



UGC NET Management- Previous Years Question Papers

In any UGC NET exam, you will find large number of questions appearing from previous papers. So whatever sources/books/websites/coaching you are preparing from, going through previous papers is a MUST.

So, how to make best use of these question papers? Start solving papers one by one. While solving each question, try to understand the “entire concept” not just the given “question”. For example, if question is:

Which of following is not one of 4 Ps of marketing?

(A) Product (B) Price (C) Place (D) Process

Now do not just look for the Answer (Option D)? Also find out, what exactly is 4 Ps of marketing? Which management Guru gave this concept? What each P stand for? What are additional 3 Ps for Services? etc. Do not just solve the particular question...Learn the Concept...Questions will not repeat in next exam...Concepts will repeat...You should be equipped handle any question on 4 Ps of Marketing, just because you did one question.

Please mind it that, it will take time. May be 8-10 hours for each paper.... But if you attempt all previous years' papers with this approach, no one can stop you from getting very good score in UGC NET.

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1.) Budgeting is closely related to planning in an organisation. It involves four stages and their correct sequence is

- (A) Setting the objectives, specifying the goals, laying down the strategies, preparation of budget
- (B) Setting the objectives, laying down the strategies, specifying the goals, preparation of budget
- (C) laying down the strategies, setting the objectives, specifying the goals, preparation of budget
- (D) Specifying the goals, setting the objectives, laying down the strategies, preparation of budget

2.) Psychological barriers in communication take place due to following reasons:

- (a) Premature evaluation, lack of attention
- (b) Organizational facilities, status relationships
- (c) Poor retention, lack of reliance
- (d) Hierarchy, Organization policies

Choose the correct option:

- (A) (a) and (b)
- (B) (a) and (c)
- (C) (b) and (c)
- (D) (b) and (d)

3.) Which of the following is NOT a source of opportunity identification?

- (A) Employees and ex-employees
- (B) Dealers and Distributors
- (C) Policy Documents
- (D) Friends and relatives

4.) To keep the brand live, contemporary and relevant, marketer uses a variety of measures such as

- (a) Brand extension
- (b) Brand rejuvenation
- (c) Brand relaunch
- (d) Brand proliferation

Which of the following is correct?

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

5.) Modern organized retail business has a multitude of formats. These formats can be classified according to the following:

- (A) Merchandise offered only
- (B) Size of store area only
- (C) Customer groups only
- (D) Merchandise offered and size of the store area

6.) Match List I with List II

List I (Branding Strategy)

- (a) Line Extension

- (b) Brand Extension
- (c) Multi Brands
- (d) Co-branding

List II (Meaning)

- (i) New product category and existing brand name
- (ii) Existing product category and existing brand name
- (iii) Existing product category and new brand name
- (iv) Putting two established brand names of different companies on the same product

Choose the correct option from the given below:

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

7.) Match List I with List II

List I (Theories of International Trade)

- (a) Theory of Absolute Advantage
- (b) Factor Proportion Theory
- (c) Country Similarity Theory
- (d) Product Life Cycle Theory

List II (Propounder (s))

- (i) Raymond Vernon
- (ii) Steffan Linder
- (iii) Heckscher Ohlin
- (iv) Adam Smith

Choose the correct option from the given below:

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

8.) When managers commit errors of over optimism in evaluating merger opportunities due to excessive pride or animal spirit is termed as

- (A) Managerialism
- (B) Information Signaling
- (C) Hubris Hypothesis
- (D) Sitting on gold mine

9.) Human Resource Management (HRM) helps build successful cross border alliances by ensuring that

- (A) Organization spends 20 percent of their HR budgets on cross border alliances
- (B) A strategy is in place before embarking on a cross border alliance
- (C) Organizations that export their ideas to other societies and cultures
- (D) International joint ventures are staffed by high quality managers

10.) Gains to corporate restructuring originates and derived from

- (a) Resource re-allocation
- (b) Market power

- (c) Macro conditioning
 - (d) Operating synergy
- Which option is correct?
- (A) (a) and (b) only
 - (B) (b) and (d) only
 - (C) (a), (b) and (d) only
 - (D) (a), (b) and (c) only

11.) Human Resource (HR) procedures provide for an important element of consistency in which managerial perspective?

