

UGC NET - MANAGEMENT

MOCK TEST PAPER

- **PAPER - I** *This paper contains 50 objective type questions.*
Each question carries 2 marks.
Attempt all the questions.
- **PAPER - II** *This paper contains 100 objective type questions.*
Each question carries 2 marks.
Attempt all the questions.
- **Pattern of questions** : **MCQs**
- **Total marks (PAPER I & II)** : **300**
- **Duration of test** : **Paper I - 1 Hour**
 : **Paper II - 2 Hours**

PAPER-I

1. In union budget 2018-19, the government announced setting up Ekalavya Model Residential School, Consider the following statement about it.
(i) It will provide the best quality education to the tribal children in their own environment
(ii) by 2022 it will be build in every block with more than 50% ST population.
(iii) It will focus on preserving local art and culture.
Which of the statement given above is/are correct?
Select the answer using the codes given below:
(1) i and ii only (2) ii and iii only
(3) iii only (4) i, ii and iii
2. Which of the following statement is correct about the RISE by 2022 announced by government in Union budget 2018-19?
(1) It is to step up investments in Education.
(2) It is to step up investments in health.

- (3) It is to step up investments in telecommunication.
- (4) It is to step up investments in sports.
3. Which country to host the World Sustainable Development Summit – 2018 ?
- (1) South Africa (2) Nepal
(3) Brazil (4) India
4. Which HRD Ministry-appointed committee is drafting new National Education Policy (NEP)?
- (1) Ram Shanker Kureel committee
(2) K Kasturirangan committee
(3) V G S Rathore committee
(4) KJ Alphonse committee
5. With reference to Paris agreement on climate change, consider the following statements :
- I. It was signed by 195 nations in Dec 2015 at Paris
II. The main aim is to keep a global temperature rise this century well below 3 degrees Celsius
III. It further aims to drive efforts to limit the temperature increase even further to 1.5 degrees Celsius above pre-industrial levels
- Which of the above statements are correct ?
- (1) I and II (2) II and III
(3) I, II and III (4) I and III
6. Which of the following statements are correct?
- a. Parliament cannot alter the name and territory of J&K without the consent of the State legislature
- b. The Union shall have the power to suspend the State Constitution on the ground of failure to comply with the directions given by the Union.
- c. No proclamation of Emergency can be made by the President under Article 352 on the ground of “internal disturbance” in J&K without the concurrence of J&K Government
- Which of the above statements are correct ?
- (1) (a) and (b) (2) (b) and (c)

(3) (a) and (c)

(4) (a), (b), (c)

7. **Assertion (A):** Global warming is the increase in Earth's near-surface air and ocean temperatures.

Reason (R): The greenhouse effect is when water and carbon dioxide absorb outgoing infrared radiation, increasing the planet's temperature

Choose the correct code:

(1) Both (A) and (R) are correct (2) Both (A) and (R) are incorrect,

(3) (A) is true and (R) is true (4) (A) is false and (R) is true

8. Which of these pairs are correctly matched ?

a. The Vienna Convention : Protection of Ozone Layer

b. Montreal Protocol : Substances that Deplete the Ozone Layer

c. The Minamata Convention : Lead

(1) a only

(2) a and b only

(3) c only

9. Representation of the People (Amendment and Validation) Bill, 2013, brought two key changes. These changes were :

- Even if a person is prohibited from voting due to being in police custody or in jail, he can file nomination for an election.

- Definition of "disqualified" in the Act has been amended. disqualification has to be due to conviction for certain specified offences and can be on no other ground.

- Anyone in prison or on the lawful custody of the police (other than preventive detention) is not entitled to vote.

Select the correct answer using the codes given below.

(1) I and ii only

(2) I and iii only

(3) ii and iii only

(4) I, ii, iii

10. Match List – I and List – II and identify the correct code:

a. World Health Day

i. 16th September

b. World Population Day

ii. 1st December

c. World Ozone Day

iii. 11th July

d. World AIDS Day

iv. 7th April

Codes:

	a	b	c	d
(1)	i	ii	iii	iv
(2)	iv	iii	i	ii
(3)	ii	iii	iv	i
(4)	iii	iv	ii	i

11. Assertion (A): Water Borne diseases are largely caused by micro-organisms present in human or animal waste

Reason (R): Typhoid fever is a Water Borne diseases.

Choose the correct code:

- (1) Both (A) and (R) are correct
- (2) Both (A) and (R) are incorrect,
- (3) (A) is true and (R) is true
- (4) (A) is false and (R) is true

12. Which of the following statements regarding the meaning of research are correct

- a. Research refers to a series of systematic activity or activities undertaken to find out the solution of a problem
- b. It is a systematic, logical and an unbiased process wherein verification of hypothesis data analysis, interpretation and formation of principles can be done
- c. It is an intellectual enquiry or quest towards truth
- d. It leads to enhancement of knowledge

- (1) (a), (b) and (c) (2) (b), (c) and (d)
- (3) (a), (c) and (d) (4) (a), (b), (c) and (d)

13. Below are given two set – research methods (Set-I) and data collection tools (Set-II). Match the two sets and indicate your answer by selecting the correct code:

- | | |
|-----------------------------|-----------------------------------|
| A Experimental method | i Using primary secondary sources |
| B Ex post-facto method | ii Questionnaire |
| C Descriptive survey method | iii Standardized tests |
| D Historical method | iv Typical characteristics tests |

Codes:

A B C D

1. ii i iii iv

2. iii iv ii i

3. ii iii i iv

4. ii iv iii i

14. Consider the following statements :

- a. Teaching is the stimulation, guidance, direction and encouragement of learning
- b. Good teaching is as much about passion as it is about reason
- c. Good teaching is also about bridging the gap between theory and practice

Which of the above statements are correct ?

- (1) a and b
- (2) b and c
- (3) a and c
- (4) a, b and c

15. Consider the following statements about NITI Aayog :

- a. The National Institution for Transforming India, also called NITI Aayog, was formed via a resolution of the Union Cabinet on January 1, 2015
- b. NITI Aayog fosters Cooperative Federalism
- c. The President is its Chairman

Which of the statements given above is/are correct ?

- (1) a and b only
- (2) b and c only
- (3) a and c
- (4) a, b and c

16. Imagine you are working in an educational institution where people are of equal status. Which method of communication is best suited and normally employed in such a context?

- (1) Horizontal communication
- (2) Vertical communication
- (3) Corporate communication
- (4) Cross communication

17. An unsolicited e-mail message sent to many recipients at once is a

- (1) Worm
- (2) Virus
- (3) Threat
- (4) Spam

18. If the proposition 'All thieves are poor' is false, which of the following propositions can be claimed certainly to be true?

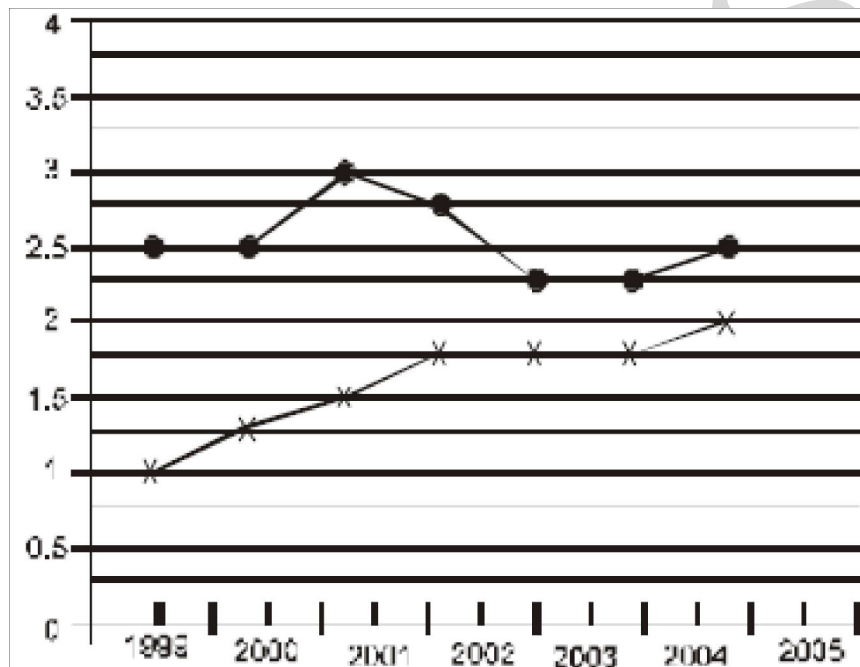
Propositions :

- (1) Some thieves are poor. (2) Some thieves are not poor.
(3) No thief is poor. (4) No poor person is a thief.

