) Capital expenditure incurred
- c) Dividend paid
- d) Extent of external financing



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Choose the correct answer from the options given below:

- A. a and d only.
- B. a, b and c only
- C. a, b, c and d
- D. b, c and d only

Ans: C

53 \_\_\_\_\_ usually have intensive distribution because sales of these products tend to have a direct relationship to their availability

- A. Convenience Goods
- B. Shopping Goods.
- C. Speciality Goods.
- D. Unsought Goods.

Ans:A

54 Technical feasibility analysis will include which of the following?

- a) Crucial technical specifications with respect to the design and product safety
- b) Engineering requirements
- c) Product development
- d) Product testing
- e) Plant location

Choose the correct answer from the options given below:

- A. a, b, c and d only.
- B. a, b, c, d and e
- C. a, c, d and e only
- D. b, c, d and e only

Ans:B

55 When is a firm not expected to prefer FDI to licensing?

- A. The firm faces high transportation costs and tariffs
- B. The firm has valuable know how that cannot be adequately protected by a contract.
- C. The firm needs tight control over a foreign entity in order to maximise its market share and earnings in that country.
- D. The firm's skills and capabilities are difficult to replicate in a foreign market.

Ans:A

56 Following information is available for the year 2018 and 2019 of ABC Ltd:



| Year          | 2018           | 2019         |
|---------------|----------------|--------------|
| Sales         | Rs.32,00,000   | Rs 57,00,000 |
| Profit/(Loss) | (Rs. 3,00,000) | Rs. 7,00,000 |

Calculate P/V ratio

- A. 12%
- B. 16%
- C. 28%.
- D. 40%

Ans: D

57 Which one of the following approaches stresses that there are no universal rules for managers to follow in order to perform the job?

- A. Contingency.
- B. Empirical
- C. Mathematical.
- D. System

Ans:A

58 In consumer markets, for a market segment to be an effective and viable target, the segment should be:

- a) Identifiable
- b) Reachable
- c) Transcending International boundaries
- d) Sizeable

Choose the correct answer from the options given below:

- A. a and b only
- B. a, b and d only.
- C. b, c and d only.
- D. c and d only

Ans:B

59 Which one of the following is NOT a part of the current account of a country's balance of payments?

- A. Export of Goods
- B. Import of Goods
- C. Investment income
- D. Portfolio Investment

Ans:D

60 Which of the following are creative problem-solving characteristics of effective managers?

- a) Cognitive style
- b) Conceptual blocks



- c) Divergent thinking
- d) Activity balance

Choose the correct answer from the options given below

- A. a and c only
- B. a, c and d only
- C. b and c only
- D. b, c and d only

Ans:C

61 Portfolio theory provides a normative approach to investing based on which of the following assumptions?

- a) Risk-return spread is uniform for all asset classes
- b) Investors are risk-averse
- c) Market risk pricing is identical for all investors
- d) Return on assets are normally distributed
- e) Uniform investment horizon

Choose the correct answer from the options given below:

- A. a, b and c only
- B. a, c and e only
- C. b, c and d only
- D. c, d and e only

Ans:C

62 The process of converting a non-productive, inactive asset into a productive asset by selling receivables to a company that specialises in their collection and administration, is described as

- A. Credit administration
- B. Credit rating.
- C. Factoring
- D. Receivables management

Ans: C

63 In theory, several levels of economic integration are possible. Arrange the following from the least to the most integrated:

- a) Common Market
- b) Free Trade Area
- c) Economic Union
- d) Political Union
- e) Customs Union

Choose the correct answer from the options given

- A. a, b, c, d, e,

- B. a, c, d, e, b,
- C. b, e, a, c, d, , .
- D. c, b, a, e, d,

Ans:C

64 As per Walter's model, the market value of a growing firm will increase if the dividend pay-out ratio is

- A. 100%
- B. Constant
- C. Decreased.
- D. Increased.

Ans:C

65 When companies offer products in small packages or charge on a pay-peruse basis, then such strategies are part of

- A. Regionalisation strategies.
- B. Strategies for competing with global companies, .
- C. Strategies for internationalisation
- D. Strategies for the Bottom-of-the Pyramid

Ans:D

66 The salient features of Zero-Base Budgeting are:

- a) It is a decision-oriented approach
- b) The decision unit is broken into understandable decision packages which are ranked according to importance
- c) The responsibility is shifted from top management to the manager of the decision unit
- d) It is an accounting-oriented approach
- e) Top management decides why a particular amount of money should be spent on a particular decision unit

Choose the correct answer from the options given below

- A. a and b only
- B. a, b and c only.
- C. c, d and e only.
- D. d and e only.

