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(Write Roll Number from left side exactly as in the Admit Card)

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Signature of Invigilator

Question Booklet Series

X

PAPER-II

Question Booklet No.

Subject Code : 31

MANAGEMENT

Time : 2 Hours

Maximum Marks: 200

Instructions for the Candidates

- Write your Roll Number in the space provided on the top of this page as well as on the OMR Sheet provided.
- At the commencement of the examination, the question booklet will be given to you. In the first 5 minutes, you are requested to open the booklet and verify it:
 - To have access to the Question Booklet, tear off the paper seal on the edge of this cover page.
 - Faulty booklet, if detected, should be got replaced immediately by a correct booklet from the invigilator within the period of 5 (five) minutes. Afterwards, neither the Question Booklet will be replaced nor any extra time will be given.
 - Verify whether the Question Booklet No. is identical with OMR Answer Sheet No.; if not, the full set is to be replaced.
 - After this verification is over, the Question Booklet Series and Question Booklet Number should be entered on the OMR Sheet.
- This paper consists of One Hundred (100) multiple-choice type questions. All the questions are compulsory. Each question carries *two* marks.
- Each Question has four alternative responses marked: (A) (B) (C) (D) . You have to darken the circle as indicated below on the correct response against each question.
Example: (A) (B) (C) (D) , where (C) is the correct response.
- Your responses to the questions are to be indicated correctly in the OMR Sheet. If you mark your response at any place other than in the circle in the OMR Sheet, it will not be evaluated.
- Rough work is to be done at the end of this booklet.
- If you write your Name, Phone Number or put any mark on any part of the OMR Sheet, except in the space allotted for the relevant entries, which may disclose your identity, or use abusive language or employ any other unfair means, such as change of response by scratching or using white fluid, you will render yourself liable to disqualification.
- Do not tamper or fold the OMR Sheet in any way. If you do so, your OMR Sheet will not be evaluated.
- You have to return the Original OMR Sheet to the invigilator at the end of the examination compulsorily and must not carry it with you outside the Examination Hall. You are, however, allowed to carry question booklet and duplicate copy of OMR Sheet after completion of examination.
- Use only **Black Ball point pen**.
- Use of any calculator, mobile phone, electronic devices/gadgets etc. is strictly prohibited.
- There is no negative marks for incorrect answer.

PAPER II

(MANAGEMENT)

1. According to motivation theory by Herzberg, employees salary is

- (A) Hygiene Factor
- (B) Motivation Factor
- (C) Employee Retention Factor
- (D) Recruitment Attraction Factor

2. Advantage of line organisation is

- (A) Complex communication is done.
- (B) Working speed is fast.
- (C) High degree of discipline.
- (D) Functional specialists are combined.

3. _____ is an activity which defines the steps of how and when work will be done effectively and efficiently.

- (A) Planning
- (B) Organising
- (C) Staffing
- (D) Controlling

4. Forward and Backward are types of

- (A) Leadership
- (B) Communication
- (C) Motivation
- (D) Policy making

5. When decisions are made under conditions of _____, the manager has perfect knowledge of all the information needed to make the decision.

- (A) certainty
- (B) risk
- (C) uncertainty
- (D) probability

6. _____ makes a combination of step by step decision-making and expertise from functional specialists.

- (A) Line organisation
- (B) Line and Staff organisation
- (C) Network organisation
- (D) Departmental organisation

7. When a firm's average revenue is equal to its average cost, it gets

- (A) Super normal profit
- (B) Normal profit
- (C) Sub-normal profit
- (D) Normal loss

8. Under perfect competition, price is determined by the industry through interaction of total demand and

- (A) total supply
- (B) total cost
- (C) total utility
- (D) total production

9. Which of the following is the correct term for calculating National Income at market prices?

- (A) Money income
- (B) Non-monetary income
- (C) Real income
- (D) Surplus income

[Please Turn Over]

- 10. Assertion (A) :** Ethical issues arise when a company prioritizes short-term profits over long-term sustainability.

Reason (R) : Long-term sustainability requires responsible decision-making that considers the impact on stakeholders and the environment.

Which of the following is correct?