19. It is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.” which type of communication is this?

- (1) Oral communication (2) Written communication
(3) Non verbal communication (4) None

Questions 20-24 Study the following graph carefully to answer the given questions.
PRODUCTION OF TWO COMPANIES A AND B (IN CRORE UNITS) OVER THE GIVEN YEARS



20. For Company A, how much is the percent increase in production in 2000 from 1999?
(1) 0.25 (2) 2.5
(3) 25 (4) 12.5
21. How many units is the total production of Company A for the given years?
(1) 9 crores (2) 17.75 crores
(3) 12.25 crores (4) 11 crores
22. What is the difference in units produced by the two companies in 1999?
(1) 1,50,000,000 (2) 15,00,00,000

29. Why was the linguistic reorganization of the State accepted?
- (1) The States were not cooperating with the Central Government
 - (2) Non- Congress Governments in the States demanded such a reorganization of the States
 - (3) No common national language emerged
 - (4) Strong pressure from the States was exerted on the Central Government to create such States
30. Which, according to the passage, can be cited as an exercise in democratic practice in India before Independence?
- (1) The handing over of power by the British to India
 - (2) The Indianisation of the Indian Civil Service
 - (3) A neutral role played by the Army
 - (4) None of the above
31. The information to be collected in survey method are related to
- (1) Present Position
 - (2) Aims of the research
 - (3) The attainment of aim of research
 - (4) All of the above
32. One of the essential characteristics of research is
- | | |
|-----------------|----------------------|
| (1) Sensitivity | (2) Generalizability |
| (3) Usability | (4) Replicability |
33. Identify the main Principle on which the Parliamentary System operates.
- (1) Responsibility of Executive to Legislature
 - (2) Supremacy of Parliament
 - (3) Supremacy of Judiciary
 - (4) Theory of Separation of power
34. Match list I with list II and select the correct from the code given below :
- | | |
|---|----------------------------|
| List I (Institutions) | List II (Locations) |
| 1. Indian Veterinary Research Institute | i. Pune |
| 2. Institute of Armament Technology | ii. Izat Nagar |

3. Indian Institute of Science

iii. Delhi

4. National Institute for Educational Pannesi and Administrators

vi. Bangalore

(1) 1-ii, 2-i, 3-iv, 4-iii

(2) 1-ii, 2-iv, 3-ii, 4-iii

(3) 1-ii, 2-iii, 3- I, 4- iv

(4) 1-iv, 2-iii, 3-ii, 4-i

35. The prime minister of India is appointed from _____

(1) The leading Party in Lok Sabha

(2) The Leading Party in Rajya Sabha

(3) The leading party in Lok Sabha and Rajya Sabha combined

(4) None of the above

36. The study of interrelations between Organism and their environment is called_____

(1) Biosphere

(2) Ecology

(3) Synecology

(4) Autecology

37. The term ICT is now also used to refer to the convergence of

(1) Audio visual

(2) Telephone network

(3) Both (1) and (2)

(4) None

38. Fossil Fuels include

(1) Oil

(2) Natural Gas

(3) Coal

(4) All of the above

39. Noise in excess of _____ is called noise pollution

(1) 40-65 db

(2) 60-70 db

(3) 80-100 db

(4) None of the above

40. Effectiveness of teaching depends on _____

(1) Handwriting of Teacher

(2) Speaking ability of Teacher

(3) Qualification of the Teacher

(4) Subject Understanding of the Teacher

41. The participation of students will be maximum if _____ method is used for teaching.

(1) Text Books

(2) Discussion Method

(3) Conference Method

(4) Lectures

42. In following questions, number series is given. One of the numbers in each series is wrong. After searching wrong number find the correct number in its place.

510, 254, 126, 64, 30, 14, 6

(1) 252

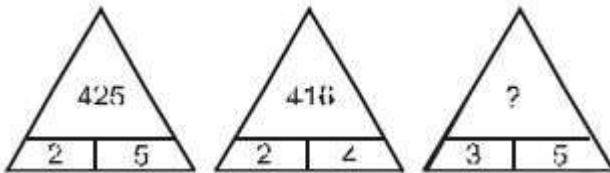
(2) 62

(3) 130 (4) 9

43. Which reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises?

- (1) Deductive (2) Inductive
(3) Abductive (4) All

44. Insert the missing number or letter from among the given alternatives.



- (1) 140 (2) 280
(3) 875 (4) 925

45. In the following question assuming the given statements to be true, find out which of the two assumptions I and II given below them is/are definitely true give answer as.

- (1) Only assumption I is implicit
(2) Only assumption II is implicit
(3) Either I or II is implicit
(4) Neither I nor II is implicit
(E) Both I and II are implicit

Statement: The State government has decided to appoint four thousand primary school teachers during the next financial year.

Assumptions:

I. There are enough schools in the state to accommodate four thousand additional primary school teachers.

II. The eligible candidates may not be interested to apply as the government may not finally appoint such a large number of primary school teachers.

46. What is the latest write-once optical storage media?

- (1) Digital paper (2) Magneto-optical disk
(3) WORM disk (4) CD- ROM disk

47. Which of the following identifies a specific web page and its computer on the Web?

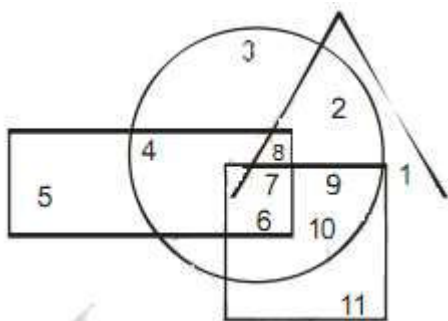
(1) Web site

(2) Web site address

(3) URL

(4) Domain Name

Direction (48-49) In the following figure, rectangle, square, circle and triangle represents the regions of wheat gram, maize and rice cultivation respectively. On the basis of the figure, answer the following questions.



48. Which of the area is cultivated for wheat and maize only?

(1) 8

(2) 6

(3) 5

(4) 4

49. Which of the area is cultivated for maize only?

(1) 10

(2) 2

(3) 3

(4) 4

50. Pointing to a photograph. Bajpai said, "He is the son of the only daughter of the father of my brother." How Bajpai is related to the man in the photograph?

(1) Nephew

(2) Brother

(3) Father

(4) Maternal Uncle

PAPER-II

1. The salient features of India's Foreign Trade Policy are:
- i. India to be made a significant participant in world trade by 2020
 - ii. Merchandize exports from India (MEIS) to promote specific services for specific Markets Foreign Trade Policy
 - iii. Focus on labour-intensive sectors.
 - iv. FTP 2015-20 introduces two new schemes, namely "Merchandise Exports from India Scheme (MEIS)" and "Services Exports from India Scheme (SEIS)"

Codes:

- | | |
|-----------------------------------|-------------------------------|
| (1) All (i), (ii), (iii) and (iv) | (2) (i), (ii) and (iii) only |
| (3) (i), (iii) and (iv) only | (4) (ii), (iii) and (iv) only |

2. Which of the following statements are correct regarding World Trade organisation?

1. The World Trade Organization (WTO) is the only global international organization dealing with the rules of trade between nations.
2. Kazakhstan is the latest member to join WTO

- | | |
|------------|------------|
| (1) 1 only | (2) 2 only |
| (3) Both | (4) None |

3. Match the following:

List – I

List – II

- | | |
|----------------------------|---------------------|
| a. Functional Organisation | 1. F.W. Taylor |
| b. Transactional Analysis | 2. McClelland |
| c. Managerial Grid | 3. Eric Berne |
| d. Need Theory | 4. Blake and Mouton |

Codes:

- | | | | | |
|-----|---|---|---|---|
| | a | b | c | d |
| (1) | 1 | 3 | 4 | 2 |
| (2) | 1 | 2 | 3 | 4 |
| (3) | 4 | 3 | 2 | 1 |
| (4) | 2 | 1 | 4 | 3 |

4. Under Alderfer's ERG theory, the three core needs are
- (1) Emotional, Relational, and Growth
 - (2) Emotional, Rational and Growth
 - (3) Existence, Reliability and Gain
 - (4) Existence, Relatedness and Growth
5. India has signed bilateral Free Trade Agreements (FTAs) with several Asian economies but which one of following Asian country India never signed a bilateral Free Trade Agreements (FTAs) with?
- (1) Sri Lanka
 - (2) China
 - (3) Afghanistan
 - (4) Thailand
6. Development of organizing and intervening skills in group processes, usually takes place in case of
- (1) Sensitivity training
 - (2) Survey feedback
 - (3) Team building
 - (4) Process consultation
7. Which of the following are the generic strategies suggested by Porter that might adopt to make their organizations more competitive?
- I. Divestiture.
 - II. Focus.
 - III. Cost leadership.
 - IV. Differentiation.
- (1) Only (II) above
 - (2) Both (I) and (II) above
 - (3) Both (III) and (IV) above
 - (4) (II), (III) and (IV) above
8. A situation where any advantage given by one member of the WTO to another member must be extended to all WTO members.
- (1). The intra-regional principle
 - (2). The most favoured nation principle
 - (3). The excessive invoicing principle
 - (4). The comparative advantage principle
9. Which of the following deals with "what, why, when and how" tasks to be performed?
- (1) Job Analysis
 - (2) Job Description

(3) Job Specification (4) Job Enrichment

10. Which of the following statements is false concerning V room's expectancy theory?
(1) It is based on self-interest where each employee seeks to maximize personal satisfaction