Ans:B

67 Arrange the following to describe the sequence involved in Cost Volume Profit Analysis (CVP)

- a) Establishing the fixed and variable costs related to the product
- b) Drawing up break even charts which establish the point at which sales start to produce profit
- c) Working out P/V ratio by calculating contribution as a proportion of sales revenue
- d) Determining the cumulative effect of each product on profitability to assess the effects of change in product mix

- e) Calculating the relationship between sales volume and sales revenue by actual or assumed unit prices

Choose the correct answer from the options given

- A. a, b, e, c, d.
- B. a, c, b, e, d.
- C. a, e, b, c, d.
- D. a, e, c, b,

Ans:D

- 68 Entrepreneurs who are characterised by a refusal to adopt opportunities and make changes in production systems even if it affects the returns of the organisation are called

- A. Drone entrepreneurs
- B. Fabian Entrepreneurs.
- C. Imitative entrepreneurs.
- D. Life timers' entrepreneurs

Ans:A

- 69 Which of the following are types of foreign exchange risks or exposures?

- a) Translation Exposure
- b) Transaction Exposure
- c) Social Exposure
- d) Economic Exposure

Choose the correct answer from the options given below.

- A. a and b only.
- B. a and d only
- C. a, b and d only.
- D. a, b, c and d

Ans: C

- 70 The holistic, integrated and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees is known as

- A. Human Resource Planning
- B. Human Resource Management.
- C. Strategic Human Resource Management
- D. Talent Management.

Ans: D

- 71 The essential conditions for price discrimination practice to succeed in different markets are

- a) Firms must have strong interdependence per se
- b) Firm must have some control over the price of the product



- c) Differentiated products and strong entry restrictions
- d) Price elasticity of demand must differ in different markets
- e) Markets for the products must be separable

Choose the correct answer from the options given below:

- A. a, b and c only.
- B. b, c and d only.
- C. b, d and e only.
- D. c, d and e only

Ans:C

72 In the retail industry, a 'Category Killer' is referred to as:

- A. A multi-category large discount store that is famous for its wide selection of products
- B. A speciality store wedded to discounting and domination of a product category
- C. A store in a residential area and offers all household goods and fresh groceries.
- D. A unique 24/7 store located on major highways and also located in fuel stations.

Ans:B

73 Sequence the innovation adoption process that consists of five stages which potential consumers pass through while attempting to arrive at a decision to try or not to try an innovative product.

- a) Consumer tries the innovation
- b) Consumer undertakes a "mental trial" of the innovation
- c) Consumer decides to use the innovation repeatedly
- d) Consumer becomes interested in the innovative product
- e) Consumer gets aware about the existence of the innovation

Choose the correct answer from the options given

- A. b, d, a, e, c,
- B. c, a, b, e, d.
- C. d, b, a, c, e,
- D. e, d, b, a, c,

Ans: D

74 Match List I with List II

| List I   | List II   |
|--|---|
| a) Erratic levels of customs service                       | i. Inventory is in the wrong place at the wrong time  |
| b) No vision of future demand and its impact on production | ii. Lack of agreement between different departments i.e. Customer service, Distribution and Manufacturing |
| c) Too many changeovers in production                      | iii. Production lacks confidence in marketing department's forecast                                       |
| d) Too many stockouts                                      | iv. Inventory is either too high or too low   |

Choose the correct answer from the options given below

- A. a - ii, b - iii, c - i, d - iv
- B. a - iii, b - i, c - iv, d - ii.
- C. a - iv, b - i, c - iii, d - ii.
- D. a - iv, b - iii, c - ii, d - i.

Ans:D

75 The term 'Flexible Manufacturing Technology' or 'Lean Production', covers a range of manufacturing technologies designed to:

- a) Become compliant with government regulations
- b) Reduce setup times for complex equipment
- c) Increase utilization of individual machines through better scheduling
- d) Improve quality control at all stages of the manufacturing process

Choose the correct answer from the options given below:

- A. a and d only.
- B. a, c and d only.
- C. b and c only
- D. b, c and d only.

Ans:D

76 Given below are two statements, one is labelled as Assertion A and the other is labelled as Reason R

Assertion A: Acquiring firms often are willing to pay a price higher than the status quo value of assets for the right to control management of target firms.

Reason R: The value of control stems from the changes that can be made to improve performance by debottlenecking capacity, streamlining and strengthening operations, managerial systems and processes.