Codes:

- (A) Both *Assertion* and *Reason* are true and the *Reason* is the correct explanation of the *Assertion*.
- (B) Both *Assertion* and *Reason* are true but the *Reason* is not the correct explanation of the *Assertion*.
- (C) The *Assertion* is true but *Reason* is false.
- (D) The *Assertion* is false but *Reason* is true.

- 11. In HR functions of management, assisting/ advising is done by**

- (A) Line Manager
- (B) Staff Manager
- (C) Supervisor
- (D) Daily Manager

- 12. HRM focusses on one of the following management functions:**

- (A) Recruiting, managing and retaining efficient workforce.
- (B) Ensuring zero defects in production.
- (C) Customer segmentation.
- (D) Maintaining cash flow uninterrupted.

- 13. Which of the following is an example of in basket training?**

- (A) Simulation
- (B) On the job training
- (C) Vestibule training
- (D) Coaching

- 14. What does the Laissez Fair viewpoint imply?**

- (A) Minimum of Govt. intervention in economic activities.
- (B) Business enterprise must get the opportunity to earn more profits.
- (C) A view popularized by Ronssean, Bentham and Hobbes.
- (D) The change in the concept of labor from commodity approach to the human approach.

- 15. HR planning involves matching demand and supply of employees in an organisation. In the process one of the following method is used**

- (A) Markov Matrix
- (B) Six Sigma
- (C) Network analysis
- (D) Balanced Score Card

- 16. A/An _____ is considered to be vertical move in terms of rank and responsibilities.**

- (A) appraisal
- (B) reward
- (C) increment
- (D) promotion

- 17. Which one of the following is the most wide-spread method employed in selection of entry level army cadets?**

- (A) Physical abilities test
- (B) Honesty tests
- (C) Interviews
- (D) Work sample test

- 18. Who suggested the Human Resource Strategy is *not* as effective as it was supposed to be?**

- (A) Tony Groundy
- (B) Henri Fayol
- (C) Antony
- (D) John Zimmerman

19. Which of the following issues tends to be well discussed by sales team before entering to the market?

- (A) Territorial
- (B) Social
- (C) Political
- (D) Economical

20. The combination of peer, superior, subordinate and self-review appraisal is known as

- (A) 360° appraisal
- (B) Human Resource Accounting System
- (C) BARS
- (D) Feed Forward

21. To be ethical and social towards needs of society is _____ objective of HRM.

- (A) corporate
- (B) profitable
- (C) non-essential
- (D) societal

22. The headquarters of International Labour Organization (ILO) is located at _____.

- (A) Bern, Switzerland
- (B) Davos, Switzerland
- (C) Geneva, Switzerland
- (D) Paris, France

23. Who was the first president of 'All India Trade Union Congress'?

- (A) V. V. Giri
- (B) S. A. Dange
- (C) Pandit Nehru
- (D) Lala Lajpat Rai

24. Which of the following is *not* an intramural function of trade unions?

- (A) Hike of wages
- (B) Job security
- (C) Providing more benefits
- (D) Social media campaign

25. The meaning of 'Poka Yoka' is

- (A) Zero tolerance
- (B) Mistake proofing
- (C) Money making
- (D) Customer satisfaction

26. A company that decides to decentralize its sales procedures is managing which change category?

- (A) Technology
- (B) People
- (C) Competitors
- (D) Structure

27. The first stage of career planning is _____.

- (A) Preparation stage
- (B) Investigation stage
- (C) Establishment stage
- (D) Retention stage

28. _____ will be done when an employee is suspected to be guilty *not* proved.

- (A) Firing
- (B) Attrition
- (C) Suspension
- (D) Posting

29. In Talent Management, work force compensation management leads to _____ management.

- (A) performance
- (B) succession
- (C) learning
- (D) knowledge

30. Business re-engineering requires a major change in the

- (A) Machine
- (B) Mindset
- (C) Material
- (D) Infrastructure

31. Given:

Sales	₹ 1,00,000
Profit	₹ 10,000
Variable cost	70%

What is the value of fixed cost?

- (A) ₹ 20,000
- (B) ₹ 30,000
- (C) ₹ 10,000
- (D) ₹ 40,000

32. Which of the following statement is *not* correct?

- (A) Cost of capital is required rate of return to ascertain the value.
- (B) Different sources of funds have a specific cost of capital.
- (C) Cost of capital is a basic data for NPV technique.
- (D) Cost of capital does not have any role in computation of weighted average cost of capital.