- (A) Direction
- (B) Strategy
- (C) Decision Making
- (D) Recruitment

12.) The steps followed in developing a global pay system in right sequence are:

- (A) Set strategy, identify crucial executive behaviour, global philosophy framework, identify gaps, systematize pay system, adopt pay policies
- (B) Set strategy, global philosophy framework, identify gaps, identify crucial executive behaviour, adopt pay policies, systematize pay system
- (C) Identify crucial executive behaviour, set strategy, global philosophy framework, identify gaps, systematize pay system, adopt pay policies
- (D) Adopt pay policies, identify crucial executive behaviour, set strategy, global philosophy framework, identify gaps, systematize pay system

13.) When an activity is not connected to any of intermediate or end event and has no bearing on the project completion, is known as

- (A) Dangling
- (B) Looping
- (C) Dummy
- (D) Slack

14.) The combined leverage

- (a) is the summation of the degree of operating leverage and financial leverage
- (b) measures total risk of the firm
- (c) is the difference between the degree of operating leverage and financial leverage
- (d) indicated the effect that changes in sales will have on earning per share

Choose the correct option

- (A) (a) and (b)
- (B) (b) and (c)
- (C) (b) and (d)
- (D) (c) and (d)

15.) Marketing feasibility of any idea includes the following aspects:

- (a) Current and future demand estimates
- (b) Market segmentation and identification of target markets
- (c) Competition analysis

(d) Market testing

Which of the following options are correct:

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

16.) Match the following according to their definition:

List I

- (a) Career Planning
- (b) Career development
- (c) Career management
- (d) Human resource planning

List II

- (i) A process whereby an individual sets career goals and identifies means to achieve them
 - (ii) A process of enabling employees to better understand and develop their skill and interest and use them for the interest of organisation and self
 - (iii) The process of analysis and identifying the need and availability of human resources so that organisation can meet its objectives
 - (iv) Refers to a formal approach used by the firm to ensure that people with proper qualification and experience are available when needed
- (A) (a)-(ii), (b)-(iv), (c)-(iii), (d)-(i)
 - (B) (a)-(i), (b)-(iv), (c)-(ii), (d)-(iii)
 - (C) (a)-(ii), (b)-(iii), (c)-(iv), (d)-(i)
 - (D) (a)-(iii), (b)-(i), (c)-(ii), (d)-(iv)

17.) Public relations as a part of promotion in marketing refers to

- (A) Management of reputation of the company
- (B) Promoting products/brands of the company
- (C) Managing an event of the company
- (D) Conducting publicity campaigns around relevant issues

18.) Which of the following fully capture foreign exchange risk exposure of a manufacturing enterprise?

- (a) Transaction exposure
- (b) Economic exposure
- (c) Translation exposure
- (d) Currency exposure

Choose the correct option

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

19.) In queuing Theory, statistical pattern by which customers arrive over a period of time, follows

- (A) Binomial distribution
- (B) Normal distribution

- (C) Poisson distribution
- (D) Long- normal distribution

20.) For marketing the products of MSME, marketing strategy has to be formulated which consists of 4 P's

- (a) Product
- (b) Promotion
- (c) Place
- (d) Price

Which of the following sequence is correct?

- (A) (a), (b), (c) and (d)
- (B) (a), (c), (b) and (d)
- (C) (a), (d), (c) and (b)
- (D) (a), (c), (d) and (b)

21.) According to which of the following concept, it is presumed that business will continue its operations for a long time?

- (A) Accounting period concept
- (B) Realization concept
- (C) Going concern concept
- (D) Separate entity concept

22.) The effect of continuous compounding is captured by

- (A) Present Value $\times e^{rt}$
- (B) Present Value $\times e^{-rt}$
- (C) Present Value $/ e^{rt}$
- (D) Future Value $\times e^{rt}$

23.) Theory of Comparative Advantage given by David Ricardo in 1817 is

- (A) Two Commodity and One Factor Theory
- (B) Two Commodity and Two Factor Theory
- (C) Two Country, Two Commodity and Two Factor Theory
- (D) Two Country, Two Commodity and One Factor Theory

24.) Given below are two statements – one is labelled as Assertion A and the other is labelled as Reason R. Read the statements and answer the question that follows

Assertion A: The basic thrust of strategic decision making in the process of strategic management is to make a choice regarding the courses of action to adopt which is primary task of the senior management.