(2) Managers' must understand which rewards employees will positively value

(3) The employee must see the connection between performance and rewards

(4) The theory is concerned with reality, not perceptions

11. Which of the following statements is/are true about executive support systems?

I. They provide market intelligence, investment intelligence and technology intelligence.

II. They make greater use of analytical models and are less interactive.

III. They support decision-making at the top level of management.

(1) Only (I) above

(2) Only (II) above

(3) Only (III) above

(4) Both (I) and (III) above

12. Match the items given in Column – I with most appropriate options given in Column – II:

Column – I

a. Conditions imposed by a Government in respect of foreign investment

b. Information with commercial value

c. Monopoly right granted by law

Column – II

i. Patents

ii. Intellectual Property Right

iii. TRIMs

Codes:

a b c

(1) iii i ii

(2) iii ii i

(3) ii iii i

(4) ii i iii

13. For an MBO (Management by objectives) system to work, the business unit's objectives must meet ___ criteria.

(1) 5

(2) 2

(3) 3

(4) 4

14. Propensity of people to consume is an example of an ____ variable. .
- (1) Political (2) Economic
(3) Social (4) Demographic
15. The belief that businesses that help in solving difficult social problems create a desirable community and attract and keep skilled employees is known as which argument for social responsibility ?
- (1) Ethical obligation (2) Public image
(3) Better environment (4) Possession of resources
16. Aggressive involvement in a chronic, incessant struggle to achieve more in less time, even against opposition from others is the characteristic of people belonging to.
- (1) Type A personality (2) Locus of control
(3) Type B personality (4) None of above.
17. What is the nature of management interaction in the case of a mechanistic organization?
- (1) Flat (2) Horizontal
(3) Vertical (4) Responsive.
18. Which of the following are most important decisions that managers make?
- (1) Functional (2) Programmed
(3) Non – programmed (4) Tactical
19. Ego strength and locus of control are _____ that influence an individual's ethical behavior.
- (1) Values, (2) Beliefs
(3) Personality variables (4) Structural variables.
20. Motivation is a _____ stale.
- (1) Sociological (2) Psychological
(3) Physiological (4) Biological
21. Employees must be given the tools and resources they need to be creative. One of the most valuable resources is:
- (1) Time (2) Money
(3) Rules & guidelines (4) Providing Challenges

22. _____ is not an operative function of human resource management.
- (1) Employee Relations (2) Compensation of employees
(3) Organizing (4) Employment
23. The point rating method is a quantitative technique & job evaluation. What are the advantages of this method?
- i. The system is accurate & dependable
ii. It is a simple technique.
iii. It is a quits & inexpensive method.
iv. Wage differentials are likely to be systematic
And in accordance with the content of each job.
- (1) Only i & ii (2) Only i & iii
(3) Only ii & iii (4) Only i & iv
24. Law of diminishing return is not relevant when.
- (1) All labors are equally efficient.
(2) The time period is short.
(3) All factors of input are increased by the same proportion.
(4) Capital is held constant.
25. Which of the following methods does a firm resort to avoid dividend payments?
- (1) Share Splitting (2) Right issue
(3) Bonus Shares (4) Declaring bonus Shares
26. Tight cost control is associated with which of the following strategies?
- (1) Market segmentation strategy
(2) Market dominance strategy
(3) Cost leadership strategy
(4) Differentiation Strategy
27. _____ Provides a way for individual investors to support socially responsible companies.
- (1) NASDAQ (2) Going green
(3) A band (4) A socially responsible mutual stock bond

28. Which of the following comes under the broad definition for factors of production?
- (1) Technology (2) Innovation
(3) Capital (4) Patent right
29. Which of the following aggregate planning strategies is a “capacity option”?
- (1) Influencing demand by changing price.
(2) Counter -seasonal product mixing
(3) Influencing demand by extending lead times.
(4) Changing inventory levels.
30. Over the past 25 years, all of these areas of legal environment have influenced HRM except:
- (1) Equal employment opportunity legislation
(2) Employees pay and benefits
(3) Employee competition legislation
(4) Job security
31. Which of following has a negative impact on the share price?
- (1) Unexpected dividend increase
(2) Unexpected dividend initiation
(3) Unexpected dividend decrease
(4) None of the above
32. A _____ consists of people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers.
- (1) Management information system
(2) Marketing information system
(3) Financial information system
(4) Management intelligence plan
33. The _____ process is the process of evaluating each market segment's attractiveness and selecting one or more segments to enter.
- (1) Market Positioning (2) Market Targeting
(3) Market Differentiation (4) Market Segmentation

- 34.** Which of the following is not a characteristic of a money market instrument?
- (1) Liquidity (2) Marketability
(3) Long maturity (4) Liquidity premium
- 35.** Which tool of the promotional mix is defined as any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor?
- (1) Advertising (2) Public relations
(3) Direct marketing (4) Sales promotion
- 36.** _____ is direct communications with carefully targeted individual consumers to obtain an immediate response.
- (1) Personal selling (2) Public relations
(3) Direct marketing (4) Sales promotion
- 37.** Two major factors are changing the face of today's communications. One of these factors is the fact that:
- (1) Costs of promotion are rising.
(2) Mass markets are fragmented and marketers are shifting away from mass marketing.
(3) Global communications are not growing rapidly enough.
(4) Managers have achieved more power and control.
- 38.** Which type of marketing system is used when a company is involved in more than one type of distribution arrangement?
- (1) Independent vertical marketing system
(2) Partially integrated vertical marketing system
(3) Fully integrated vertical marketing system
(4) Dual vertical marketing system
- 39.** Which statement about product/trademark franchising is correct?
- (1) Franchised dealers sometimes agree to operate under suppliers' names.
(2) Dealers operate under the strict control of suppliers.
(3) Suppliers determine store hours and location.
(4) Examples are restaurants and real estate establishments.
- 40.** By security in e-commerce we mean
- (i) Protecting an organization's data resource from unauthorized access
(ii) Preventing disasters from happening

- (iii) Authenticating messages received by an organization
- (iv) Protecting messages sent on the internet from being read and understood by unauthorized persons/organizations

- (1) i, ii
- (2) ii, iii
- (3) iii, iv
- (4) i, iii, iv

41. Which of the following is not an element of a service firm's communication mix?

- (1) Personal selling
- (2) Sales promotion
- (3) Positioning strategy
- (4) Publicity and public relations

42. Which of the following best describes the concept of the value chain?

- (1) Adding financial value to an organization through the acquisition of other firms
- (2) The step-wise increases in product prices as raw materials are turned into goods/services
- (3) The steps in manufacturing that add value to finished products
- (4) All steps in the transformation process that add value even if they don't come from manufacturing

43. The parts of a network that represent the origins are

- (1) The axes
- (2) The flow
- (3) The nodes
- (4) The arrows

44. Put into chronological order on the basis of development:

1. Law of demand
2. Law of indifference
3. Law of diminishing marginal utility
4. Revealed preference curve
5. Indifference curve

Codes:

- (1) 1, 2, 3, 4, 5
- (2) 1, 5, 3, 4, 2
- (3) 1, 3, 2, 5, 4
- (4) 1, 3, 4, 2, 5

45. Match the following:

List-I

- a. Principle of Economics
- b. Diamond Water. Paradox

List-II

- 1. Gunner Myrdal
- 2. J. K Galbraith

- c. Value and Capital
- d. Asian Drama
- e. Language of Economics

- 3. Alfred Marshall
- 4. J. R Hicks
- 5. Adam Smith

Codes:

a b c d e

- (1) 1 2 3 5 4
- (2) 2 4 3 5 1
- (3) 5 2 3 1 4
- (4) 3 5 4 1 2

46. Assertion (A): According to Taylor, one best way of doing each task leads to increase in productivity in organization.

Reason (R) : It was the management responsibility alone to find out this one best way.

Codes:

- (1) A and R are true and R is the correct explanation of A.
- (2) A and R are true but R is not the correct explanation of A.
- (3) A is true but R is false.
- (4) A is false but R is true

47. The Scientific Management is based upon which of the following assumptions?

- 1. Application of the scientific methods to organizational problems leads to efficiency.
- 2. The good worker is one who accepts orders, but does not initiate actions.
- 3. Worker is more important than the work.
- 4. Each worker is interested in maximizing his monetary rewards.

Select the correct code:

- (1) 1, 2 and 3
- (2) 1, 2 and 4
- (3) 2, 3 and 4
- (4) 1, 2, 3 and 4

48. Which of the following is an example of random sampling techniques?

- (1) Taking the name of every person in a telephone book
- (2) Generating a list of numbers by picking numbers out of a hat and matching these numbers to names in the telephone book

(3) Taking every tenth or twentieth name from a list of everybody in the telephone book

(4) None of these

49. What does the following definition refer to?

'Achieving marketing objectives through the use of any electronic communications technology'

(1) Internet marketing

(2) E-commerce

(3) E-marketing

(4) E-business

50. Which of the following statements concerning the operations management decision is relevant to services?

(1) There are many objective quality standards.

(2) The customer is not involved in most of the process.

(3) The work force's technical skills are very important.

(4) Labor standards vary depending on customer requirements.