33. NPV and IRR are the methods of

- (A) Leverage
- (B) ZBB
- (C) Capital Budgeting
- (D) Marginal Costing

34. The Convention of Materiality in Accounting focuses on:

- (A) If there is a possibility of loss, it should be taken into account at the earliest.
- (B) The assets and liabilities of a business are shown at a cost which has been paid or agreed upon between the parties.
- (C) Same accounting principles should be used for preparing financial statements for different periods.
- (D) Only those events should be recorded which have a significant bearing and insignificant things should be ignored.

35. Determine the value of Revenue from Sales Operations with the following financial data:

Acid Test Ratio = 1.2
 Current Ratio = 1.5
 Current Liabilities = ₹ 4,00,000
 Inventory Turnover Ratio = 5 times

- (A) ₹ 5,00,000
- (B) ₹ 5,50,000
- (C) ₹ 6,00,000
- (D) ₹ 6,50,000

36. For preparation of Cost Sheet in Cost Accounting the _____ is excluded for deciding the cost of production.

- (A) direct material
- (B) prime cost
- (C) selling cost
- (D) factory cost

37. Which of the following is *not* the assumption of CAPM of Portfolio Management?

- (A) All investors are rational.
- (B) All investors have homogeneous expectations.
- (C) All investors are broadly diversified across a range of investments.
- (D) All investors trade with transaction or taxation costs.

38. The earnings per share of company are ₹ 8 and the rate of capitalisation applicable to the company is 10%. The dividend payout ratio is 25%. Using Walter's formula of dividend payout, compute the market value of the company's share, if the productivity of retained earnings is 15%.

- (A) ₹ 80
- (B) ₹ 90
- (C) ₹ 100
- (D) ₹ 110

39. According to Ind AS-7 (Existing AS-3) the Cash Flow Statement should report cash flows during the period classified by

- (i) Cash Flows from Operating activities
- (ii) Cash Flows from Investing activities
- (iii) Cash Flows from Financing activities
- (iv) Cash Flows from Interest

Choose the correct answer from the following options:

- (A) (iv), (iii) and (i)
- (B) (ii), (iii) and (iv)
- (C) (i), (ii) and (iii)
- (D) (i), (ii) and (iv)

40. What is the value of Labour Efficiency Variance in the given data?

Labour Rate	50 paise per hour
Hours per unit	10 Hours
Units produced	500
Hours worked	6000
Actual Labour Cost	₹ 2,400

- (A) ₹ 100 (Favourable)
- (B) ₹ 600 (Unfavourable)
- (C) ₹ 500 (Unfavourable)
- (D) ₹ 500 (Favourable)

41. Out of following which one is incorrect?

- (A) Margin of Safety = Total Sales – Sales at Break-Even Point
- (B) Cash BEP = $\frac{\text{Cash Fixed Cost}}{\text{Cash Contribution per unit}}$
- (C) P/V Ratio = $\frac{\text{Contribution}}{\text{Fixed Expenses}} \times 100$
- (D) BEP = $\frac{\text{Fixed Cost}}{\text{P/V Ratio}}$

42. A company issues 10,000; 10% Preference share of ₹ 100 each. Cost of issue is ₹ 2 per share. What is the Cost of Preference share if there shares are issued at a discount of 5%?

- (A) 10.75%
- (B) 9.82%
- (C) 9.71%
- (D) 10.35%

43. Given:

	₹
Sales	10,50,000
Variable Cost	7,67,000
Fixed Cost	75,000
EBIT	2,08,000
Interest	1,10,000
Taxes (30%)	29,400
Net Income	68,600

The value of Financial Leverage will be

- (A) 1.36
- (B) 2.12
- (C) 2.88
- (D) 3.02

44. As per Modigliani and Miller approach of Capital Structure, which assumption from the following is *not* correct?

- (A) There are no corporate taxes.
- (B) Investors act rationally.
- (C) The cut-off point of investment in a firm is dividend rate.
- (D) There is a perfect market.

