

MANAGEMENT

Name & Signature of the Invigilator

PAPER – II

OMR Answer Sheet No. :

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CODE-18

Roll No. :

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(in figures as in Hall Ticket)

Roll Number in words :

180505

Question Booklet Sl. No.

Time : 2 Hours]

No. of Printed Pages : 16

[Maximum Marks : 200

Instructions for the Candidates

1. Write your Roll Number in the space provided on the top of this page.
2. This paper consists of **one hundred (100)** multiple choice type of questions. **All** questions are compulsory.
3. At the commencement of examination, the question booklet will be given to you. In the first 5 minutes, you are requested to open the booklet and compulsorily examine it as below :
 - (i) To have access to the Question Booklet, tear off the paper seal on the edge of this cover page. Do not accept a booklet without sticker seal and do not accept an open booklet.
 - (ii) Tally the number of pages and number of questions in the booklet with the information printed on the cover page. Faulty booklets due to pages/questions missing or duplicate or not in serial order or any other discrepancy should be got replaced immediately by a correct booklet from the invigilator within the period of 5 minutes. Afterwards, neither the Question Booklet will be replaced nor any extra time will be given.
 - (iii) After this verification is over, the Test Booklet Number should be entered on the OMR Answer Sheet and the OMR Answer Sheet Number should be entered on this Test Booklet.
4. Each item has four alternative responses marked (A), (B), (C) and (D). You have to darken the oval as indicated below on the correct response against each item.

Example: (A) (B) (C) (D) where (B) is the correct response.
5. Your responses to the items are to be indicated on the OMR Answer Sheet under Paper – II only. If you mark your response at any place other than in the oval in the OMR Answer Sheet, it will not be evaluated.
6. Rough Work is to be done in the end of this booklet.
7. If you write your Name, Roll Number, Phone Number or put any mark on any part of the OMR Answer Sheet, except for 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.
8. You have to return the original OMR Answer 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 original question booklet and duplicate copy of OMR Answer Sheet on conclusion of examination.
9. Use only Blue/Black Ball point pen.
10. Use of any calculator or any electronic devices or log table etc., are prohibited.
11. There shall be no negative marking.

પરીક્ષાર્થીઓ માટે સૂચનાઓ

1. આ પાનાની ટોચ પર દર્શાવેલી જગ્યામાં તમારો રોલ નંબર લખો.
2. આ પ્રશ્નપત્રમાં બહુવૈકલ્પિક ઉત્તરો ધરાવતા સૌ (૧૦૦) પ્રશ્નો આપેલા છે. બધા જ પ્રશ્નો ફરજિયાત છે.
3. પરીક્ષાની શરૂઆતમાં આપને પ્રશ્નપુસ્તિકા આપવામાં આવશે. પ્રથમ પાંચ (૫) મિનિટ દરમિયાન તમારે પ્રશ્નપુસ્તિકા ખોલી અને ફરજિયાતપણે નીચે મુજબ પરીક્ષણ કરવું :
 - (i) પ્રશ્નપુસ્તિકાનો વપરાશ કરવા માટે આ કવર પૃષ્ઠની ધાર પર આપેલ સીલ સ્ટીકર ફાડી નાખો. કોઈપણ સંજોગોમાં સીલ સ્ટીકર વગરની કે પુલ્લી પ્રશ્નપુસ્તિકા સ્વીકારશો નહીં.
 - (ii) કવર પૃષ્ઠ પર છાપાયેલ નિર્દેશાનુસાર પ્રશ્નપુસ્તિકાના પ્રશ્નો, પૃષ્ઠો અને સંખ્યાને બરાબર ચકાસી લો. ખામીયુક્ત પ્રશ્નપુસ્તિકા કે જેમાં પ્રશ્નો/ પૃષ્ઠો ઓછાં હોય, બે વાર છપાયા હોય, અનુક્રમમાં અથવા અન્ય કોઈ ફરક હોય અર્થાત કોઈપણ સંજોગોમાં ખામીયુક્ત પ્રશ્નપુસ્તિકા સ્વીકારશો નહીં. અને જો ખામીયુક્ત પ્રશ્નપુસ્તિકા મળી હોય તો નિરીક્ષક પાસેથી તુરંત જ બીજી સારી પ્રશ્નપુસ્તિકા મેળવી લેવી. આ માટે ઉમેદવારને પાંચ (૫) મિનિટનો સમયગાળો આપવામાં આવશે. પછીથી, પ્રશ્નપુસ્તિકા બદલવામાં આવશે નહીં કે કોઈ વધારાનો સમયગાળો આપવામાં આવશે નહીં.
 - (iii) આ ચકાસણી સમાપ્ત થાય પછી, પ્રશ્નપુસ્તિકાનો નંબર OMR જવાબ પત્રક પર લખવો અને OMR જવાબ પત્રકનો નંબર પ્રશ્નપુસ્તિકા પર લખવો.
4. પ્રત્યેક પ્રશ્ન માટે ચાર જવાબ વિકલ્પ (A), (B), (C) અને (D) આપવામાં આવેલ છે. તમારે સાચા જવાબના ઓવલ (oval)ને નીચે આપેલ ઉદાહરણ મુજબ પેનથી ભરીને સંપૂર્ણ કાળું કરવાનું રહેશે.