Reasons R: This is so because the basic concern in strategic management is to seek answers to questions. What is our business? What will it be? And what should it be?

In the light of the above stated two statements, choose the correct option from the choices given below:

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both Statements A and R are incorrect

25.) Novation, a feature of future exchanges stipulates

- (A) Future contracts are traded in an exchange
- (B) Exchange becomes a counter-party for all trades
- (C) Future contracts delivery dates are standardized
- (D) Credit risk using intricate system of margins

26.) Identify the correct combination of properties of point estimates from the options given below:

- (a) Efficiency
- (b) Consistency
- (c) Adequacy
- (d) Unbiasedness

Choose correct option:

- (A) (a), (b) and (c)
- (B) (b), (c) and (d)
- (C) (a), (c) and (d)
- (D) (a), (b) and (d)

27.) Pearl Ltd. Company purchased a van for Rs. 12,000 making a down payment of Rs. 5,000 cash and signing a Rs. 7,000 note payable in 60 days. As a result of this transaction:

- (a) Total assets will increase by Rs. 12,000
- (b) Total Liabilities will increase by Rs. 7,000
- (c) This transaction will not have immediate effect on owner's equity in the business
- (d) From the point of view of short-term creditor, this transaction will make business more liquid

Choose the correct option

- (A) (a) and (c)
- (B) (b) and (d)
- (C) (a) and (b)
- (D) (b) and (c)

28.) Given below are two statements – one is labelled as Assertion A and the other is labelled as Reason R. Read the statements and answer the question that follows

Assertion A: Foreign trade policy is an important instrument that incentivize the exporters of the country.

Reasons R: It is important for exporters of our country to have knowledge of foreign trade policy.

Which of the following option is correct?

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both Statements A and R are incorrect

29.) Which of the following is closest to the nature of decision making?

- (A) Decision on a particular course of action
- (B) Too self-evident requiring an answer
- (C) Deciding on a choice after a series of brain storming
- (D) The process of identifying problems and opportunities and then resolving them

30.) Mergers and acquisitions are examples of which strategy of Ansoff (2x2) matrix?

- (A) Present Product - Present Market
- (B) Present Product - New Market
- (C) New Product - Present Market
- (D) New Product - New Market

31.) The major factor that allowed Portfolio Theory to develop into Capital Market Theory is

- (A) Risk free asset
- (B) Homogeneous expectations
- (C) Infinite divisibility of assets
- (D) Absence of taxes and transaction costs

32.) Which of the following is not the prominent objective of Human resource planning?

- (A) To prevent overstaffing and understaffing
- (B) To ensure employee availability
- (C) To provide direction to all HR activities
- (D) To evaluate the performance of the employees

33.) A global manager has cultural predisposition as follows:

- (a) Regiocentricism
- (b) Geocentricism
- (c) Polycentricism
- (d) Ethnocentricism

Which of the following sequence is correct?

- (A) (a), (b), (c) and (d)
- (B) (c), (d), (a) and (b)
- (C) (b), (a), (c) and (d)
- (D) (d), (c), (a) and (b)

34.) The Total Asset Turnover Ratio and Total Assets to Net worth Ratio of Kuber Ltd. Are 1.75 and 2 respectively. If the Net Profit Margin of the company is 8%. What is the Return on Equity (ROE)?

- (A) 0.20
- (B) 0.25
- (C) 0.22
- (D) 0.28

35.) Homogeneous subsets in sampling are called

- (A) Clusters
- (B) Samples
- (C) Sample sizes
- (D) Strata

36.) According to Mintzberg's model of strategic decision making, its modes are:

- (A) Entrepreneurial, adaptation and planning
- (B) Managerial, incrementalisation and judgmental
- (C) Entrepreneurial, planning and incrementalisation
- (D) Judgmental, managerial and leadership

37.) On which of following principles is Andrew Carnegie's view on Corporate Social Responsibility, as reflected in his books, "The Gospel of Wealth" based?

- (A) Peter Principle
- (B) Scaler Principle
- (C) Charity Principle
- (D) Steward Principle

38.) Who propounded the 'Force-Field theory' of change process?