[Please Turn Over]

45. Decide the 'C' category for ABC Analysis of Inventory Management on the basis of following details:

Class	No. of Items %	Value of Items %
P	70	10
Q	20	30
R	10	60

- (A) P
- (B) Q
- (C) R
- (D) Q and R

46. Which are the methods of Capital Budgeting?

- (i) NPV
- (ii) IRR
- (iii) MM Approach
- (iv) Pay-Back Period
- (v) Urgency Method
- (vi) Profitability Index
- (vii) Gordon Method

Select the correct option:

- (A) (i), (ii), (iv), (v), (vi) and (vii)
- (B) (i), (ii), (iii), (iv) and (v)
- (C) (i), (ii), (iv), (iii) and (vi)
- (D) (i), (iii), (iv), (v) and (vi)

47. Which one of the following is *not* a theory of capital structure?

- (A) MM Approach
- (B) Net Operating Income Approach
- (C) Net Income Approach
- (D) Walter Approach

48. Compute the Pay-Back period from the following information:

Estimated life of Machine	5 years
Cost of Machine	₹ 1,80,000
Estimated savings in scrap	8,000
Estimated savings in direct wages	80,000
Additional Cost of Maintenance	10,000
Additional Cost of Supervision	18,000

- (A) 2 years
- (B) 3 years
- (C) 4 years
- (D) 5 years

49. Which of the following is *not* a type of derivative?

- (A) Options
- (B) Forwards
- (C) Swaps
- (D) Bonus

50. Which is *not* correct for the finance function?

- (A) Maximising wealth is treated as a better goal than profit maximisation.
- (B) The traditional approach of finance function is insider looking.
- (C) Investing, financing and dividend decisions are interrelated.
- (D) The modern approach views finance function in broader sence and includes both raising and utilisation of funds.

51. Another term for knowledge discovery in data (KDD) is

- (A) data mining
- (B) data warehousing
- (C) data visualisation
- (D) data design

- 52.** Content repository is
- (A) a knowledge management tool.
 - (B) a human resource intervention.
 - (C) a sales promotion technique.
 - (D) a production schedule.
- 53.** The EXIM policy
- (A) explains the external and internal policies of a business organisation.
 - (B) supports the international human resources actions of employees.
 - (C) is a book of guidelines governing ethics in advertisement.
 - (D) is a set of guidelines and instructions related to the import and export of goods.
- 54.** The International Monetary Fund is headquartered in
- (A) New York
 - (B) Washington DC
 - (C) London, UK
 - (D) Geneva, Switzerland
- 55.** A data warehouse is
- (A) a warehouse wherein computer systems are stored in an industry setup.
 - (B) a warehouse where IT experts work in a business organisation.
 - (C) a central storage warehouse where computer peripherals are made available.
 - (D) a central repository of information that can be analysed to make more informed decisions.
- 56.** The Heckscher–Ohlin theory states that
- (A) a nation's wealth and power were best served by increasing exports and decreasing imports.
 - (B) countries would gain comparative advantage if the goods they produced were based on resources they had in great supply.
 - (C) the country should devise a strategy to protect oneself.
 - (D) economic growth of a country depends upon specialisation and division of labour.
- 57.** The 7S McKinsey Model contains the following 7 elements:
- (A) Structure, Strategy, System, Shared values, Skill, Style and Staff
 - (B) Structure, Strategy, System, Shared mission, Skill, Style and Staff
 - (C) Structure, Strategy, Size, Shared values, Skill, Style and Staff
 - (D) Structure, Strategy, System, Shared values, Simulation, Skill and Staff
- 58.** The Boston Consulting Group's product portfolio matrix (BCG Matrix) is designed
- (A) to help with long-term strategic planning.
 - (B) to understand customer segmentation.
 - (C) to formulate human resource selection strategies.
 - (D) to analyse the commercialisation of a product.
- 59.** The GE 9 cell model is
- (A) a method of cell duplication.
 - (B) a change management technique.
 - (C) a value network in financial crisis.
 - (D) a way of structuring an organisation's strategy into manageable segments.

