

Previous Year Paper

11th June 2023 (Shift 3)

Q1. Business Environment consists of numerous interrelated and dynamic conditions or forces which arise from different sources, that are difficult to comprehend. Identify the feature of Business Environment highlighted in the above lines.

- (a) Uncertainty
- (b) Dynamic
- (c) Complexity
- (d) Relativity

Q2. Read the following statements with respect to features of management and find the correct one.

- (A) Management is a dynamic function
- (B) Management is all pervasive
- (C) Management is multidimensional
- (D) Management is an intangible force
- (E) Management is not a group activity

Choose the **correct** answer from the options given below:

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

Q3. Choose correct sequence of first 5 steps of motivation process, which are given below.

- (A) Drives
- (B) Unsatisfied need
- (C) Search behaviour
- (D) Tension
- (E) Satisfied need

Choose the **correct** answer from the options given below:

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

Q4. Arrange the following marketing Management philosophies in a sequence based on their evolution over a period of time.

- (A) Product Concept
- (B) Production Concept
- (C) Marketing Concept
- (D) Selling Concept
- (E) Societal Marketing Concept

Choose the **correct** answer from the options given below:

- (a) (A), (B), (D), (C), (E)

- (b) (B), (A), (D), (C), (E)
- (c) (B), (A), (C), (E), (D)
- (d) (A), (B), (C), (D), (E)

Q5. "Plans once drawn with specific goals, the managers may not be in position to change it". Which limitation of planning is discussed in the above statement.

- (a) Planning does not guarantee success
- (b) Planning leads to rigidity
- (c) Planning reduces creativity
- (d) Planning does not work in a dynamic environment

Q6. Arrange the steps of the process of controlling in correct sequence.

- (A) Analysing deviations
- (B) Taking corrective actions
- (C) Setting performance standards
- (D) Measurement of actual performance
- (E) Comparison of actual performance with standards

Choose the **correct** answer from the options given below:

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

Q7. The _____ segment of NSE provided on efficient and transparent platform for trading in equity, preference, debentures, exchange traded funds as well as State Government Securities.

- (a) Whole Sale Debt Market
- (b) Equity Market
- (c) Primary Market
- (d) Capital Market

Q8. Match List - I with List - II

List-I		List-II	
(A)	Production cycle	(I)	Is reflected in a higher inventory turnover ratio
(B)	Credit allowed	(II)	Reduces the need of working capital
(C)	Operating efficiency	(III)	Increases the need of working capital
(D)	Credit availed	(IV)	Time span between receipt of raw material and their conversion into finished goods

Choose the **correct** answer from the options given below:

- (a) (A)-(III), (B)-(II), (C)-(IV), (D)-(I)
- (b) (A)-(IV), (B)-(III), (C)-(I), (D)-(II)
- (c) (A)-(I), (B)-(III), (C)-(IV), (D)-(II)
- (d) (A)-(II), (B)-(III), (C)-(I), (D)-(IV)

- Q9.** Which of the following is incorrect about profession?
- (a) All professions are based on a well-defined body of knowledge
 - (b) The entry to a profession is free without restriction
 - (c) All professions are bound by a code of conduct
 - (d) The basic motive of a profession is to serve their client's interests
- Q10.** Out of the following statement, which is not false?
- (a) Responsibility can be entirely delegated
 - (b) Accountability can be delegated
 - (c) Delegation means abdication
 - (d) Authority can be delegated
- Q11.** Which of the following statement is TRUE regarding Factors affecting working capital Requirements?
- (a) Other factors remaining same Trading Business requires less working capital than Manufacturing Business.
 - (b) The organizations which operate on a higher scale require less working capital.
 - (c) In case of boom, lesser working capital is required.
 - (d) A liberal credit policy requires less amount of working capital.
- Q12.** Match **List - I** with **List - II**