51. A strategy is a(n)

(1) Plan for cost reduction

(2) Broad statement of purpose

(3) Simulation used to test various product line options

(4) Action plan to achieve the mission

52. Which of the international operations strategies uses import/export or licensing of existing products?

(1) International strategy

(2) Global strategy

(3) Transnational strategy

(4) Multidomestic strategy

53. Mergers and acquisitions in unrelated industries are called:

(1) Horizontal mergers

(2) Vertical mergers

(3) Conglomerate mergers

(4) Privatization

54. At corporate level, diversification comes about when a firm is involved in two or more:

(1) Businesses

(2) Markets

(3) Segments

(4) Industries

55. One of the quickest and cheapest ways to develop a global strategy is through _____.
- (1) Exporting
 - (2) Wholly owned subsidiaries
 - (3) Strategic alliances
 - (4) Importing
56. Entrepreneurship is a constant process that relies on:
- (1) Creativity, innovation, and profit.
 - (2) The ability to win over the consumer.
 - (3) Creativity, innovation, and application in the marketplace.
 - (4) Intellectual property rights.
57. The philosophy of zero defects is
- (1) Unrealistic
 - (2) Prohibitively costly
 - (3) An ultimate goal; in practice, 1 to 2% defects is acceptable
 - (4) Consistent with the commitment to continuous improvement
58. Pareto charts are used to
- (1) Identify inspection points in a process
 - (2) Organize errors, problems or defects
 - (3) Outline production schedules
 - (4) Show an assembly sequence
59. Which of the following is the risk associated with the retail banking?
- (1) Strong recovery strategy
 - (2) Definite lending limits
 - (3) Effective credit process and proposals
 - (4) Inadequate risk pricing
60. In which of the following phases, entrepreneurs begin sharing the ideas with a few close friends in the organization?
- (1) The solo phase.
 - (2) The network phase.
 - (3) The Bootleg phase.
 - (4) The formal team building phase.
61. Which of the following factor (s) does not help in creating an entrepreneurial environment in the organization?
- (1) Self - selection.
 - (2) Group appraisal.
 - (3) No Handoffs.
 - (4) The Doer decides.

62. All managers play the role of hiring, training, motivating and disciplining employees. This role may be termed as:
- (1) Figurehead role
 - (2) Leadership role
 - (3) Liaison role
 - (4) None of the above
63. The capacity of human beings to change would be virtually unrestricted in which of the following situations?
- (1) If internal factors alone determine human behavior.
 - (2) If external factors alone determine behavior.
 - (3) If both internal and external factors determine behavior.
 - (4) If neither internal nor external factors determine behavior.
64. Which of the following is not a benefit accruing to an organization because of its grievance redressal procedure?
- (1) It helps to maintain harmonious industrial relations.
 - (2) Previous knowledge and experience, captured in the grievance redressal system helps the management when formulating major plans like plant expansion or installation of the latest technologies.
 - (3) It keeps a check on supervisors indulging in biased decisions.
 - (4) Grievance redressal procedures insulate the top management from the problems of the employees.
65. Benefits of international trade are limited to
- (1) Tangible goods.
 - (2) Intangible goods.
 - (3) All goods but not services.
 - (4) None of the above.
66. The theory of purchasing power parity says that
- (1) The inflation rates in two countries are unrelated
 - (2) The exchange rate reflects the inflation rate difference between two countries in the opposite direction
 - (3) The inflation rate is greater than the interest rate
 - (4) The interest rate is greater than the inflation rate
67. Which of the international operations strategies involves low cost reductions and low local responsiveness?
- (1) International strategy
 - (2) Global strategy
 - (3) Transnational strategy
 - (4) Multidomestic strategy

68. Which of the following is not a characteristic of a person with high need for achievement?
- (1) Does not like to shoulder responsibility.
 - (2) Likes to take risks.
 - (3) Tends to be innovative.
 - (4) Shows tolerance to ambiguity.
69. Which of the following is not a part of the process of organizational development?
- (1) Data gathering.
 - (2) Organizational diagnosis.
 - (3) Action interventions.
 - (4) Feedback.
70. Which of the following is not a difference between Intrapreneurship and entrepreneurship?
- (1) Intrapreneurship is often restorative whereas individual entrepreneurship is development.
 - (2) In individual entrepreneurship, the "enemy" is the market but in the case of intrapreneurship, the corporate culture may be the primary foe.
 - (3) Intrapreneur does not have the ownership of the new venture created nor is completely independent whereas an individual entrepreneur is completely independent and has complete ownership.
 - (4) The intrapreneur has no access to company's fund while individual entrepreneur, on the other hand has to use his personal wealth or scramble to obtain funding.
71. A computer based information system which increases the efficiency and productivity of managers and office through document and message processing is known as a/an _____.
- (1) Decision support system (DSS).
 - (2) MIS
 - (3) Office automation system
 - (4) Transaction processing system.
72. The manufacturer of a wide range of consumer goods, follow a policy that allows employees to approach managers at any time and discuss their problems with them. What type of policy is the company following?
- (1) Open door policy
 - (2) Exit interviews
 - (3) Attitude questionnaire
 - (4) Participative decision - making technique.

73. If a person fails to get promoted due to his poor rating in the annual performance appraised, but attributes this to poor managerial assessment of his capabilities, he is considered to have focus of control.
- (1) Internal (2) External
(3) Agreeable (4) Conscientious
74. _____ refers to all the extrinsic rewards received by the employee of an organization during and after the course of the job, for his/her contributions to the organization.
- (1) Bonus (2) Compensation
(3) Fringe Benefits (4) Incentives
75. In the _____ method of conflict resolution, both the parties emerge as "Winners".
- (1) Compromise (2) Problem solving
(3) Mediation (4) Accommodation
76. Dumping is an example of:
- (1) Monopolistic practice in international trade.
(2) Monopoly practice in international trade.
(3) Oligopoly practice in international trade.
(4) Perfect competition in international trade.
77. When the required rate of return on a bond is greater than the coupon rate.
- (1) The premium on the bond declines as maturity approaches.
(2) The discount on the bond declines as maturity approaches.
(3) The value of the bond is greater than its par value.
(4) The greater is its price change in response to a given change in the required rate of return.
78. Which of the following statements regarding IRR is true?
- (1) A project can have only one IRR.
(2) If IRR is that the firm's cost of capital, the project should be rejected.
(3) A project can have multiple IRRs depending on the cash flow streams.
(4) Both (2) & (3) above.
79. A simple correlation can be defined as the tendency of _____ .
- (1) Independent variation (2) Dependent variation

86. Which of the following approaches is neither immoral nor moral and simply ignores ethical considerations?
- (1) Moral management (2) Amoral management
(3) Immoral Management (4) Both (1) & (3)
87. Which of the following is an argument against the involvement of businesses in social welfare activities?
- (1) Balance of responsibility and power.
(2) Excessive costs.
(3) Favorable public image
(4) Protecting shareholders interests.
88. In what way are Distribution Resource Planning (DRP) and Material Requirements Planning (MRP) similar?
- (1) Both employ similar logic and procedure.
(2) Both are employed in a manufacturing organization.
(3) Both work most efficiently with largest lot sizes.
(4) Both are employed by retail organization.
89. Managers have to play several roles while performing their duties. One of these roles, called the interpersonal relationships involved. The interpersonal roles of a manager includes _____
- (i) Liaison role (ii) Leadership role
(iii) Figurehead role (iv) Information role
- (1) Only i, ii and iii (2) Only i and ii
(3) Only i and iv (4) Only ii and iii
90. Interest free loans provided by companies to their employees, are an example of _____.
- (1) Benefits (2) Incentives
(3) Bonus (4) Performance based rewards.
91. When a company enters a new product category for which its current brand names are not appropriate, it will likely follow which of the following brand strategies?
- (1) Product extensions (2) Line extensions
(3) Brand extensions (4) New Brands

- 92.** The type of sales presentation approach that requires good listening and problem solving skills is the:
- (1) Canned approach
 - (2) Formula approach
 - (3) Need - satisfaction approach
 - (4) Critical - thinking approach.
- 93.** The five forces that affect the level of competition in an industry are:
- (1) Threat of entrants; power of buyers; power of suppliers; threat of substitutes; competitive rivalry.
 - (2) Threat of buyers; power of entry; power of substitutes; threat of suppliers; threat of recession.
 - (3) Threat of recession; power of buyers; power of suppliers; threat of management failure; competitive rivalry.
 - (4) Threat of entry; power of buyers; power of suppliers; threat of substitutes; government action.
- 94.** Companies go international for a number of different reasons. Which of the following is not a defensive reason for going international?
- (1) To protect domestic market.
 - (2) To explore new market.
 - (3) To acquire new technology
 - (4) To diversity geographically.
- 95.** The market value of the firm is result of
- (1) Dividend decision
 - (2) Working capital decision.
 - (3) Capital budgeting decisions
 - (4) Trade of between risk and return.
- 96.** The starting point for preparing the master budget is the.
- | | |
|-----------------------|----------------------------|
| (1) Inventory policy | (2) Sales Budget |
| (3) Production budget | (4) Budgeted balance sheet |

- 97.** Which of the following statement is/are true?
- (1) For non - simple mixed investment all the appraisal criteria can be applied.
 - (2) NPV is not suitable for the non - simple mixed investment.
 - (3) BCR and NBCR criteria are not suitable to evaluate non - simple mixed investment.
 - (4) IRR is not suitable for simple investment.
- 98.** Acc. to net operating Income Approach.
- (1) The overall capitalization rate of the firm decreases as the degree of leverage increases.
 - (2) The cost of debts increases with increase in degree of leverage.
 - (3) The overall capitalization rate increases as the degree to leverage increase.
 - (4) The market is assumed to capitalize the firm at a discount rate that is independent of the firm's degree of leverage.
- 99.** A company issues one right share for every 4 shares held at a subscription price of Rs. 60 per share. The current market price of the share is Rs. 80. Value of share is
- (1) Rs. 4
 - (2) Rs. 5
 - (3) Rs. 15
 - (4) Rs. 26
- 100.** Which of the following appraisal technique helps in achieving the objective of shareholders wealth maximization?
- (1) IRR
 - (2) Accounting Rate of Return
 - (3) NPV
 - (4) Both (1) and (2) above

ANSWER KEY

PAPER-I

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	4	1	4	2	4	3	1	2	1	2	1	4	3	4	1	1	4	2	3	3
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	4	1	2	4	1	4	1	3	4	2	4	3	1	1	1	2	3	4	3	4
Question	41	42	43	44	45	46	47	48	49	50										
Answer	2	2	1	4	1	4	4	4	3	4										

PAPER-II

Question	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Answer	3	1	1	4	2	1	4	2	2	4	4	2	4	2	3	1	3	3	3	2
Question	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Answer	1	3	4	3	3	3	4	3	4	3	3	2	2	3	1	3	2	4	1	4
Question	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
Answer	3	4	3	3	4	2	2	2	3	4	4	1	3	4	3	3	4	2	4	2
Question	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
Answer	2	2	2	4	4	2	1	1	4	4	3	1	2	2	2	1	2	4	2	2
Question	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Answer	3	3	2	2	3	2	2	1	1	1	4	3	1	1	4	2	3	4	1	4

HINTS AND SOLUTIONS

PAPER-I

1.(4) Eklavya schools will be established for scheduled caste (SC) and schedule tribe students by 2022 on the lines of Navodaya schools.