- 60.** A corporate strategy
- (A) is designed to gain competitive advantage over other market participants.
 - (B) adds customer value and satisfaction.
 - (C) aims at increasing short-term profits.
 - (D) is a precursor of production planning and control.
- 61.** In value chain analysis
- (A) businesses identify areas where the value of production and sales activities can be increased.
 - (B) it is the first step in planning for the procurement of raw materials.
 - (C) the way of structuring an organisation's strategy formulation is done.
 - (D) the discussion of investment in shares is done.
- 62.** Digital advertising is
- (A) advertising displayed over the print media and radio.
 - (B) advertising displayed over the internet and digital devices.
 - (C) advertising displayed over television and radio advertisements.
 - (D) advertising displayed over the television and print advertisements.
- 63.** Stability strategy is a _____ level strategy.
- (A) strategic
 - (B) functional
 - (C) corporate
 - (D) business
- 64.** In the BCG matrix, dogs mean
- (A) low market growth and high market share.
 - (B) high market growth and high market share.
 - (C) high market growth and low market share.
 - (D) low market growth and low market share.
- 65.** The collection and interpretation of any issues that may affect the business organisation in any way is called
- (A) Market differentiation
 - (B) Stakeholder analysis
 - (C) Vendor relationship management
 - (D) Environmental scanning
- 66.** Short range planning requires
- (A) functional information.
 - (B) tactical information.
 - (C) financial information.
 - (D) marketing information.
- 67.** In value chain analysis, businesses identify areas where the value of
- (A) specific production and sales activities can be increased.
 - (B) specific production and sales activities can be maintained steady.
 - (C) specific production and sales activities can be decreased.
 - (D) specific production and procurement activities can be increased.
- 68.** Which of the following terms is *not* one of the 7 stages of new product development process?
- (A) Commercialisation
 - (B) Prototyping
 - (C) Idea generation
 - (D) Synchronisation
- 69.** Integrated marketing communications includes which of the following?
- (A) Advertising, Personal selling, Sales promotions, Direct marketing and Public relations.
 - (B) Advertising, Personal selling, Sales channels, Direct marketing and Public relations.
 - (C) Advertising, Personal distribution, Sales promotions, Direct marketing and Public relations.
 - (D) Advertising, Personal selling, Marketing channels, Indirect marketing and Public relations.

70. SAP fieldglass is
- (A) a Marketing Information System.
 - (B) a vendor management system.
 - (C) a procurement database.
 - (D) a system for developing system architecture.
71. Normal distribution is also known as _____.
- (A) Cauchy's distribution
 - (B) Laplacian distribution
 - (C) Gaussian distribution
 - (D) Lagrangian distribution
72. If covariance of X and Y is 12.3, variance of X is 16.4 and variance of Y is 13.8, then correlation coefficient (r) will be
- (A) 0.38
 - (B) 0.82
 - (C) 0.85
 - (D) 0.76
73. The aggregate production plan spans
- (A) short-time horizon
 - (B) intermediate-time horizon
 - (C) long-time horizon
 - (D) fluctuating time-horizon
74. _____ is the sum of the pay-offs for each course of action multiplied by the probabilities associated with each state of nature.
- (A) Expected Monetary Value (EMV)
 - (B) Expected Value of Perfect Information (EVPI)
 - (C) Expected Opportunity Loss (EOL)
 - (D) Decision Tree
75. Improving quality through small, incremental improvements is a characteristic of what type of quality management system?
- (A) Just-in-time
 - (B) Six Sigma
 - (C) Total Quality Management
 - (D) Kaizen
76. What is the term for the 'rule of thumb' type of bias in decision-making?
- (A) Framing bias
 - (B) Hindsight bias
 - (C) Over-confidence bias
 - (D) Heuristics
77. Chi-squared is computed by first squaring the differences between
- (A) observed frequencies and expected frequencies.
 - (B) observed frequencies and the total sample size.
 - (C) observed frequencies and observed percentages.
 - (D) expected values and observed percentages.
78. Average inventory level is reduced by
- (A) decreasing the order quantity.
 - (B) lowering the reorder point.
 - (C) decreasing the vendor lead time.
 - (D) increasing the usage rate.
79. _____ is capable of taking decisions on its own.
- (A) IoT
 - (B) AI
 - (C) MIS
 - (D) VR

80. _____ is *not* an example of E-Commerce platform.