List-I		List-II	
(A)	Right to safety/ Right to be protected	(I)	Complete Information about the products
(B)	Right to be Informed	(II)	Freedom to access variety of goods
(C)	Right to be heard	(III)	File a complaint in case of dissatisfaction with goods
(D)	Right to be assured	(IV)	Qualitative specification like ISI mark

Choose the **correct** answer from the options given below:

- (a) (A)-(I), (B)-(II), (C)-(III), (D)-(IV)
- (b) (A)-(IV), (B)-(I), (C)-(II), (D)-(III)
- (c) (A)-(I), (B)-(III), (C)-(IV), (D)-(II)
- (d) (A)-(IV), (B)-(I), (C)-(III), (D)-(II)

Q13. To reduce a given line or product to fixed types, sizes and characteristics is an objective of one of the techniques of Taylor. Identify that technique.

- (a) Method study
- (b) Motion study
- (c) Time study
- (d) Standardisation and simplification

Q14. Organising involves a series of steps that need to be taken in order to achieve the desired goal. Arrange these series of steps in their order.

- (A) Identification of work
- (B) Division of work
- (C) Assignment of duties
- (D) Departmentalisation
- (E) Establishing reporting relationships

Choose the **correct** answer from the options given below:

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

Q15. Match **List - I** with **List - II**

List-I		List-II	
(A)	Time study	(I)	Amount and frequency of rest intervals to complete a task
(B)	Motion study	(II)	Different wage rate for efficient and inefficient workers
(C)	Fatigue study	(III)	Study of various movements
(D)	Differential piece wage system	(IV)	Determining standard time taken for performing a well-defined job

Choose the **correct** answer from the options given below:

- (a) (A)-(I), (B)-(II), (C)-(III), (D)-(IV)
- (b) (A)-(II), (B)-(III), (C)-(I), (D)-(IV)
- (c) (A)-(IV), (B)-(III), (C)-(I), (D)-(II)
- (d) (A)-(III), (B)-(I), (C)-(IV), (D)-(II)

Q16. Which of the following combination of factors affecting capital structure are correct?

- (A) Cost of debt, ROI, floatation costs
- (B) Floatation costs, availability of raw material
- (C) Level of competition, production cycle
- (D) Cost of equity, Interest coverage ratio
- (E) Risk consideration, flexibility

Choose the **correct** answer from the options given below:

- (a) (B), (C), and (E) only

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

Q17. Which of the oldest stock exchange of India?

- (a) NASDAQ
- (b) NSE
- (c) BSE
- (d) Dow Jones

Q18. Which of the following is NOT true regarding role of NGOs (Non-Government Organizations) in consumer protection?

- (a) Educating general public about consumer rights
- (b) Publishing periodicals and other publications on consumer rights
- (c) Asking consumers to avoid legal hassles
- (d) Ensuring testing of goods

Q19. Identify on the job training method in which educational institutions and business firms cooperate to provide practical knowledge and skills to the selected candidates carry on regular studies for the prescribed period.

- (a) Internship Training
- (b) Job Rotation
- (c) Apprenticeship Programmes
- (d) Induction Training

Q20. Identify the function of management that brings back the management cycle back to the planning function.

- (a) Controlling
- (b) Directing
- (c) Staffing
- (d) Organising

Q21. Which factors are to be considered while determining Fixed Capital, out of the following?

- (A) Technology upgradation
- (B) Diversification
- (C) Credit allowed by suppliers
- (D) Operating efficiency
- (E) Seasonal factors

Choose the correct answer from the options given below:

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

Q22. Which of the following statements are correct regarding marketing management philosophies?

- (A) The main focus of Product concept is quantity of product
- (B) The main focus of production concept is quality of product
- (C) The main focus of selling concept is existing product

(D) The main focus of marketing concept is customer needs

(E) The main focus of societal concept is customer needs and society's well being

Choose the **correct** answer from the options given below:

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

Q23. A comprehensive plan for accomplishing an organisational objective is known as _____.

- (a) Objectives
- (b) Strategy
- (c) Policy
- (d) Procedure

Q24. Name the aspect representing obligation of subordinate to perform the assigned duty.