ઉદાહરણ : (A) (B) (C) (D) કે જ્યાં (B) સાચો જવાબ છે.
5. આ પ્રશ્નપુસ્તિકાના પ્રશ્નોના જવાબ અલગથી આપવામાં આવેલ OMR જવાબ પત્રકમાં પેપર-IIલખેલ વિભાગમાં જ અંકિત કરવા. જો આપ OMR જવાબ પત્રકમાં આપેલ ઓવલ(oval) સિવાય અન્ય સ્થાને જવાબ અંકિત કરશો તો તે જવાબનું મૂલ્યાંકન કરવામાં આવશે નહીં.
6. કાચું કામ (Rough work) પ્રશ્નપુસ્તિકાના અંતિમ પૃષ્ઠ પર કરવું.
7. જો આપ OMR જવાબ પત્રક નિયત જગ્યા સિવાય અન્ય કોઈપણ સ્થાને, આપનું નામ, રોલ નંબર, ફોન નંબર અથવા એવું કોઈ ચિહ્ન જેનાથી તમારી ઓળખ થઈ શકે, અંકિત કરશો અથવા અભદ્ર ભાષાનો પ્રયોગ કરો, અથવા અન્ય કોઈ અનુચિત સાધનોનો ઉપયોગ કરો, જેમકે અંકિત કરી દીધેલ જવાબ ભૂંસી નાખવો કે સફેદ શાહીનો ઉપયોગ કરી બદલશો તો આપને પરીક્ષા માટે અયોગ્ય જાહેર કરવામાં આવશે.
8. પરીક્ષા સમય પૂરો થઈ ગયા બાદ ઓરીજનલ OMR જવાબ પત્રક જે તે નિરીક્ષકને ફરજિયાત સોંપી દેવું અને કોઈ પણ સંજોગોમાં તે પરીક્ષા ખંડની બહાર લઈ જવું નહીં. પરીક્ષા પૂર્ણ થયા બાદ ઉમેદવાર ઓરીજનલ પ્રશ્નપુસ્તિકા અને OMR જવાબ પત્રકની ડુપ્લિકેટ કોપી પોતાની સાથે લઈ જઈ શકે છે.
9. માત્ર કાળી / ભૂરી બોલ પોઈન્ટ પેન વાપરવી.
10. કેલ્ક્યુલેટર, લોગ ટેબલ અને અન્ય ઈલેક્ટ્રોનિક યંત્રોનો ઉપયોગ કરવાની મનાઈ છે.
11. ખોટા જવાબ માટે નકારાત્મક ગુણાંકન પ્રથા નથી.