- (A) Kurt Lewin
- (B) Peter Drucker
- (C) Joseph A. Schumpeter
- (D) David C. Mc Clelland

39.) Whistle blowing is normally unjustified in case of the following:

- (a) Ulterior motive, Breach of trust
- (b) To protect public interest
- (c) Insufficient evidence
- (d) To inspire other employees

Choose the correct option:

- (A) (a) and (b)
- (B) (a) and (c)
- (C) (b) and (c)
- (D) (b) and (d)

40.) Which of the following sequence are the steps of 'QUEST' technique of external economic analysis?

- (A) Conceptualization Phase → Evaluation Phase → Feedback Phase → Analysis Phase
- (B) Preparation Phase → Divergent Planning Phase → Scenario Development Phase → Option Identification Phase
- (C) Development Phase → Scanning Phase → Evaluation Phase → Strategic Implementation Phase
- (D) Scanning Phase → Segmentation Phase → Generative Phase → Review Phase

41.) 'Collusion' is one of the cooperative strategies in business combination that

- (a) may be explicit
- (b) may be tacit
- (c) may reduce technological risk
- (d) may be illegal in many countries

Which of the following option is correct?

- (A) Only (a) and (b)
- (B) (b), (c) and (d)
- (C) (a), (b) and (c)
- (D) (a), (b) and (d)

42.) Net Income approach to valuation is based on which of following assumptions?

- (A) There are taxes and cost of debt is less than cost of equity
- (B) There are taxes and use of debt does not change the risk perception of investors
- (C) There are no taxes and use of debt changes the risk perception of investors

(D) There are no taxes and cost of debt is less than the cost of equity and the use of debt does not change the risk perception of investors.

43.) Sale of long-term investment shows

- (A) Application of funds
- (B) Source of funds
- (C) Change in current assets
- (D) Change in current liabilities

44.) Match the following constructs with underlying theories on dividend decisions:

List I

Dividend Constructs

- (a) Bird-in-the hand argument
- (b) Irrelevance of dividends

I Interdependence of investment and dividend decisions

- (d) Tax considerations in dividend decisions

List II

Theories on Dividend

- (i) M-M theory
- (ii) Walter Model
- (iii) Lintner model
- (iv) Gordon model

Choose your answer from the following options:

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

45.) When each coupon payment and the redemption value of bond are detached and are issued as separate and independent instruments are called

- (A) Coupons
- (B) Strips
- (C) Certificates
- (D) Warrants

46.) Which of the following methods of capital budgeting is best suited for leveraged projects?

- (A) Net present value
- (B) Internal rate of return
- (C) Accounting rate of return
- (D) Profitability index

47.) Identify the right combination of primary data collection methods from the following:

- (a) Observation
- (b) Experimentation
- (c) Corporate database
- (d) Survey method

Choose the correct option:

- (A) (a) and (d) only

- (B) (c) and (d) only
- (C) (a), (b) and (d)
- (D) (a), (b) and (c)

48.) Customer Lifetime Value (CLV) in the first year is

- (A) $CLV(1) = m \times \frac{r}{(1+d)}$
- (B) $CLV(1) = m + \frac{r}{(1+d)}$
- (C) $CLV(1) = m - \frac{r}{(1-d)}$
- (D) $CLV(1) = m \times \frac{r}{(1-d)}$

49.) There are 7 elements of persona selling which are followed in certain sequence at the time of making sales to customers by salesperson. The correct sequence is

- (A) Prospecting, approach, pre-approach, presentation, overcoming objectives, follow-up, closing
- (B) Pre-approach, approach, prospecting, presentation, overcoming objectives, follow-up, closing
- (C) Prospecting, Pre-approach, approach, presentation, overcoming objectives, closing, follow-up
- (D) Approach, Prospecting, Pre-approach, overcoming objectives, presentation, closing, follow-up

50.) Which one of the following is the sequence of selection?