- (a) Authority
- (b) Responsibility
- (c) Accountability
- (d) Decentralisation

Q25. _____ helps to minimise dishonest behaviour on the part of the employees by keeping a close check on their activities.

- (a) Coordination
- (b) Organising
- (c) Staffing
- (d) Controlling

Q26. Arrange the following steps of staffing function of management in correct sequence.

- (A) Recruitment
- (B) Selection
- (C) Placement and Orientation
- (D) Training and Development
- (E) Performance Appraisal

Choose the **correct** answer from the options given below:

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

Q27. Select the correct statements about elements of Promotion Mix, out of the following:

- (A) Advertising is a personal form of communication
- (B) Advertising can cover the market in a short time
- (C) Personal selling is not rigid
- (D) Personal selling is not an impersonal form of communication
- (E) Personal selling can cover the market in a short time

Choose the **correct** answer from the options given below:

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

Q28. Which of the following statement is incorrect regarding techniques of controlling?

- (a) Personal observation method enables the manager to create psychological pressure on the employees to perform well.
(b) The statistical reports method allows one to form charts, graphs, tables, etc.
(c) Break-even analysis is a technique used by managers to study relationships between costs, volume and profits.
(d) Budgetary control is a technique in which all operations are not planned.

Q29. From the following identify the short term, negotiable, self-liquidating instrument used to finance the working capital requirements of burners firms.

- (a) Call Money
(b) Commercial Paper
(c) Commercial Bill
(d) Certificate Of Report

Q30. Match **List - I** with **List - II**

List-I		List-II	
(A)	Personal selling	(I)	Impersonal form of communication paid for by the marketers
(B)	Public Relations	(II)	Short term incentives for increasing sale
(C)	Advertising	(III)	Promote or protect a company's image
(D)	Sales promotion	(IV)	Oral presentation of message with customers for making sales

Choose the **correct** answer from the options given below:

- (a) (A)-(I), (B)-(II), (C)-(IV), (D)-(III)
(b) (A)-(IV), (B)-(I), (C)-(III), (D)-(II)
(c) (A)-(IV), (B)-(III), (C)-(II), (D)-(I)
(d) (A)-(IV), (B)-(III), (C)-(I), (D)-(II)

Q31. Match **List - I** with **List - II**

List-I (Factors affecting)		List-II (factors)	
(A)	Capital structure	(I)	Floataction cost

(B)	Capital Budgeting decision	(II)	The rate of return
(C)	Fixed capital	(III)	Collaboration Level
(D)	Working capital	(IV)	Production Cycle

Choose the **correct** answer from the options given below:

- (a) (A)-(I), (B)-(II), (C)-(III), (D)-(IV)
(b) (A)-(I), (B)-(IV), (C)-(II), (D)-(III)
(c) (A)-(I), (B)-(IV), (C)-(III), (D)-(II)
(d) (A)-(I), (B)-(III), (C)-(IV), (D)-(II)

Q32. Identify the concept that provides the framework which enables the enterprise to function as an integrated unit by regulating and coordinating the responsibilities of Individuals and departments.

- (a) Organisation
(b) Organising
(c) Organisation structure
(d) Informal organisation

Q33. Which money market instrument is used for inter-bank transactions?

- (a) Commercial paper
(b) Treasury bill
(c) Certificate of Deposit
(d) Call money

Q34. Identify, which of the following is not an objective of SEBI.

- (a) To regulate issue of shares in Foreign market
(b) To regulate stock exchanges and their orderly functioning
(c) To regulate and develop a code of conduct for stock brokers
(d) To protect the rights and interests of investors

Q35. "Simplifying procedures for imports and exports." The above statement is related to _____ concept of economic environment in India.

- (a) Globalisation
(b) Privatisation
(c) Economic structure
(d) Liberalisation

Q36. It refers to the behaviour choices an individual makes for success in entrepreneurship.

- (a) Attitude and values
(b) Intellectual ability
(c) Morals
(d) Beliefs

Q37. Under functional foremanship Taylor proposed.