In light of the above statements, choose the correct answer from the options given below

- A. A is false but R is true.
- B. A is true but R is false.
- C. Both A and R are true and R is the correct explanation of A
- D. Both A and R are true but R is NOT the correct explanation of A

Ans:C

77 Arrange the team member's behaviour in the group building process in the proper sequence

- a) Lot of competition and hostilities
- b) Upset and depressed
- c) Eager, anxious, gather impressions and data about the similarities and differences among members

- d) Interdependence in personal relations
- e) Less dissatisfied and a feeling of belongingness to the group

Choose the correct answer from the options given below

- A. a, b, d, c, e.
- B. b, c, a, d, e,
- C. c, a, d, b, e.
- D. c, a, e, d, b,

Ans: D

78 The formula for calculating degree of operating leverage (DOL) are:

- A.  $DOL = \frac{\% \text{ change in EBIT}}{\% \text{ Change in Sales}}$
- B.  $DOL = \frac{\text{Contribution}}{\text{EBIT}}$
- C.  $DOL = \frac{\text{EBIT} + \text{Fixed Cost}}{\text{EBIT}}$
- D.  $DOL = \frac{\text{EBIT}}{\text{Contribution}}$

Options:- .

- A. a and b only
- B. a, b and c only
- C. a, c and d only
- D. b, c and d only

Ans: B

79 Notable myths about Entrepreneurs and Entrepreneurship are

- a) Entrepreneurs are academics and social misfits
- b) Entrepreneurs must fit into an ideal profile
- c) Entrepreneurs are doers and thinkers
- d) All Entrepreneur's need is money
- e) entrepreneurs are not born but made

Choose the correct answer from the options given below:

- A. a, b and d only.
- B. a, b, c and d only
- C. b, c, d and e only.
- D. c, d and e only

Ans: A

80 The computer system most likely to be used by a large bank for the savings account of a customer would be:

- A. A batch processing system



- B. A direct access database system.
- C. A generalized utility system.
- D. An on-line, real-time system

Ans: D

81 In the context of the International Monetary System, the case for a fixed exchange rate regime claim.

- A. Far from correcting trade imbalance, depreciating a currency in the foreign exchange market tends to cause price inflation.
- B. Floating exchange rate regimes are vulnerable to speculative pressure.
- C. The goods and service manufactured in the country become more competitive in international markets.
- D. The need to maintain a fixed exchange rate imposes monetary discipline on a country

Ans: C

82 "Moments of Truth" in services marketing was given by

- A. Gary Armstrong.
- B. Jan Carlzon
- C. Parasuraman and Zeithamal.
- D. Rosser Reeves

Ans: B

83 In the context of Data Mining, which one of the following is a method of Data Reduction?

- A. Data Compression.
- B. Multiple Regression.
- C. Normalization.
- D. Outlier Analysis

Ans: A

84 The best level of output for a perfectly competitive firm in short run is a point where  $P = MR = MC$ , provided that

- A.  $P > AVC$
- B.  $P = AVC$
- C.  $P < AVC$
- D.  $P = MC$

Ans: A

85 Which methods of risk analysis better serve lender's perspective in the capital budgeting decisions.

- A. Certainty Equivalent approach
- B. Decision Analysis, .
- C. Risk Adjusted Discount Rate.
- D. Simulation and Sensitivity analyses

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Ans: A

86 Which one of the following information type is NOT included in a skill inventory?

- A. Employee's personal data.
- B. Employee's potential.
- C. Organization's training schedule
- D. Salary and Job history

Ans: C

87 Which phrase best completes the statement below? One of the key tasks of a marketer is to \_\_\_\_\_ and to create a perception among consumers that the product is worth purchasing.

- A. Differentiate their products from those of competitors, .
- B. Do market surveys.
- C. Make products easily visible and available.
- D. Promote sales of products

Ans:A

88 Which one of the following is NOT desirable while handling a grievance?

- A. Examine the grievant personnel's record.
- B. Hold the grievance discussions privately.
- C. Make arrangement with individual employees that are inconsistent with the labour agreement.
- D. The union will identify specific contractual provisions allegedly being violated

Ans:C

89 The reasons why firms enter into strategic alliances are:

- a) Enter new markets
- b) Abide by government regulations
- c) Reduce manufacturing costs
- d) Developing and diffusing technology

Choose the correct answer from the options given below:

- A. a, b and d only.
- B. a, b and c only.
- C. a, c and d only.
- D. b, c and d only

Ans:C

90 Du Pont analysis formula involves which financial elements for computation of earning power?

- A. Net profit margin, Total assets turnover and Equity multiplier.