They will be model residential schools set up in each Block. It will in areas with more than 50% tribal areas and 20,000 tribal people.

These schools will be part of Navodaya Vidyalayas. It will provide training in sports and skill development.

It has special facilities for preserving local art and culture.

2.(1) Revitalising Infrastructure and Systems in Education (RISE) Scheme :

RISE scheme aims to lend low-cost funds to government higher educational institutions. It will be launched with a total investment of Rs. 1 lakh crore in the next

four years. It will be financed via restructured higher education financing agency (HEFA), a non-banking financial company.

3.(4) The World Sustainable Development Summit–2018 was held in New Delhi on February 16.

The summit will address a wide variety of issues, including combating land degradation and air pollution, effective waste management and create financial mechanisms to enable effective climate change mitigation.

The theme of the 2018 Summit is–Partnerships for a Resilient Planet, which seeks to create action frameworks to resolve some of the most urgent challenges facing developing economies in the backdrop of climate change.

It seeks to bring together on a common platform, global leaders and thinkers in the fields of sustainable development, energy and environment sectors.

4.(2) The 9-member committee, headed by former ISRO chief K Kasturirangan, was constituted by the Union HRD Ministry to draft new National Education Policy (NEP) on June 2017. The committee will submit its report by March 31, 2018. The existing NEP was framed in 1986 and revised in 1992.

5.(4) An historic agreement to combat climate change and unleash actions and investment towards a low carbon, resilient and sustainable future was agreed by 195 nations in Paris in Dec 2015.

The Paris Agreement for the first time brings all nations into a common cause based on their historic, current and future responsibilities.

The universal agreement's main aim is to keep a global temperature rise this century well below 2 degrees Celsius and to drive efforts to limit the temperature increase even further to 1.5 degrees Celsius above pre-industrial levels.

The 1.5 degree Celsius limit is a significantly safer defense line against the worst impacts of a changing climate.

6.(3) Under Part XXI of the Constitution of India, which deals with “Temporary, Transitional and Special provisions”, the State of Jammu and Kashmir has been accorded special status under Article 370. Even though included in 1st Schedule as 15th state, all the provisions of the Constitution which are applicable to other states are not applicable to J&K.

Special Features- J&K is the only state in India which has a Constitution of its own. The Constitution of J&K was enacted by a separate Constituent Assembly set up by the State and it came into force on 26th January 1957.

7.(1) Global warming is the increase in Earth's near-surface air and ocean temperatures. The greenhouse effect is when water and carbon dioxide absorb outgoing infrared radiation, increasing the planet's temperature. Greenhouse gases contribute to global warming. What is determined to be a greenhouse gas is any heat-trapping gas present in the Earth's atmosphere.

The two most common greenhouse gases are water vapor and carbon. These gases help absorb infrared radiation and regulate the Earth's climate. However, the increase in industrial production has increased the amount of greenhouse gases present in the atmosphere.

The increase in carbon dioxide emissions has made it difficult for heat to escape the atmosphere which in turn contributes to the warming effect.

8.(2) The Vienna Convention for the Protection of the Ozone Layer is a Multilateral Environmental Agreement. It was agreed upon at the Vienna Conference of 1985 and entered into force in 1988.

It acts as a framework for the international efforts to protect the ozone layer.

The Montreal Protocol on Substances that Deplete the Ozone Layer (a protocol to the Vienna Convention for the Protection of the Ozone Layer) is an international treaty designed to protect the ozone layer by phasing out the production of numerous substances that are responsible for ozone depletion.

The Minamata Convention on Mercury is an international treaty designed to protect human health and the environment from anthropogenic emissions and releases of mercury and mercury compounds.

The Convention was signed by delegates representing close to 140 countries on 19 January 2013 in Geneva and adopted later that year on 10 October 2013 on a Diplomatic Conference held in Kumamoto, Japan. The Convention is named after the Japanese city Minamata.

9.(1) In July 2013, Supreme Court had ruled that a person, who is in jail or in police custody, cannot contest elections to legislative bodies.

Representation of the People (Amendment and Validation) Bill, 2013 however, brought two key changes:

Firstly, even if a person is prohibited from voting due to being in police custody or in jail, as long as his name is entered on the electoral roll he shall not cease to be an elector. This implies that he can file nomination for an election. Secondly, definition of “disqualified” in the Act has been amended.

Prior to this act, the definition of disqualified means disqualified for either being chosen as or being a MP or MLA.

Secondly, definition of “disqualified” in the Act has been amended.

The amendment adds a ground to the definition that the disqualification has to be due to conviction for certain specified offences and can be on no other ground.

Conviction for only these certain offences would result in the person’s name being removed from the electoral roll and he would cease to be an elector.

10.(2)

11.(1) Water Borne diseases are largely caused by micro-organisms present in human or animal waste, which find their way into human body.

These diseases are infectious, which means that they can spread from one person to another.

So high standards of hygiene and sanitation are needed to stop the disease from spreading.

Waterborne diseases include:

- (i) Typhoid fever
- (ii) Giardia
- (iii) Dysentery
- (iv) Cholera
- (v) Diarrhoea (caused by a variety of pathogens)
- (vi) Hepatitis
- (vii) Polio
- (viii) Worms

12.(4) Research has been defined in a number of different ways.

A broad definition of research is given by Godwin Colibao: “In the broadest sense

of the word, the definition of research includes any gathering of data, information, and facts for the advancement of knowledge.”

Another definition of research is given by John W. Creswell, who states that “research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue”.

It consists of three steps: pose a question, collect data to answer the question, and present an answer to the question.

The Merriam-Webster Online Dictionary defines research in more detail as “a studious inquiry or examination; especially investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws.

13.(3) In descriptive survey method- we’ve to use questionnaires (Because it’s ‘survey).

Descriptive research is all about describing people who take part in the study.

There are three ways a researcher can go about doing a descriptive research project, and they are: Observational, Case study and Survey, defined as a brief interview or discussion with an individual about a specific topic

Historical method- we have to use primary and secondary sources.

Historical method comprises the techniques and guidelines by which historians use primary sources and other evidence, including the evidence of archaeology, to research and then to write histories in the form of accounts of the past.

In **experimental method-** we can collect data in a way that permit standardized tests. The experimental method is a systematic and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables.

An ex post facto research design is a method in which groups with qualities that already exist are compared on some dependent variable.

Also known as “after the fact” research, an ex post facto design is considered quasi-experimental because the subjects are not randomly assigned - they are grouped based on a particular characteristic or trait.

14.(4) According to Burton, Teaching is the stimulation, guidance, direction and encouragement of learning.

Good teaching requires some basics that a teacher should follow to achieve the main goal of teaching.

Good teaching is as much about passion as it is about reason. It's about not only motivating students to learn, but teaching them how to learn, and doing so in a manner that is relevant, meaningful, and memorable.

It's about caring for your craft, having a passion for it, and conveying that passion to everyone, most importantly to your students. Good teaching is also about bridging the gap between theory and practice. It is about listening, questioning, being responsive, and remembering that each student and class is different. It is about caring, nurturing, and developing minds and talents.

Diagnosis, Remedy, Direction and Feedback are required for good teaching.

15.(1) The National Institution for Transforming India, also called NITI Aayog, was formed via a resolution of the Union Cabinet on January 1, 2015.

NITI Aayog is the premier policy 'Think Tank' of the Government of India, providing both directional and policy inputs. While designing strategic and long term policies and programmes for the Government of India, NITI Aayog also provides relevant technical advice to the Centre and States.

The Government of India, in keeping with its reform agenda, constituted the NITI Aayog to replace the Planning Commission instituted in 1950.

An important evolutionary change from the past, NITI Aayog acts as the quintessential platform of the Government of India to bring States to act together in national interest, and thereby fosters Cooperative Federalism.

The Prime minister is its Chairperson.

16.(1) Horizontal communication is the communication where information or messages flows among the similar or same level statuses of people in the organizational structure.