- (a) Two specialists
(b) Four specialists
(c) Six specialists
(d) Eight specialists

- Q38.** It implies a desire to accomplish something difficult.
(a) Need for Power
(b) Need for Achievement
(c) Need for Affiliation
(d) Need for Autonomy

- Q39.** These plans are strict, rigid and specific statements that inform what is to be done.
(a) Policy
(b) Rule
(c) Objective
(d) Procedure

- Q40.** Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work place.
Name the training method, explained here.
(a) Case study
(b) Programmed instructions
(c) Vestibule training
(d) Internship training

Direction for the question 41 to 45: Read the following passage and answer question.

Directing refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. Directing is a managerial process which takes place throughout the life of the organisation irrespective of people occupying managerial positions. In the organisation every individual effort contributes to the organisational performance. Thus, it ensures that the individual work for organisational goals.

One of the principles of Directing emphasises that directing techniques must help every individual in the organisation to contribute to his maximum potential for achievement of organisational objectives. In the organisation different techniques are used to motivate people such as pay, bonus, promotion, recognitions, praise, responsibility etc. and also different financial incentives are used. Under one of such incentive schemes employees are offered company shares at a predetermined price which is lower than market price.

- Q41.** "Directing takes place throughout the life of the organisation irrespective of people occupying managerial positions." Identify the feature of directing being reflected here.
(a) Directing takes place at every level of management
(b) Directing initiates action
(c) Directing flows from top to bottom
(d) Directing is a continuous process
- Q42.** "In the organisations every individual contributes to the organisational performance thus it ensures that the individual works for organisational goal." Identify the importance of directing.
(a) Directing initiate actions
(b) Directing integrates employees' efforts

- (c) Directing guides employees
(d) Directing facilitates introduction of changes

- Q43.** "One of the principles of Directing emphasises that directing technique must help every individual in the organisation to contribute to his maximum potential for achievement of organisational goal".
Identify the principle of Directing being reflected above.

- (a) Harmony of objectives
(b) Unity of command
(c) Maximum individual contribution
(d) Principle of follow through

- Q44.** Identify the technique which is used to motivate people in an organisation to influence them to contribute their best?

- (a) Motive
(b) Leadership
(c) Supervision
(d) Motivator

- Q45.** Under which financial incentive schemes, employees are offered company's shares at a predetermined price which is lower than market price?

- (a) Retirement benefit
(b) Co-partnership
(c) Profit sharing
(d) Bonus

Direction for the question 46 to 50: Read the following passage and answer question.

Mr. Avinash has joined as a vice President of a manufacturing unit manufacturing garments. As a vice president, he was given the responsibility of increasing the production and efficiency of workers.

He observed that managers relied on their personal judgement while attending to the problems they confronted. So, he recommended work study which will result in saving time, effort and increasing efficiency.

He also noticed that management was not honouring their commitment.

He surveyed the market too. His study of the survey showed that demand can be increased through diversification. He decided to diversify into footwear and handbags. He created divisions for garments, footwear and handbags and made the divisional managers responsible for performance. Each division is self-contained with respect to various functions like production, purchases, finance, marketing etc.

Now he decided to fill the various positions created with the right person. For this, he analysed the number and type of workers needed. He got his organisation registered at naukri.com.

- Q46.** Identify the designation level of Mr Avinash in the manufacturing unit.
(a) Top Level

(b) Middle Level (c) Lower Level (d) Operational Level Q47. 'Management is not honouring their commitment'. Identify the principle of Fayol being ignored in the above statement. (a) Unity of Command (b) Equity (c) Discipline (d) Remuneration Q48. 'Each division is self-contained with respect to various functions like production, purchases, marketing and finance'. Identify the type of organisational structure highlighted in the above Statement. (a) Administrative structure (b) Divisional structure	(c) Functional structure (d) Managerial structure Q49. Identify the Concept used by Mr. Avinash when he analysed the need for number and type of workers required. (a) Qualified workforce (b) Workload analysis (c) Workless analysis (d) Workforce analysis Q50. Identify the principle of management which emphasizes on creating place for people and things. (a) Initiative (b) Division of work (c) Esprit De Corps (d) Order
--	--

SOLUTIONS

S1. Ans. (c)

Sol. Complexity feature of Business Environment highlighted in the above lines.