SEAL



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DO NOT WRITE HERE





MANAGEMENT

Paper – II

1. The misery index consists of the
 - (A) Inflation rate minus the unemployment rate
 - (B) Unemployment rate minus the inflation rate
 - (C) Unemployment rate plus the inflation rate
 - (D) Unemployment rate minus the growth rate
2. In what circumstances is an economy said to be in recession ?
 - (A) If real GDP falls in one quarter compared with the quarter before
 - (B) If real GDP falls for two consecutive quarters
 - (C) If real GDP falls in one year compared with the year before
 - (D) If real GDP falls for two consecutive years
3. If capital is to be rationed for only the current period, a firm should probably first consider selecting projects by descending order of
 - (A) Net present value
 - (B) Pay back period
 - (C) Internal rate of return
 - (D) Profitability index
4. Paul Krugman is credited with the
 - (A) Law of factor price equalization
 - (B) Factor proportions theory
 - (C) Product life cycle theory
 - (D) New trade theory
5. 'Good Thoughts, Good Words, Good Deeds' is the philosophy of which of the following Indian business houses ?
 - (A) Birla Group
 - (B) TATA Group
 - (C) Reliance Group
 - (D) Bajaj Group
6. An advertising model in which advertisers bid on keywords or phrases relevant to their target market, with sponsored/paid search engine listing to drive traffic to a website is called
 - (A) Search Engine optimization
 - (B) Contextual advertising
 - (C) Digital Asset optimization
 - (D) Pay per click
7. Companies can practice targeted marketing by using _____ records of website usage stored on personal browsers.
 - (A) Plug-ins
 - (B) Black-swans
 - (C) Cookies
 - (D) Trolls



8. Which of the following is not an example of a transfer payment in the sense of the national income accounts ?
- (A) Government family allowances
 - (B) Public unemployment insurance benefits
 - (C) Dividends paid by corporations to stockholders
 - (D) Disability pensions paid from the social insurance system
9. The Industrial Disputes Act was enacted in
- (A) 1937
 - (B) 1947
 - (C) 1957
 - (D) 1967
10. As per Government of India, a micro industry is one in which the annual turnover is not more than
- (A) Rs. one crore
 - (B) Rs. five crores
 - (C) Rs. ten crores
 - (D) Rs. twenty crores
11. The Delphi method was invented by
- (A) Olaf Helmer and Norman Dalkey
 - (B) Robert R. Blake and Jane S. Mouton
 - (C) Gary Hamel and C.K. Prahalad
 - (D) Herbert Simon and James G. March
12. Which of the following is not an objective of operation management ?
- (A) To improve product quality
 - (B) To reduce cost of production
 - (C) Material cost control
 - (D) Trading and equity
13. Firm X and Firm Y were previously in direct competition, but now they plan to merge. This combination would be considered a
- (A) Horizontal Merger
 - (B) Vertical merger
 - (C) Complementary merger
 - (D) Conglomerate merger
14. Retained earnings for the ' base year' equals 100.00 percent. You must be looking at
- (A) A common size balance sheet
 - (B) A common size income statement
 - (C) An indexed balance sheet
 - (D) An indexed income statement
15. Which activities are not associated with workforce planning ?
- (A) Forward planning reviewing internal and external labour supply
 - (B) Time keeping
 - (C) Assessing capability of workforce to develop any requisite skills
 - (D) Identifying areas where recruitment will be needed



16. According to David Hampton, Interpersonal role of a manager is related to
(A) Planning (B) Leading
(C) Organising (D) Controlling
17. _____ are visual representations of consumer perceptions and preferences.
(A) Procedural maps (B) Brain maps
(C) Perceptual maps (D) Cognitive maps
18. To what does diversity in the workplace refer to ?
(A) The number of people employed from different ethnic groups
(B) Increasing the number of women employed in an organisation
(C) The number of different religious affiliation held by employees in an organisation
(D) The range of personal characteristics of employees in an organisation
19. A firm uses its sales force to sell to large accounts and outbound telemarketing to sell to medium sized accounts. The firm is using _____ marketing.
(A) Vertical (B) Hybrid
(C) Internal (D) Personalised
20. The Board for Industrial and Financial Reconstruction (BIFR) was dissolved in
(A) 1986 (B) 1996 (C) 2006 (D) 2016
21. As per Michael E. Porter's Generic Value Chain concept, which is not a primary activity in a firm
(A) Inbound logistics (B) Operations
(C) Marketing and sales (D) Human Resource Management
22. $GDP_{FC} =$
(A) $GDP_{MP} - \text{Net Indirect Taxes}$ (B) $GDP_{MP} + \text{Net Indirect Taxes}$
(C) $GDP_{MP} + \text{Subsidies}$ (D) $GDP_{MP} - \text{Indirect Taxes}$
23. Which of the following defines the market to book value ?
(A) The ratio of stock market valuation divided by the value of its NAV
(B) The ratio of NAV value divided by stock market valuation
(C) The market value of tangible assets divided by the book value of tangible assets
(D) The market value of intangible assets divided by the book value of Intangible assets