- (A) Application blank, initial interview, employment tests, final interview, checking references, physical examination
- (B) Application blank, employment tests, initial interview, checking references, physical examination, final interview
- (C) Employment tests, initial interview, checking references, physical examination, final interview
- (D) Employment tests, initial interview, checking references, final interview, physical examination

51.) The right sequence in respect of stages of group development is

- (A) Forming, storming, norming, performing, adjourning
- (B) Storming, forming, norming, adjourning, performing
- (C) Norming, performing, storming, forming, adjourning
- (D) Storming, forming, norming, performing, adjourning

52.) Grounds for market segmentation based behaviour are:

- (a) Benefit sought
- (b) Life cycle
- (c) Purchase occasion
- (d) Usage rate

Which of the following option is correct?

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

53.) Direct marketing is carried out in variety of ways, some of the main forms of direct marketing are

- (a) Mail order marketing
- (b) Telemarketing
- (c) Online marketing
- (d) Direct selling

Which of the following option is correct?

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

54.) Which one of the following statements is correct?

- (A) The desire of a commodity backed by ability and willingness to pay is demand
- (B) Decrease in input prices causes a leftward shift in supply curve
- (C) Demand for car and price of petrol are inversely related
- (D) Most demand functions are of the form, $D=a+bP$

55.) The difference between the point estimate and the true value of population parameter being estimated is known as

- (a) Sampling error
- (b) Estimation error
- (c) Probable error
- (d) Standard error

Choose the correct option from the options given below:

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

56.) The situation of simultaneous satisfaction of row minima and column minima rule is termed as

- (A) Unboundedness
- (B) Infeasibility
- (C) Degeneracy
- (D) Post optimality analysis

57.) Why has the bureaucratic form of organization been fundamentally questioned?

- (A) Pressure of Globalization has rendered it unsuitable
- (B) Organizations are experiencing acute pressure to change and pursue innovation as a means of securing business growth
- (C) Organizations have grown so large that it is almost impossible to create an effective bureaucracy to manage them
- (D) Information Technology has made it redundant

58.) In Service Quality GAPS model proposed by Parasuraman et al., Gap 4 refers to

- (A) Difference between the service level expected by the customer and the service level received by customer

- (B) Difference between the service delivered and the promise made to the customer
- (C) Difference between the service specifications adopted and service quality actually delivered
- (D) Difference between the service expectations and service specifications given by the customers

59.) Match the following product categories and quality certification marks(s)

List I

Product Categories

- (a) Gold and silver jewellery
- (b) Agricultural products
- (c) Industrial products
- (d) Processed food products

List II

Quality Certification Marks

- (i) ISI Mark
- (ii) FPO Mark
- (iii) BIS Hallmark
- (iv) AGMARK

Choose your answer from the following options:

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

60.) Given below are two statements labelled as Assertion A and Reason R. Read the statements and answer the question that follows:

Assertion A: The addition of independent variable(s) causes the predictions error to become smaller

Reasons R: With addition of independent variable, R^2 becomes larger to cause smaller prediction error

Which of the following is correct?

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both Statements A and R are incorrect

61.) The strategic issues to which a retailing firm has to respond are:

- (a) Location decisions
- (b) Brand building decisions
- (c) Merchandise mix decisions
- (d) Target market section

Which of the following option is correct?

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

62.) The reason behind the growth of financial markets globally are

- (a) Currency fluctuations
- (b) Deregulation
- (c) International Banks
- (d) Information Technology

Select correct option:

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

63.) International negotiation is a seven step process comprising of the following:

- (a) Information exchange and offer
- (b) Concession
- (c) Preparation
- (d) Building a relationship
- (e) Strategy
- (f) Persuasion
- (g) Agreement

Which of the following sequence is in right order?

- (A) (e), (c), (a), (f), (g), (b) and (d)
- (B) (c), (e), (d), (a), (f), (b) and (g)
- (C) (g), (c), (e), (f), (d), (a) and (b)
- (D) (d), (a), (c), (e), (f), (g) and (b)

64.) Which one of the following is NOT a forecasting technique for assessing human resource requirement in an organisation?

- (A) Ratio analysis
- (B) Trend analysis
- (C) Gaps analysis
- (D) Replacement charts

65.) Given below are two statements labelled as Assertion "A" and Reason "R". Read the statements and answer the question that follows:

Assertion A: International product standardization is least costly in terms of both manufacturing and marketing costs for the company. So companies should bring uniformity in the marketing mix elements.

Reasons R: No change in the product itself is required for marketing overseas but many items may require some adaptation for making them suitable to the foreign markets.