S2. Ans. (a)

Sol. (A), (B), (C) and (D) only
Management is a group activity. Therefore, E is wrong.

S3. Ans. (d)

Sol. Correct Sequence

(B) Unsatisfied need

(D) Tension

(A) Drives

(C) Search behaviour

(E) Satisfied need

S4. Ans. (b)

Sol. Correct Sequence:

(B) Production Concept

(A) Product Concept

(D) Selling Concept

(C) Marketing Concept

(E) Societal Marketing Concept

S5. Ans. (b)

Sol. 'Planning leads to rigidity' is the limitation of planning which is discussed in the given statement.

S6. Ans. (a)

Sol. Correct Sequence:

(C) Setting performance standards

(D) Measurement of actual performance

(E) Comparison of actual performance with standards

(A) Analysing deviations

(B) Taking corrective actions

S7. Ans. (d)

Sol. The Capital Market segment of NSE provided on efficient and transparent platform for trading in equity, preference, debentures, exchange traded funds as well as State Government Securities.

S8. Ans. (b)

Sol.

List-I		List-II	
(A)	Production cycle	(IV)	Time span between receipt of raw material and their conversion into finished goods
(B)	Credit allowed	(III)	Increases the need of working capital
(C)	Operating efficiency	(I)	Is reflected in a higher inventory turnover ratio
(D)	Credit availed	(II)	Reduces the need of working capital

S9. Ans. (b)

Sol. The entry to a profession is free without restriction is incorrect about profession as no one can enter a profession without going through an examination or acquiring educational degree.

S10. Ans. (d)

Sol. Responsibility cannot be entirely delegated, so option (a) is incorrect. Accountability cannot be delegated, so option (b) is incorrect. Delegation does not mean abdication, so option (c) is incorrect.

S11. Ans. (a)

Sol. The organizations which operate on a high scale require more working capital not less working capital, so option (b) is incorrect. In case of boom, more working capital is required, so option (c) is incorrect. A liberal credit policy requires more amount of working capital, so option (d) is incorrect.

S12. Ans. (d)

Sol.

List-I		List-II	
(A)	Right to safety/ Right to be protected	(IV)	Qualitative specification like ISI mark
(B)	Right to be Informed	(I)	Complete Information about the products
(C)	Right to be heard	(III)	File a complaint in case of dissatisfaction with goods
(D)	Right to be assured	(II)	Freedom to access variety of goods

S13. Ans. (d)

Sol. To reduce a given line or product to fixed types, sizes and characteristics is an objective of Standardisation and Simplification techniques of Taylor.

S14. Ans. (b)

Sol. Correct Sequence:

(A) Identification of work

(B) Division of work

(D) Departmentalisation

(C) Assignment of duties

(E) Establishing reporting relationships

S15. Ans. (c)

List-I		List-II	
(A)	Time study	(IV)	Determining standard time taken

			for performing a well-defined job
(B)	Motion study	(III)	Study of various movements
(C)	Fatigue study	(I)	Amount and frequency of rest intervals to complete a task
(D)	Differential piece wage system	(II)	Different wage rate for efficient and inefficient workers

S16. Ans. (b)

Sol. (A), (D), and (E) only

S17. Ans. (c)

Sol. Established in 1875, Bombay Stock Exchange is oldest stock exchange in India.

S18. Ans. (c)

Sol. Asking consumers to avoid legal hassles is NOT true regarding role of NGOs (Non-Government Organizations) in consumer protection.

S19. Ans. (a)

Sol. In Internship Training educational institutions and business firms cooperate to provide practical knowledge and skills to the selected candidates carry on regular studies for the prescribed period.