- 32.** Which asset-liability combination would most likely result in the firm's having the greatest risk of technical insolvency ?
- (A) Increasing current assets while lowering current liabilities
 - (B) Increasing current assets while incurring more current liabilities
 - (C) Reducing current assets, increasing current liabilities and reducing long-term debt
 - (D) Replacing short-term debt with equity
- 33.** The seven-S model was developed by
- (A) Robert H. Waterman and Tom Peters
 - (B) Gary Hamel and C.K. Prahalad
 - (C) Robert Blake and Jane S. Mouton
 - (D) Richard M. Cyert
- 34.** _____ are regularly updated online Journals or diaries.
- (A) Cliques
 - (B) Forums
 - (C) Blogs
 - (D) Podcasts
- 35.** External commercial borrowings comes under the category of :
- (A) Exports
 - (B) Capital Account
 - (C) Official Reserves Account
 - (D) Current Account
- 36.** As per Government of India, a small industry is one in which the annual turnover is more than one crore rupees but not more than
- (A) Rs. 10 crores
 - (B) Rs. 50 crores
 - (C) Rs. 60 crores
 - (D) Rs. 100 crores
- 37.** Chris Argyris and Donald Schon have suggested Model I and Model II of behaviour in organisation. Which of the following feature is not covered in Model I ?
- (A) Managers design goals unilaterally and try to achieve them
 - (B) Managers maximise winning and minimise losing by controlling the task with as little dependence on others as possible
 - (C) Managers are rational and objective and suppress the voicing of feeling by others
 - (D) Managers take actions after free and informed choice with all who are competent and relevant in taking part
- 38.** What are Price-earnings valuations usually based on ?
- (A) Gross Profit
 - (B) Operating Profit
 - (C) EBITDA
 - (D) Free cash flow



39. An information system produces information using the _____ cycle.
(A) Data analysis (B) Input-process-output
(C) Input-output (D) Process-input-output
40. A factory outlet is an example of a(n) _____ retailer.
(A) Speciality (B) Off-Price (C) Department (D) Discount
41. Holistic marketers achieve profitable growth by expending customer share, _____, and capturing customer lifetime value.
(A) Creating customer needs (B) Building customer loyalty
(C) Renewing a customer base (D) Cannibalizing products
42. A brand developed by a retailer and/or wholesaler that is available only in selected retail outlets is called a
(A) Generic (B) Franchisee
(C) Marque (D) Private-label
43. When a business gets to know market segments intimately and pursues either cost leadership or differentiation within the target segment, it is employing a
(A) Defined strategy (B) Focused strategy
(C) Value added strategy (D) Competitive advantage strategy
44. The brand must demonstrate _____, for it to function as a true point-of-difference.
(A) Clear profitability to the company
(B) Clear superiority on an attribute or benefit
(C) Clear similarity to the attributes of other brands
(D) Exploitation of competitors weakness
45. _____ is the process of selection of path, which each part of the product will follow.
(A) Routing (B) Scheduling
(C) Follow-up (D) Dispatching
46. _____ is a silent and written generation of ideas by a group of people.
(A) Brainstorming (B) Problem solving analysis
(C) Brain writing (D) Focus groups