Which of the following options is correct?

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both statements A and R are incorrect

66.) Match the terms with the statement given below:

List I

- (a) Human behaviour results from a continuous and multidirectional interaction between the person and the situation

- (b) People are central to the organization and they must be developed to their potential
- (c) Manager's efficiency depends on optimum utilization of resources
- (d) The belief that there is no one best option available for an organization

List II

- (i) Interactionalism
- (ii) Productivity Approach
- (iii) Contingency Approach
- (iv) HR Approach

Select the correct option:

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

67.) An MNC wants to invest in India. Of the following entry modes, select the right order in terms of increasing risk.

- (a) Co-operative joint venture
- (b) Branch office
- (c) Portfolio investment
- (d) Wholly owned subsidiary
- (e) Equity joint venture

Select the correct option:

- (A) (d), (c), (e), (a) and (b)
- (B) (b), (a), (e), (c) and (d)
- (C) (a), (b), (e), (d), and (c)
- (D) (c), (a), (e), (b), and (d)

68.) Which one of the following is NOT correct in case of indifference curves?

- (A) Indifference curves slope downward to right
- (B) Indifference curves of imperfect substitutes are convex to the origin
- (C) Indifference curves neither intersect nor are tangent to one another
- (D) Lower indifference curves indicate a higher level of satisfaction

69.) Concept testing, test marketing and product testing are parts of which of the following?

- (A) Innovation- Diffusion process
- (B) Product life cycle
- (C) New Product development
- (D) Market development

70.) Methods of off -the-job training are:

- (a) Lectures, simulations and laboratory training
- (b) Role playing, vestibule training and video presentation
- (c) Job rotation and coaching
- (d) Job instruction training

Choose the correct option:

- (A) (a) and (c)
- (B) (a) and (b)
- (C) (b) and (d)

(D) (b) and (c)

71.) Entrepreneurs are motivated to start business enterprise because of various factors:

- (a) Ambitious factors
- (b) Compelling factors
- (c) Facilitating factors
- (d) Family factors

Which of the following options is correct?

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

72.) Which one of the following countries is NOT the member of the Shanghai Cooperation Organization (SGO)?

- (A) China
- (B) Pakistan
- (C) India
- (D) Japan

73.) Given below are two statements labelled as Assertion A and Reason R. Read the statements and answer the question that follows:

Assertion A: Every product or service should be branded otherwise they will be treated as commodity.

Reasons R: If the product or service is branded then it always commands a higher price.

Which of the following is correct?

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both statements A and R are correct

74.) SIP in Market Testing refers to

- (A) Systematic Investment Planning
- (B) Short Input Processing
- (C) Segment Investment Portfolio
- (D) Segment Invasion Plan

75.) Match the following approaches of moral reasoning with their Propounder(s):

List I

Moral Reasoning

- (a) Consequentialism Approach
- (b) Deontological Approach
- (c) Natural Law Theory
- (d) Theological Approach

List II

Propounder(s)

- (i) Thomas Hobbes, Ayow Rand
- (ii) Aristotle

(iii) Ronald F. White

(iv) W.D.Ross, John Rawls

Choose your answer from the following options:

(A) (a)-(i), (b)-(iv), (c)-(iii), (d)-(ii)

(B) (a)-(ii), (b)-(iii), (c)-(i), (d)-(iv)

(C) (a)-(i), (b)-(iv), (c)-(ii), (d)-(iii)

(D) (a)-(i), (b)-(ii), (c)-(iv), (d)-(iii)

76.) A forecasting technique in which the group consists of persons who are physically dispersed and are anonymous to one another is called

(A) Delphi Technique

(B) Brain Storming Technique

(C) Heuristic Ideation Technique

(D) Decision Tree Technique

77.) Which of the following information systems at the management level of an organisation serves the functions of planning, controlling and decision making by providing routine summary and exception reports?

(A) Management Information Systems

(B) Artificial Intelligence Systems

(C) Executive Support Systems

(D) Decision Support Systems

78.) Which of the following is NOT the characteristic of “Hyper Competition”?