- (A) Amazon Pantry
- (B) Reliance SMART
- (C) Flipkart Plus
- (D) DMart Ready

81. Mr. X, the operational manager of PQR Pvt. Ltd., after understanding the organization's procedures, written in the form of manual, suggested to the top management further for cost reduction and operational efficiency enhancement. This scenario indicates which of the following dimensions of Nonaka's SECI model?

- (A) Socialization
- (B) Externalization
- (C) Combination
- (D) Internalization

82. Information Technology is the combination of Computer Science and _____.

- (A) Telecommunications
- (B) Electronics
- (C) Digital Marketing
- (D) Networking

83. One of the tools that is particularly useful in reducing the system nervousness in the MRP system is

- (A) modular bills.
- (B) time phasing.
- (C) time fences.
- (D) lot sizing.

84. What is at the heart of any ERP?

- (A) Information
- (B) Employees
- (C) Customers
- (D) Database

85. Which of the following is an example of a mistake-proofing technique that aims to prevent errors from occurring in a process?

- (A) Poka-yoke
- (B) Value Stream Mapping
- (C) Flowcharting
- (D) Pareto Charting

86. Which of the following is a type of control chart used for monitoring the variability of a process?

- (A) P Chart
- (B) X-bar Chart
- (C) R Chart
- (D) C Chart

87. Which of the following p-values will lead us to reject the null hypothesis if the level of significance of the test is 5%?

- (A) 0.15
- (B) 0.10
- (C) 0.06
- (D) 0.025

88. Which of the following is a tool used for processing and analyzing Big Data?

- (A) Hadoop
- (B) MySQL
- (C) PostgreSQL
- (D) Oracle

89. Find the Expectation of a F-distribution with degrees of freedom $\gamma_1 = 7$ and $\gamma_2 = 8$.

- (A) 4/7
- (B) 4/6
- (C) 4/3
- (D) 4/5

90. Juran's Quality trilogy emphasizes the roles of quality planning, quality control and _____.

- (A) quality definition
- (B) quality enhancement
- (C) quality improvement
- (D) quality maintenance

91. An individual who initiates, creates and manages a new business can be called

- (A) a Leader
- (B) a Manager
- (C) an Entrepreneur
- (D) a Professional

92. A business arrangement where one party allows another party to use a business name and sell its products or services is known as

- (A) Cooperative
- (B) Franchise
- (C) Joint Venture
- (D) Limited Company

93. IFCI stands for

- (A) Industrial Finance Corporation of India
- (B) Institutional Finance Corporation of India
- (C) Industrial Funding Corporation of India
- (D) Indian Finance Corporation & Institution

94. New small scale unit is exempt from payment of income tax under section 80J is called

- (A) Development Rebate
- (B) Investment Allowance
- (C) Rehabilitation Allowance
- (D) Tax Holiday

95. According to sociological approach, entrepreneurship is a

- (A) process of sensitivity
- (B) process of role performance
- (C) process of economic change
- (D) process of fundamental thinking

96. Intrapreneurship often takes the form of

- (A) semi-autonomous group within the company.
- (B) spin out venture.
- (C) subsidiary of a large corporation.
- (D) joint venture with a large company.

97. A business plan is important for all of the following *except*:

- (A) It enables the promoters to systematically analyse the business.
- (B) Provides lenders an assurance about financial returns.
- (C) Supports entrepreneur in strategic planning.
- (D) It is a document that is used for financial pitching.

98. The micro manufacturing and service enterprises are defined as those with

- (A) Investment < 1 crore Rs. and Turnover < 5 crore Rs.
- (B) Investment > 1 crore Rs. and Turnover > 5 crore Rs.
- (C) Investment < 1 crore Rs. and Turnover > 5 crore Rs.
- (D) Investment > 1 crore Rs. and Turnover < 5 crore Rs.

99. Which of the following is the major deterrent to the progress of rural development?

- (A) Availability of housing
- (B) Scarcity of water
- (C) Political will
- (D) Technological connection

100. Through Self Help groups credit is offered to rural households

- (A) at low rate of interest.
- (B) with collateral assets.
- (C) to pay for mid day meal.
- (D) with woman and 2 children.

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