47. In theory Z propounded by William G. Ouchi, which of the following is not a characteristic of American corporations
- (A) Short-term employment
 - (B) Rapid evaluation and promotion
 - (C) Specialised career points
 - (D) Concern for the whole organisation
48. Which of the following relationships hold true for safety stock ?
- (A) The greater the risk of running out of stock, the smaller the safety of stock
 - (B) The larger the opportunity cost of the funds invested in inventory, the larger the safety stock
 - (C) The greater the uncertainty associated with forecasted demand, the smaller the safety stock
 - (D) The higher the profit margin per unit, the higher the safety stock necessary
49. For the tricomponent attitude model, which one of the following component is irrelevant
- (A) Cognitive
 - (B) Creative
 - (C) Conative
 - (D) Affective
50. When a firm aims to under price competitors and win market share, it is using a(n) _____ strategy that requires relatively less marketing skills as compared to other strategies.
- (A) Product differentiation
 - (B) Overall cost leadership
 - (C) Focus
 - (D) Price skimming
51. According to theory Z suggested by William G. Ouchi, which is not a feature of Japanese corporations
- (A) Lifetime employment
 - (B) Non-specialised career points
 - (C) Implicit control techniques
 - (D) Individual responsibility
52. Which of the following would be included in a cash budget ?
- (A) Depreciation charges
 - (B) Dividends
 - (C) Goodwill
 - (D) Patent amortization
53. If $r = 1$, the angle between the two regression line is
- (A) Ninety degree
 - (B) Thirty degree
 - (C) Zero degree
 - (D) Sixty degree
54. What is the term for the act of getting individuals to behave in ways that are acceptable to a group ?
- (A) Indoctrination
 - (B) Brainwashing
 - (C) Propaganda
 - (D) Socialisation



55. In the immaturity-maturity model, which of the following is not a feature of immaturity ?
- (A) Active (B) Dependence
(C) Behave in a few ways (D) Subordinate position
56. An increase in the firm's receivable turnover ratio means that
- (A) It is collecting credit sales more quickly than before
(B) Cash sales have decreased
(C) It has initiated more liberal credit terms
(D) Inventories have increased
57. Each of the following statements includes two terms. In three cases, the two terms mean the same as each other. In which case do the two terms not mean the same as each other ?
- (A) Normal GDP and GDP at current prices
(B) Real GDP and GDP at constant prices
(C) The base period and the reference period
(D) Changes in real GDP and the GDP deflator
58. Who is a whistle blower ?
- (A) Someone who reports illegal or unethical acts
(B) Someone who commits illegal or unethical acts
(C) Someone who benefits from illegal or unethical acts
(D) Someone who devises illegal or unethical acts
59. Which company adopted the Mckinsey's 9 cell matrix first so that it become its nick name ?
- (A) DuPont (B) Fishers
(C) General Electricals (D) Sony Corporation
60. Using a goodness-of-fit test, we can assess whether a set of obtained frequencies differ from a set of _____ frequencies.
- (A) Mean (B) Actual (C) Predicted (D) Expected
61. Who was a major protagonist of utilitarianism ?
- (A) John Stuart Mill (B) Thomas Hobbes
(C) Karl Marx (D) Adam Smith



- 62.** Firms that are engaged in sentiment mining are analyzing data collected from
- (A) In-depth interviews (B) Focus group
(C) Social media sites (D) Experiments
- 63.** A company can improve (power) its debt-to-total assets ratio by doing which of the following ?
- (A) Borrow more
(B) Shift short term to long term debt
(C) Shift long term to short term debt
(D) Sell common stock
- 64.** In a two tailed test when a null hypothesis is rejected for a true alternative hypothesis then it has :
- (A) Type - I error (B) Type - II error
(C) No error (D) Many errors
- 65.** The technique for generating creative solutions to unstructured problems that relies on the convergence of intuitive ideas from several experts who are contacted independently with a brief description of the problem is known as
- (A) Delphi technique (B) Scenario analysis
(C) Attribute listing (D) Big-dream approach
- 66.** Workers' acceptance of change is characteristic of what type of culture ?
- (A) Team culture (B) Collaborative culture
(C) Group culture (D) Collective culture
- 67.** Which of the following approaches of BOP explains the relationship between domestic output and trade balance ?
- (A) the monetary approach (B) the Keynesian approach
(C) the elasticity approach (D) the absorption approach
- 68.** When a firm needs short-term funds for a specific purpose, the bank loan will likely be a :
- (A) compensating balance arrangement
(B) revolving credit agreement
(C) transaction loan
(D) line of credit