(A) Competitions get bold, aggressive and hostile with dynamic movements

(B) Shorter Product and design life cycles

(C) Uncertainty in business environment increases along with heterogenicity

(D) Financing cost becomes high

79.) Which of the following describes a combination of manufacturing systems designed to ensure that, theoretically, 100 percent good units flow to subsequent operations?

(a) Autonomation

(b) Automation

(c) Bakayoke

(d) Kaizen

(A) (a) and (b) only

(B) (b) and (c) only

(C) (a) and (c) only

(D) (c) and (d) only

80.) Which of the following is aptly described by ‘2/10, net 30’?

(A) Credit policy

(B) Credit standards

(C) Credit terms

(D) Collection policy

81.) Match the following constructs of asset pricing with its propagators

List I

Asset Pricing Constructs

- (a) Mean-Variance portfolio criterion
- (b) Size and Book to market value portfolios
- (c) Capital Asset Pricing model
- (d) Derivative (option) pricing

List II

Proposer(s)

- (i) Black and Scholes
- (ii) Sharpa, Lintner and Mossin
- (iii) Fama and French
- (iv) Markowitz Harry

Choose your answer from the following options:

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

82.) The system that provides an organisation with sophisticated planning and control functionalities, greater connectivity to its suppliers, business partners and customers is described as

- (A) Customer Relationship Management (CRM)
- (B) Manufacturing Resource Planning (MRP)
- (C) Enterprise Resource Planning (ERP)
- (D) Economic Order Quantity (EOQ)

83.) In microeconomics which among the following sequence in respect of internal issues of the business firms is correct?

- (A) What to produce, how to produce, how much to produce, how to determine price of the product
- (B) What to produce, how much to produce, how to produce, how to determine price of the product
- (C) How much to produce, what to produce, how to produce, how to determine price of the product
- (D) What to produce, how much to produce, how to determine price of the product, how to produce

84.) Human Resource selection is concerned with

- (A) The activity to select a suitable pool of candidates
- (B) Always being simulated by the departure of an employee
- (C) Always ascertaining a candidate's personality to ensure a suitability fit
- (D) Applying appropriate technique to select a candidate

85.) At a given significance level, sample results in the rejection reason are called

- (a) Statistically significant
- (b) Statistically insignificant
- (c) Statistically critical
- (d) Confidence interval

Select correct option:

- (A) (a) and (c) only
- (B) (b) and (c) only
- (C) (a) and (b) only
- (D) (a) and (d) only

86.) Which of the following is a correct description of attitude?

- (A) Attitudes are learned
- (B) Attitudes are organized and are core to an individual
- (C) Attitudes are major determinants of human behaviour
- (D) Attitudes are beliefs, feelings and action tendencies of individual toward objects, ideas and people

87.) Given below are two statements labelled as Assertion A and Reason R. Read the statements and answer the question that follows:

Assertion A: Plant location is often oriented toward dominant factors such as raw material sources while warehouse location is definitely distributed oriented.

Reasons R: Plant location decision is driven by the competition and competitor while the warehouse location decision is exclusively driven by the cost considerations.

Which of the following is correct?

- (A) Both the statements A and R are correct and R is the right explanation of A
- (B) Both the statements A and R are correct but R is not the right explanation of A
- (C) Statement A is correct, but statement R is incorrect
- (D) Both statements A and R are correct

88.) As per RBI guidelines (2008), an MSME is considered to have reached the stage of incipient sickness if the following events are triggered:

- (a) When there are cost overruns because of delay in commencement of commercial production by more than 6 months
- (b) The enterprise incurs losses for 2 years or cash loss for one year
- (c) The capacity utilisation is less than 50 percent of the projected level in terms of sales
- (d) There is an erosion in the net worth due to accumulated cash losses to the extent of 50 percent of net worth during the previous accounting year

Which one of the following is correct?