Horizontal communication is the communication that flows laterally within the organization, involves persons at the same level of the organization. Horizontal communication normally involves coordinating information and allows people with

the same or similar rank in an organization to cooperate or collaborate. Thus in terms of statuses horizontal method is used.

17.(4) Spam is an irrelevant or unsolicited messages sent over the Internet, typically to large numbers of users, for the purposes of advertising, phishing, spreading malware, etc.

Spam is flooding the Internet with many copies of the same message, in an attempt to force the message on people who would not otherwise choose to receive it. Most spam is commercial advertising, often for dubious products, get-rich-quick schemes, or quasi-legal services.

18.(2) Propositions are contradictory when the truth of one implies the falsity of the other, and conversely.

if 'All thieves are poor' is false, then the proposition 'Some thieves are not poor' must be true.

19.(3) Non verbal communication is communication of feelings, emotions, attitudes, and thoughts through body movements / gestures / eye contact, etc.

$$\begin{aligned} \text{20.(3) \% increase} &= \frac{0.25 \text{ crore}}{1 \text{ crore}} \times 100 \\ &= 25\% \end{aligned}$$

21.(4) For company A

$$\begin{aligned} &1 + 1.25 + 1.5 + 1.75 + 1.75 + 1.75 + 2 \\ &= 11 \text{ crore} \end{aligned}$$

$$\begin{aligned} \text{22.(1)} \quad (2.5 - 1) \text{ crores} &= 1.5 \times 100 \text{ 00 000} \\ &= 150 \text{ 00 000} \end{aligned}$$

23.(2) Total production of B

$$\begin{aligned} &= 2.5 + 2.5 + 3 + 2.75 + 2.25 + 2.25 + 2.5 \\ &= 17.75 \end{aligned}$$

$$\text{Average production} = \frac{17.75}{7} = 2.55$$

24.(4) In year 2004.

25.(1) Qualitative data collection techniques were used as the primary research methods for this study. Participant and direct observation plus note taking were the most

important techniques used.

26.(4) Production was at very low level.

27.(1) Ethnic diversity of the people was not appropriately realized by the Central Government.

28.(3) Central economic planning found to be difficult because autonomy was given to the States in certain matters

29.(4) Because that time no common language emerged.

30.(2) "The Indianisation of the Indian Civil Service" , can be cited as an exercise in democratic practice in India before Independence

31.(4) The information to be collected in survey method are related to present position, aims of the research & the attainment of aim of research. Exposure units must be defined, must be considered in developing DQOs for project, or results may not be accepted.

Sufficient samples are required 8-10 samples when contaminant concentrations vary within a narrow range 10-15 sample when concentrations are less predictable
Calculate 90th Upper Confidence Limit (UCL)

32.(3) One of the essential characteristics of research is usability.

33.(1) A parliamentary system is a system of democratic government in which the ministers of the Executive Branch derive their legitimacy from and are accountable to a Legislature or parliament; the Executive and Legislative branches are interconnected. It is a political system in which the supreme power lies in a body of citizens who can elect people to represent them.

34.(1) IVRI is situated in Izat Nagar.

IAT is situated in Pune

IISc is situated in Bangalore

NIEPA is situated in Delhi.

35.(1) The prime minister of India is appointed from the leading Party in Lok Sabha.

36.(2) The study of interrelations between Organism and their environment is called ecology.

37.(3) The term ICT is now also used to refer to the convergence of audio-visual and telephone networks with computer networks through a single cabling or link system.

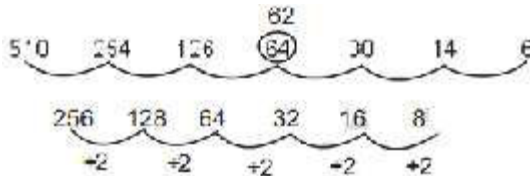
38.(4) Fossil fuels are fuels made by natural processes such as anaerobic decomposition of buried dead organisms. Ex. Oil, Natural gas, coal etc.

39.(3) Noise in excess of 80-100DB is called noise pollution.

40.(4) Effectiveness of teaching depends on Subject Understanding of the Teacher

41. (2) The participation of students will be maximum if Discussion Method is used for teaching.

42.(2)



“30, 64 is wrong & must be replaced by 62.

43.(1) Deductive reasoning determines whether the truth of a conclusion can be determined for that rule, based solely on the truth of the premises.

44.(4) $(2)^2 = 4$, $(5)^2 = 25 \Rightarrow 425$

$(2)^2 = 4$, $(4)^2 = 16 \Rightarrow 416$

$(3)^2 = 9$, $(5)^2 = 25 \Rightarrow 925$.

45.(1) Such decisions as given in the statement are taken only after taking the existing vacancies into consideration. So, I implicit while II does not implicit.

46.(4) CD-ROM disk is the latest write-once optical storage media

47.(4) Domain Name identifies a specific web page and its computer on the Web.

48.(4) The required region is the one which is common only to the rectangle and circle and is not a part of either the triangle or square

49.(3) The required region is the one which lies inside the circle but outside the rectangle, square and triangle,

50.(4) The man in the photo is the son of the sister of Bajpai. Hence, Bajpai is the maternal uncle of the man in the photograph.

PAPER-II

1.(3) The government is pitching India as a friendly destination for manufacturing and exporting goods, and the new policy is being seen as an important step towards realising that goal.

Some key features of the new Foreign Trade Policy:

- > India to be made a significant participant in world trade by 2020
- > Merchandize exports from India (MEIS) to promote specific services for specific Markets Foreign Trade Policy
- > FTP would reduce export obligations by 25% and give boost to domestic manufacturing
- > FTP benefits from both MEIS & SEIS will be extended to units located in SEZs
- > FTP 2015-20 introduces two new schemes, namely “Merchandise Exports from India Scheme (MEIS)” and “Services Exports from India Scheme (SEIS)”

2.(1) The World Trade Organization (WTO) is an intergovernmental organization which regulates international trade.

The WTO deals with regulation of trade between participating countries by providing a framework for negotiating trade agreements and a dispute resolution process aimed at enforcing participants’ adherence to WTO agreements, which are signed by representatives of member governments and ratified by their parliaments.

As of 2016, the WTO has 163 members. Liberia is the newest member, joining on 14 July 2016.

3.(1) Functional organization is a type of organizational structure that uses the principle of specialization based on function or role.

The concept of Functional organization was suggested by F.W. Taylor who recommended the appointment of specialists at important positions

Transactional analysis is a psychoanalytic therapy wherein social transactions are analyzed to determine the ego state of the patient (whether parent-like, child-like, or adult-like) as a basis for understanding behavior.

Eric Berne developed the concept and paradigm of transactional analysis in the late 1950s.

The managerial grid model (1964) is a style leadership model developed by Robert

R. Blake and Jane Mouton. This model originally identified five different leadership styles based on the concern for people and the concern for production. The optimal leadership style in this model is based on Theory Y.

Need theory, also known as Three Needs Theory, proposed by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context.

- 4.(4)** In an attempt to line up Maslow's Theory of Needs with empirical studies, Alderfer's ERG Theory elicits three core requirements: Existence, Relatedness, and Growth. According to Alderfer, the needs aren't in any order and any desire to fulfil a need can be activated at any point in time . This results in the lower level needs not requiring to be satisfied in order to satisfy a higher level need. Alderfer's ERG Theory can actually be utilized as a frustration-regression principle where an already satisfied lower level need can be "re-activated" when confronted with the impossibility of satisfying a higher level one.
- 5.(2)** Within Asia, India has signed bilateral FTAs with Sri Lanka , Afghanistan, Thailand, Singapore, Bhutan, Nepal , Korea , Malaysia and Japan . India and China have Free Trade Agreements under consideration.
- 6.(1)** Sensitivity training is concerned with
- (i) better understanding of group processes,
 - (ii) development of organizing and intervening skills in group processes and
 - (iii) better insight into one's own behavior and the way one is viewed by others.
- 7.(4)** The generic strategies developed by Porter to illustrate the kind of strategies managers might develop to make their organizations more competitive are as follows:
- I. Cost leadership.
 - II. Differentiation.
 - III. Focus.
- 8.(2)** In international economic relations and international politics, "most favoured nation" (MFN) is a status or level of treatment accorded by one state to another in international trade.

The term means the country which is the recipient of this treatment must, nominally, receive equal trade advantages as the “most favoured nation” by the country granting such treatment. (Trade advantages include low tariffs or high import quotas).

The members of the World Trade Organization (WTO) agree to accord MFN status to each other.

Exceptions allow for preferential treatment of developing countries, regional free trade areas and customs unions. Together with the principle of national treatment, MFN is one of the cornerstones of WTO trade law.

9.(2) Job description deals with what, why, when, and how tasks are to be performed. In other words, it is a written statement of work conditions, time involvement and job responsibilities.

This focuses on job. It consists of a written statement of the major and minor duties involved in each task along with a description of responsibilities, work conditions and task requirements e.g. hazards, time involvement etc. The job description, therefore, focuses on what, why, when and how tasks are to be performed.

10.(4) Expectancy theory (or expectancy theory of motivation) proposes an individual will behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be.

The theory is based upon the perception of employees as to whether they will actually get what they desire even if it has been promised by a manager.

Management must ensure that promises of rewards are fulfilled and that employees are aware of that.