- B. Profit margin, Sales turnover and Asset-use efficiency, .
- C. Total assets turnover and Equity multiplier.
- D. Total assets turnover and sales turnover profitability

Ans:A

Read the following passage and answer the questions

Well before the pandemic, some companies had already adopted the work from anywhere system. But the largescale implementation happened in 2012 when the US federal government across departments including Agriculture, NASA and the US patent office allowed remote work for employees. The pandemic however has accelerated this phenomenon by 10 years. The acceptance of remote work by several companies globally, is one of the few blessings of an otherwise incredibly hard time. The companies pioneering its adoption will be the 'magnets for talent' as it enables them to attract the best as it grows. The employees are expected to greatly benefit from remote work as their control over their own time increases. They do not have to commute and are able to work either in the day or at night, depending on their personal style, while enjoying geographical flexibility to live wherever they want. People could save more if they move to smaller towns. They could choose to move to a better climate or to a culturally preferred location. Companies with a remote work system can hire talent globally with ease and increase productivity. In the US patent office, productivity went up by 4.4% when it moved to work from anywhere. Employees felt more loyal to the organization for giving them such flexibility and put more effort into their work. Work from anywhere has the power to reshape our old understanding of work. Employees and companies connecting now in meetings of the mind have more fusion of creativity rather than continuing with the previous approach of physical attendance, hierarchical communication with all the hours spent inside office buildings. Managers will however, need to be sensitive to bias against remote working. Even loneliness could be addressed by augmented reality. It is of significance that the pandemic does not represent normal times when schools, day cares and help will be available. Remote work actually suits women employees as many women forego career opportunities if these involve relocation which is their family life constrain. Work from anywhere system though adopted in stress, has in fact worked out so well that post-pandemic too, the world Economic Forum finds employers are ready to give at least 44% of employees a work from anywhere option.

91 Which one of the following is the most incipient benefit of adoption of work anywhere system?

- A. Better gender diversity,
- B. Increased employee loyalty.
- C. Lesser employee engagement cost.
- D. Productivity improvement,

Ans:D

92 According to the passage, which one of the following is the most significant challenge to employees working from remote places?

- A. Augmented reality.

- B. Cloud data security
- C. Promotional bias
- D. Work life constraints

Ans:C

- 93 Which one of the following best describes the benefits of remote working for employees?
- A. Climate conditioning.
  - B. Cultural cohesiveness.
  - C. Family bonding.
  - D. Temporal flexibility.

Ans:D

- 94 Faced with double shift of official and domestic work, in which perspective working women benefited from remote working?
- A. Bridges gender diversity.
  - B. Favours their soft-skill disposition
  - C. Offers equal opportunity
  - D. Offers work-life balance

Ans:D

- 95 Which of the following best describes the title of the given passage?
- A. Manifestations of productivity, .
  - B. Remote working challenges.
  - C. Remote working for women employees
  - D. Work from anywhere

Ans:D

Read the given passage and answer the questions that follow

XYZ company is in the business of FMCG products focusing on items like Atta, Besan, Maida etc. They are presently operating outside Delhi, in the state of Haryana. Looking at demand in Delhi, they want to market their products in Delhi, covering the entire Delhi. After going through various market reports and market surveys, they found that competition is very high in Delhi. They want to focus on the quality of their products and still want to fight the competition. They want to create a marketing strategy for their business at the time of entering the Delhi market. For doing so, they have appointed you as Manager Marketing (Incharge Delhi) to design a marketing strategy for them.

- 96 For distribution of FMCG products like Atta, Baisan, Maida etc, what type of distribution strategy will you recommend?
- A. Dual level of distribution.
  - B. Exclusive distribution.
  - C. Intensive distribution.
  - D. Selective distribution

Ans:C

97 Once the market for FMCG products like Atta, Besan, Maida etc has been segmented, what targeting approach will you advocate?.

- A. Market specialisation.
- B. Product specialisation.
- C. Selective specialisation.
- D. Single segment concentration

Ans:A

98 As the Marketing Manager of XYZ company, what type of pricing strategy would you recommend?

- A. Captive pricing strategy.
- B. Complementary pricing.
- C. Image pricing.
- D. Loss leader strategy

Ans:A

99 As a manufacture of FMCG range of products such as Atta, Suzi, Maida, Baisan etc, what type of trade promotion will you recommend for Dealer/Distributors of your products?

- A. Bundle pricing.
- B. Free samples
- C. On pack coupons.
- D. Trade discounts

Ans:D

100 What basis can be used for segmenting the market for FMCG products like Atta, Besan, Maida etc?

- A. Behavioural segmentation .
- B. Demographic bases segmentation.
- C. Geographic segmentation.
- D. Psychographic segmentation.

Ans:A



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