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

89.) There are five distinct International Expansion Entry modes which are followed by business for entering international markets. Their correct sequence is

- (A) Licensing, Franchising, Exporting, Partnering, Strategic Alliance
- (B) Strategic Alliance, Exporting, Licensing, Partnering, Franchising
- (C) Exporting, Strategic Alliance, Partnering, Licensing, Franchising
- (D) Exporting, Licensing, Franchising, Partnering, Strategic Alliance

90.) Match List I with List II

List I Strategy

- (a) Merger Diablerchrysler-AG

- (b) Acquisition HUL-TOMCO
- (c) Takeover Kelvinator - Whirlpool
- (d) Hostile bid L & T Technology- Mind Tree

List II Example

- (i) HUL-TOMCO
- (ii) Kelvinator - Whirlpool
- (iii) Diamlerchrysler-AG
- (iv) L & T Technology- Mind Tree

Choose your answer from the following options:

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

Based on the information given below, answer the questions which follow
 Kruger corporation has recently implemented a standard cost system. The management has obtained the following information for variance analysis:

(a) Standard cost information:

Direct material	= Rs.5 per kg.
Quantity allowed per unit	= 100 kg per unit
Direct labour rate	= Rs. 20 per hour
Hours allowed per unit	= 2 hours per unit
Fixed overhead budget	= Rs. 12,000 per month
Normal level of production	= 1,200 units
Fixed overhead application rate	= Rs. 10 per unit
Variable overhead applicable rate	= Rs. 2 per unit
Total overhead applicable rate	= Rs. 12 per unit

(b) Actual cost information:

Cost of material purchased and consumed	= Rs. 4,68,000
Quantity of material purchased and consumed	= 1,04,000 kg
Cost of direct labour	= Rs. 46,480
Hours of direct labour	= 2240 hours
Cost of Variable overhead	= Rs. 2,352
Cost of fixed overhead	= Rs. 12,850
Volume of production	= 1,000 units

91.) What is the labour efficiency variance?

- (A) Rs. 4,800 unfavourable
- (B) Rs. 4,200 favourable
- (C) Rs. 4,800 favourable
- (D) Rs. 4,200 unfavourable

92.) What is the overhead volume variance?

- (A) Rs. 4,600 favourable
- (B) Rs. 2,200 unfavourable
- (C) Rs. 4,000 unfavourable
- (D) Rs. 2,000 unfavourable

93.) What is the direct materials price variance, given an actual price of Rs. 4.50 per kg?

- (A) Rs. 20,600 unfavourable
- (B) Rs. 52,600 favourable
- (C) Rs. 48,600 favourable
- (D) Rs. 52,000 unfavourable

94.) Obtain the overhead spending variance.

- (A) Rs. 29,202 unfavourable
- (B) Rs. 1,202 unfavourable
- (C) Rs. 1,200 favourable
- (D) Rs. 15,202 favourable

95.) What is the material quantity variance?

- (A) Rs. 26,000 favourable
- (B) Rs. 20,000 unfavourable
- (C) Rs. 28,000 favourable
- (D) Rs. 29,000 unfavourable

Read the passage and attempt the questions that follow:

Dinesh, a young executive, joined Softech co. three months back. Coming with a brilliant academic record, he played key role to revamp the company's finance and management procedures for which he was recognized by the management.

But now his performance has come down with mistakes found in most of his actions. Several things transpired against him. His only son turned spastic and he was overlooked for promotion against a newcomer. This witnessed him becoming less popular among staff. Adding to that, a mild flirtation with a female employee was blown out of proportion.

Dinesh has become emotionally and professionally depressed with morale down and seemed loosing self-confidence badly.

96.) As HR manager, which counselling mode would you choose for Dinesh?

- (A) Developmental mode
- (B) Disciplinary mode
- (C) Open ended mode
- (D) Unbiased mode

97.) Which management approach should the HR manager deploy for Dinesh here?

- (A) HR Approach
- (B) Contingency Approach
- (C) Systems Approach
- (D) Interactionalism Approach

98.) The HR manager should impart which of the following skills to Dinesh?

- (A) Technical skills
- (B) People skills
- (C) Communication skills
- (D) Negotiating skills

99.) Which type of promotion policy would you recommend to Softech Co.?

- (a) Career ladder
- (b) Merit based
- (c) Accretion of duties
- (d) Competitive and non-competitive

Choose your answer from the following options:

- (A) (b) and (a)
- (B) (b) and (c)
- (C) (d) and (c)
- (D) (a) and (c)

100.) As HR Manager which life positions in Transactional Analysis would you expect Dinesh to have?

- (A) I'm Ok, You are Ok
- (B) I'm Ok, You are not Ok
- (C) I'm not Ok, You are Ok
- (D) I'm not Ok, You are not Ok