11.(4) An executive information system (EIS), also known as an executive support system (ESS), is a type of management information system that facilitates and supports senior executive information and decision-making needs.

It provides easy access to internal and external information relevant to organizational goals.

EIS helps executives find data according to user-defined criteria and promote information-based insight and understanding.

Unlike a traditional management information system presentation, EIS can distinguish between vital and seldom-used data, and track different key critical activities for executives, both which are helpful in evaluating if the company is meeting its corporate objectives.

After realizing its advantages, people have applied EIS in many areas, especially, in manufacturing, marketing, and finance areas.

12.(2) The Agreement on Trade-Related Investment Measures (TRIMs) are rules that apply to the domestic regulations a country applies to foreign investors, often as part of an industrial policy.

Intellectual property rights (IPRs) are the protections granted to the creators of IP, and include trademarks, copyright, patents, industrial design rights, and in some jurisdictions trade secrets.

A patent is a form of right granted by the government to an inventor, giving the owner the right to exclude others from making, using, selling, offering to sell, and importing an invention for a limited period of time, in exchange for the public disclosure of the invention.

13.(4) Management by objectives (MBO), also known as management by results (MBR), was first popularized by Peter Drucker in his 1954 book “The Practice of Management.”

Management by objectives is the process of defining specific objectives within an organization that management can convey to organization members, then deciding on how to achieve each objective in sequence..

The objectives must meet four criteria: they must be (1) arranged in order of their importance, (2) expressed quantitatively, wherever possible, (3) realistic and (4) consistent with the organization’s policies.

14.(2) Propensity of people to consume is an economic variable. The proportion of the disposable income which individuals desire to spend on consumption is known as propensity to consume. Marginal propensity to consume [MPC] is the proportion of additional income that an individual desire to consume.

15.(3) The belief that businesses that help solving difficult social problems create a

desirable community and they make a good public image. Which in turn attract and keep skilled employees. They create a better environment which is essential for long run survival of any business. Involvement by business can solve difficult social problems, thus creating a better quality of life and a more desirable community in which to attract and hold skilled employees.

16.(1) Aggressive involvement in a chronic, incessant, Struggle to achieve more in less time, even against opposition from others is the characteristic of people belonging to type A personality.

Even type B personality does not experience a sense of urgency when carrying out tasks and even if they fail to accomplish them within the specified time do not become impatient.

Locus of control is defined as an individual is perception of what controls his fate.

17.(3) In a mechanistic organization, management interaction is vertical that is, between superior and subordinate. Operations and working behavior are administered by instructions and decisions made by the superior and communicated to the subordinates.

18.(3) Non-programmed decisions generally deal with unstructured problems under conditions of uncertainty . Managers require a lot of information about the external environment when making non – programmed decisions.

19.(3) Personality variables refer to those characteristics of an individual which influence his/her ethical types of personality variables

20.(2) Understanding motivation can help in understanding individual behavior. So it is a Psychological state.

21.(1) Entrepreneurship is the process of exploring the opportunities in the market place and arranging resources required to exploit opportunities for long term gain. To stimulate his own creativity and encourage it among and enough time which involves generating applying alternative options to company's products, services, procedures for a most profitable outcome.

22.(3) The operative function of HRM are related to specific activities of HRM, viz. employment, human resources development, compensation and employee relations Organizing is a managerial function of HRM.

- 23.(4).**The advantage of point - rating method are that the system is accurate & dependable, and that wage differentials are likely to be systematic and in an accordance with the content of each job. The disadvantage is that it is a complex time consuming assignment involving high costs and a lot of clerical work.
- 24.(3)** The law of diminishing return state that by employing more units of same factors of production to work with one or more fixed factors, the total production will increase at an increasing rate, than at a constant rate and finally at a diminishing rate, In option (c) this law is not applicable since two inputs are used in same proportion. When all the inputs are increased by same proportions, this law is not relevant.
- 25. (3)** Bonus shares are the additional shares issued to existing shareholders to increase the ownership in the company.
- 26.(3)** A firm pursuing a cost - leadership strategies attempts to gain a competitive advantage primarily by reducing its economic costs below its competitors. The ability of a valuable cost - leadership competitive strategies to generate a sustainable competitive advantage depends on that strategies being rare and costly to imitate.
- 27.(4)** A Socially Responsible mutual stock fund provides a way for individual investors to support socially responsible companies. This mutual fund holds securities in companies that adhere to social, moral, religious or environmental beliefs. A socially responsible mutual fund will only hold securities in companies that adhere to high standards of good corporate citizenship.
- 28.(3)** To produce any commodity, we need three factors of production land, labor and capital. Machinery, Fuel etc, comes under capital.
- 29.(4)** Changing inventory level is a planning strategy of capacity option. Since inventory level is varied, during the months of low demand, the excess units produced over demand are accumulated as inventory and during the month of high demand, the same can be utilized to fulfill that shortage of production over demand.
- 30.(3)** Over the past 25 years, equal employment opportunity legislation, employees pay and benefits, job security have influenced HRM in various ways.
- 31.(3)** Decrease in the unexpected dividend has a negative impact on the share price.

- 32.(2)** MIS(Marketing Information System) is the group of people, equipment, and procedures to gather, sort, analyze, evaluate, and distribute needed, timely, and accurate information to marketing decision makers.
- 33.(2)** Under target marketing market segment's attractiveness is being evaluated and on the basis of the marketer selects one or segments to enter.
- 34.(3)** Money market instruments are short-term instruments with high liquidity and marketability; they do not have long maturities nor pay liquidity premiums.
- 35.(1)** Advertising is defined as any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor.
- 36.(3)** Direct marketing is direct communications with carefully targeted individual consumers to obtain an immediate response.
- 37.(2)** Two major factors are changing the face of today's communications. One of these factors is the fact that mass markets are fragmented and marketers are shifting away from mass marketing, they are more focusing on customized products.
- 38.(4)** Dual vertical marketing system is used when a company is involved in more than one type of distribution arrangement.
- 39.(1)** In franchising business model Franchised dealers sometimes agree to operate under suppliers' names.
- 40.(4)** By security in e-commerce we mean
- (i) Protecting an organization's data resource from unauthorized access
 - (ii) Authenticating messages received by an organization
 - (iii) Protecting messages sent on the internet from being read and understood by unauthorized persons/organizations
- 41.(3)** Positioning Strategy is not a part of any communication mix.
- 42.(4)** Value chain involves all steps in the transformation process that add value even if they don't come from manufacturing.
- 43.(3)** The parts of a network that represent the origins are called nodes.
- 44.(3)** Correct chronological order on the basis of development
- 1. Law of demand
 - 2: Law of diminishing marginal utility

3. Law of indifference
4. Indifference curve
5. Revealed preference curve

45.(4) a. Principle of Economics	-	Alfred Marshall
b. Diamond Water. Paradox	-	Adam Smith
c. Value and Capital	-	J. R Hicks
d. Asian Drama	-	Gunner Myrdal
e. Language of Economics	-	J. K Galbraith

46.(2) A and R are true but R is not the correct explanation of A.

47.(2) The Scientific Management is based upon the following assumptions :

1. Application of the scientific methods to organizational problems leads to efficiency.
2. The good worker is one who accepts orders, but does not initiate actions.
3. Each worker is interested in maximizing his monetary rewards.

48.(2) Generating a list of numbers by picking numbers out of a hat and matching these numbers to names in the telephone book is an example of random sampling techniques. In statistics, a sample is a subject chosen from a population for investigation; a random sample is one chosen by a method involving an unpredictable component. Random sampling can also refer to taking a number of independent observations from the same probability distribution, without involving any real population. The sample usually is not a representative of the population of people from which it was drawn— this random variation in the results is termed as sampling error.

49.(3) E- marketing is known as achieving marketing objectives through the use of any electronic communications technology. E- Marketing complements our overall marketing strategy perfectly, and offers our advertising campaigns proven, measurable results that can take our current marketing campaign to the next level. For product promotion, event invitations, query responses and newsletters, Email provides an all-in-one solution. E- Marketing offers businesses and other advertising organisations with an easily customised, efficient form of marketing to complement existing advertising strategies and close in on the profitable and

interactive market.

- 50.(4)** Labor standards vary depending on customer requirements concerning the operations management decision is relevant to services.
- 51.(4)** "Strategy is the direction and scope of an organisation over the long-term: which achieves advantage for the organisation through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations". It is an action plan to achieve the mission.
- 52.(1)** "An international strategy is a strategy through which the firm sells its goods or services outside its domestic market" (Hill 378). One of the primary reasons for implementing an international strategy (as opposed to a strategy focused on the domestic market) is that international markets yield potential new opportunities. International strategy uses import/export or licensing of existing products.
- 53.(3)** Mergers and acquisitions in unrelated industries are called Conglomerate mergers. A conglomerate merger is officially defined as being "any merger that is not horizontal or vertical; in general, it is the combination of firms in different industries or firms operating in different geographic areas". Conglomerate mergers can serve various purposes, including extending corporate territories and extending a product range.
- 54.(4)** At corporate level, diversification comes about when a firm is involved in two or more industries.
- 55.(3)** One of the quickest and cheapest ways to develop a global strategy is through strategic alliances. In strategic alliance both the companies use their expertise in order to get advantages into business.
- 56.(3)** Entrepreneurship is the implementation of an individual's talent in the resources in which he is available with; and expanding these resources in the future so that one can get individual as well as general i.e. social success. Entrepreneurship comes from the French verb 'entreprendre' which means 'To undertake,' is the act and art of being an entrepreneur or one who undertakes innovations or introducing new things, finance and business acumen in an effort to transform innovations into economic goods . Entrepreneurship is a constant process that relies on creativity, innovation, and application in the marketplace.