S20. Ans. (a)

Sol. Controlling function of management that brings back the management cycle back to the planning function.

S21. Ans. (c)

Sol. (A) and (B) only

Rest other are factors to be considered while determining Working Capital.

S22. Ans. (c)

Sol. (C), (D), and (E) only

The main focus of Product concept is quality of product, not quantity, so (A) is incorrect. The main focus of production concept is quantity of product, not quality, so (B) is incorrect.

S23. Ans. (b)

Sol. A comprehensive plan for accomplishing organisational objectives is known as strategy.

S24. Ans. (b)

Sol. Responsibility is obligation of subordinate to perform the assigned duty.

S25. Ans. (d)

Sol. Controlling helps to minimise dishonest behaviour on the part of the employees by keeping a close check on their activities.

S26. Ans. (a)

Sol. Correct Sequence:
(A) Recruitment

(B) Selection

(C) Placement and Orientation

(D) Training and Development

(E) Performance Appraisal

S27. Ans. (b)

Sol. (B), (C) and (D) only

Advertising is an impersonal form of communication, not personal, so (A) is incorrect.

S28. Ans. (d)

Sol. 'Budgetary control is a technique in which all operations are not planned' is incorrect regarding techniques of controlling.

S29. Ans. (c)

Sol. Commercial Paper is short term, negotiable, self-liquidating instrument used to finance the working capital requirements of burners firms.

S30. Ans. (d)

List-I		List-II	
(A)	Personal selling	(IV)	Oral presentation of message with customers for making sales
(B)	Public Relations	(III)	Promote or protect a company's image
(C)	Advertising	(I)	Impersonal form of communication paid for by the marketers
(D)	Sales promotion	(II)	Short term incentives for increasing sale

S31. Ans. (a)

Sol.

List-I (Factors affecting)		List-II (factors)	
(A)	Capital structure	(I)	Floatation cost
(B)	Capital Budgeting decision	(II)	The rate of return
(C)	Fixed capital	(III)	Collaboration Level
(D)	Working capital	(IV)	Production Cycle

S32. Ans. (c)

Sol. Organisation structure provides the framework which enables the enterprise to function as an integrated unit by regulating and coordinating the responsibilities of Individuals and departments.

S33. Ans. (d) Sol. 'Call Money' is money market instrument is used for inter-bank transactions S34. Ans. (a) Sol. To regulate issue of shares in Foreign market is not an objective of SEBI. S35. Ans. (d) Sol. The above statement is related to Liberalisation concept of economic environment in India. S36. Ans. (a) Sol. Attitudes and Values refers to the behaviour choices an individual makes for success in entrepreneurship. S37. Ans. (d) Sol. Under functional foremanship Taylor proposed eight specialists. S38. Ans. (b) Sol. Need for Achievement implies a desire to accomplish something difficult. S39. Ans. (b) Sol. Rules are strict, rigid and specific statements that inform what is to be done. S40. Ans. (c) Sol. In Vestibule Training, employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work place. S41. Ans. (d) Sol. Directing is a continuous process feature of directing being reflected here.	S42. Ans. (b) Sol. 'Directing integrates employees efforts' is an importance of directing which is highlighted in the given statement. S43. Ans. (c) Sol. Maximum individual contribution principle of Directing is being reflected. S44. Ans. (d) Sol. Managers use different motivators to influence the activities of an employee to achieve the desired objective. S45. Ans. (b) Sol. Under Co-partnership financial incentive schemes, employees are offered company's shares at a predetermined price which is lower than market price S46. Ans. (a) Sol. Mr. Avinash is working at lower-level management. S47. Ans. (c) Sol. Discipline principle of Fayol is being ignored in the given statement. S48. Ans. (b) Sol. Divisional structure is being highlighted in the given statement. S49. Ans. (b) Sol. Workload analysis is used when Mr. Avinash analysed the need for number and type of workers required. S50. Ans. (d) Sol. Order principle of management which emphasizes on creating place for people and things.
--	--