- 76.** In the cycle of complete strategic planning, taking corrective action is a part of
(A) Planning (B) Implementation
(C) Controlling (D) Organizing
- 77.** The value of constant 'e' appearing in normal distribution is
(A) 2.5185 (B) 2.7836 (C) 2.1783 (D) 2.7183
- 78.** Which of the following Fayol's principles of management is against the concept of functional foremanship developed by F.W. Taylor ?
(A) Unity of direction (B) Unity of command
(C) Scalar chain (D) Order
- 79.** As per the theory of Meta-Motivation, which is not a Meta-Motive
(A) Truth (B) Justice
(C) Beauty (D) Stimulation
- 80.** 'Greatest Good for the Greatest Number' is an idea related to which school of ethics ?
(A) Utilitarianism (B) Deontology
(C) Libertarianism (D) Marxism
- 81.** Which of the following theories explains the behaviour of late entrants to catch up with the competition ?
(A) The perfect market hypothesis
(B) The leapfrogging theory
(C) Ownership, Location, Internalization-OLI theory
(D) The transaction cost approach
- 82.** As which type of cash flow is an equity share usually valued ?
(A) An annuity cash flow (B) A risk free cash flow
(C) A perpetuity cash flow (D) An erratic cash flow
- 83.** The ultimate outcome of relationship marketing is a unique company asset called the _____, consisting of the company and its supporting stakeholders.
(A) brand (B) supply chain
(C) marketing networks (D) value proposition
- 84.** Using the NPV criteria, a project should be selected when
(A) Its NPV is positive or zero
(B) Its NPV is equal to zero
(C) Its NPV is negative
(D) Its outflows are greater than its inflows



- 85.** Which of the following is not a money market instrument ?
(A) Bonds (B) Treasury bills
(C) Certificate of deposit (D) Commercial paper
- 86.** Which of the following (countries) is not a founding member of the OPEC ?
(A) Kuwait (B) Brazil
(C) Iran (D) Venezuela
- 87.** What is the expected value of the binomial distribution where $n = 16$ and $p = 0.85$?
(A) 6 (B) 7.4 (C) 12.4 (D) 13.6
- 88.** According to whom, there are three sources (Id, Ego and Superego) within the human personality that stimulate and control behaviour ?
(A) Thomas A. Harris (B) Sigmund Freud
(C) Eric Berne (D) Muriel James
- 89.** Who is regarded as the father of the Group Dynamics Movement ?
(A) Kurt Lewin (B) Elton Mayo
(C) Douglas McGregor (D) Frederick Herzberg
- 90.** What is the term for a radical rethinking of the nature of the business ?
(A) Transformational change (B) Revolutionary change
(C) Strategic manoeuvre (D) Paradigm shift
- 91.** The repeal of Sick Industrial Companies (Special Provisions) Act, 1985 came into full effect in
(A) 2006 (B) 2016 (C) 2017 (D) 2018
- 92.** The Fundamental Principle of the application of Discounted Cash Flow (DCF) techniques to investment appraisal is
(A) To incorporate all incremental cash flow
(B) To incorporate all sunk cost
(C) To incorporate all relevant depreciation
(D) To absorb all company overheads
- 93.** 'The Fortune at the Bottom of Pyramid : Eradicating Poverty' has been written by
(A) C. K. Prahalad (B) Philip Kotler
(C) Peter Drucker (D) Amartya Sen



94. Which is not a decisional role of a manager according to Henry Mintzberg ?
(A) Entrepreneur (B) Disturbance handler
(C) Resource allocator (D) Monitor
95. The sum of deviations of values from their mean is always
(A) 1 (B) 0 (C) 2 (D) infinite
96. The term 'born global' refers to TNCs which
(A) Cater to a narrow niche segment
(B) Originated as telecomers in the peripheral regions
(C) Operate from day one as global players
(D) Are Internationalized SMEs
97. Which of the following is not a defining quality of bond ?
(A) Dividend yield (B) Maturity
(C) Face value (D) Coupon payment frequency
98. Which of the following is not true with respect to the Accounting Rate of Return (ARR) ?
(A) It is based on accounting concepts such as accounting profit and depreciation
(B) It takes account of the time value of money
(C) The hurdle rate is arbitrary
(D) The definition of both profit and capital can be some what arbitrary and variable
99. Certain orders are unquestionably acceptable and persons who anticipated such orders at the time of joining the organisation become indifferent to such orders and accept them. According to Chester I Barnard, this range is called
(A) Principle of order
(B) Principle of unity of command
(C) Generic value chain
(D) Zone of indifference
100. International Labour Organisation was established in
(A) 1919 (B) 1929 (C) 1939 (D) 1949
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Space for Rough Work

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