- 57.(4)** "Zero defects" is referred to as a philosophy, a mentality or a movement. It's not a program, nor does it have distinct steps to follow or rules to abide by. This is perhaps why zero defects can be so effective, because it means it's adaptable to any situation, business, profession or industry. The philosophy of zero defects can be achieved with continuous improvement.
- 58.(2)** A Pareto chart, also called a Pareto distribution diagram, is a vertical bar graph in which values are plotted in decreasing order of relative frequency from left to right. Pareto charts are extremely useful for analyzing what problems need attention first because the taller bars on the chart, which represent frequency, clearly illustrate which variables have the greatest cumulative effect on a given system. Pareto charts are used to organize errors, problems or defects
- 59.(4)** The process of identification, analysis and either acceptance or mitigation of uncertainty in investment decision-making. Essentially, risk management occurs anytime an investor or fund manager analyzes and attempts to quantify the potential for losses in an investment and then takes the appropriate action (or inaction) given their investment objectives and risk tolerance. Inadequate risk management can result in severe consequences for companies as well as individuals. For example, the recession that began in 2008 was largely caused by the loose credit risk management of financial firms. Inadequate risk pricing is the risk associated with the retail banking.
- 60.(2)** Once the idea is clear then in the next "Network phase" entrepreneurs begin sharing the ideas with a few close friends in the organization and few trusted customers.
- 61.(2)** There are various factors that help in creating an entrepreneurial environment in the organization. These are self-selection, no handoffs, the Doer decides, patient money, cross functional teams, freedom from turf and ending the home-run philosophy.
- 62.(2)** Interpersonal role of a manager include figurehead, leadership and liaison. Leadership includes hiring, training, motivating and disciplining employees. In the liaison role, the managers interact with individual or groups, inside or outside the organization. In the figurehead role, the manager performs certain symbolic and

ceremonial duties as head of a group.

- 63.(2)** Human behavior is either influenced by external factors or internal factors. If internal factors alone determine human behavior, the degree of change and growth possible for an individual would be highly restricted.
- 64.(4)** A grievance redressal procedure helps an organization in maintaining harmonious industrial relations, keep a check on biased/ arbitrary actions by supervisors, given an employee more than one opportunity in an effective redressal procedure, and helps in upward communication as employees are free to express their discontentment, problems or frustration to the top management. Thus grievance redressal procedures enhance the top management's awareness of the problems of employees.
- 65.(4)** International trade is the exchange of capital, goods, and services across international borders or territories. International trade are not limited to either tangible, intangible, goods and services.
- 66.(2)** Purchasing power parity (PPP) is an economic theory and a technique used to determine the relative value of currencies, estimating the amount of adjustment needed on the exchange rate between countries in order for the exchange to be equivalent to (or on par with) each currency's purchasing power. The theory of purchasing power parity says that the exchange rate reflects the inflation rate difference between two countries in the opposite direction
- 67.(1)** Going international strategies involves low cost reductions and low local responsiveness.
- 68.(1)** A person with high need for achievement likes to shoulder responsibility. He/she thinks not only about the achievement of goals but also how it can be attained, what obstacles or blocks might be encountered and how he/she would take help to overcome the blocks in achieving the goal.
- 69.(4)** The process of OD consists of data gathering organizational diagnosis and action interventions. These closely follow the process of planned change and involve a number of interacting and interrelated activities.
- 70.(4)** Intrapreneur has the access to company's fund, marketing network, manufacturing facilities and other support facilities provided the venture opportunity warrants it

while individual intrapreneur has to use his personal wealth or scramble to obtain funding from various outside sources.

- 71.(3)** Office automation systems are computer - based information systems for helping office workers become more productive. Electronic calendaring, groupware, and teleconferencing are some examples of office automation systems.
- 72.(1)** Open - door is an organizational policy that allows employees to approach managers at any time and discuss their problems with them.
- 73.(2)** The locus of control is defined as the degree to which people believe that they can control their any situation and their fate. Some attribute their success or failure to their internal abilities (known as internals) while others believe that their fate is controlled by luck, chance or external forces (known as externals). Accordingly, if a person fails to get promoted due to his poor rating in the annual performance appraisal, but attributes it to poor managerial assessment of his capabilities, he is considered to have an external locus of control.
- 74.(2)** Compensation includes all the extrinsic rewards received by an employee during and after the course of the job for the employee's contribution to the organization. Fringe benefits are connected to employment with an organization and not to performance, they include the monetary and non - monetary benefits given to the employee of an org. during the period of employment, and at times, after it. Bonus is primarily a share in the surplus and is directly related to the performance of the organization. Incentive is the rewards an employee earns in addition to regular wages or salary based on the performance of the individual, the team and / or the organization.
- 75.(2)** In the problem - solving method, an open exchange of information takes place so that differences between both the parties can be resolved to result in a win - win situation.
- 76.(1)** Dumping is an example of Monopolistic practice in international trade, In dumping the products are sold on less price than the home country's price.
- 77.(2)** When the required rate of return on a bond is greater than the coupon rate, then the value of the bond is less than the par value. This discount on the bond declines as maturity approaches.
- 78.(4)** The IRR is the rate of interest at which the net present value of a project is equal to zero.

zero. A project can have multiple IRRs depending on the cash flow streams. If IRR is less than the firm's cost of capital, the project should be rejected.

- 79.(2)** Correlation is the study of the linear relationship between two variables. The coefficient of correlation measures the degree of relationship b/w two sets of figure or mutual dependence of two or more variables.
- 80.(2)** DSS provide managers with tool for analyzing problem situation. A Decision support system [DSS] supports and makes the process of managerial decision making more effective.
- 81.(3)** World wide trend towards similar consumption patterns, the emergence of global buyers & sellers, e - commerce and the instant transmission of money & information across continents are reasons of globalization.
- 82. (3)** Entrepreneurship is a constant process that relies on creativity, innovation and its application in the market place. It is the act of being an entrepreneurs, which can be defined as "one who undertakes innovation, finance and business acumen in an effort to transform innovations into economic goods.
- 83.(2)** Innovation is the creation of better or more effective products processes, service, technology or ideas that are accepted by markets, government and society. It differs from invention in that innovation refers to the use of a new idea or method, whereas invention refers more direct to the creation of the idea or method itself.
- 84.(2)** A way that organizations can show their commitment to being green is through adopting the ISO 14001. Meeting the requirements of ISO 14001 : 2004 is a management tool enabling an org. of any size or type to identify and control the environmental impact of its activities, products or service and to improve its environmental performance continually and to implement a systematic approach to settling environmental objectives and targets.
- 85.(3)** The ethics hotline is a mechanism for ethical management in organization. This hotline is handles by an executive who investigates and helps the employees concerned to solve their problems internally, thus preventing an employee from contacting outside agency.
- 86.(2)** Archie B Carroll identified three types of management depending on the degree to which an organization's decisions are ethical or moral. These are moral, immoral & amoral management. A moral managers regard profitability as their ultimate

goal and ignore the consequences of their behavior on their social stakeholders.

87.(2) If a business spends excessively high amount in social welfare activities, it might transfer the cost to its customers in the form of higher prices. Indirectly society will be made to pay for the social involvement of the business.

88.(1) In MRP and DRP, both employ similar logic and procedures MRP is a concept of creating material plans & production schedules based on the lead time of supply chain & DRP is also a method used in business administration for planning orders within a supply chain.

89.(1) Henry Mintzberg classified management roles into three categories depending on the extent of interpersonal relationships, transfer of information and decision making involved.

The interpersonal roles of a manager include figure head, leadership and liaison roles.

90.(1) Interest free loans provided by companies to their employees are an example of benefits.

Benefits are fringe advantages that accrue to an employee over and above his salary as a result of his employment and position in the organization and which are not related to his performance.

91. (4) When a company enters a new product category for which its current brand names are not appropriate, will likely follow new brands.

92.(3) Need satisfaction approach requires good listening and problem solving skills. In this sales technique, a sales person first seeks to understand the prospect's stated (express) and unstated (tacit) needs through probing question and careful listening.

93. (1) Porter's five force model is a framework for industry and business strategy development and to derive five forces that determine the competitive intensity and therefore attractiveness of a market. It refers to competition from external sources. The remainder are internal threats.

94. (1) Exploring new market is an aggressive reason for going companies international, Defensive reason is to protect domestic market.

95.(4) The trade of between risk and return is a central concept of financial management

since the objective of the firm is to maximize its value to its share holders.

96.(2) The starting point of a master budget is sales forecast or sales budget that is an assessment of anticipated sales. A sales budget is a detailed schedule showing the expected sales for the budget period typically it is expressed in both dollars/ Rupees and units of production.

97.(3) BCR & NBCR criteria are not suitable to evaluate a non - simple mixed investment.

98.(4) Acc. to Net operating income approach, the overall capitalization rate and the cost of debts remain constant for all degree of leverage.

99.(1) Theoretical value of the right $= \frac{P_0 - S}{N + 1} = \frac{80^0 - 60^0}{4 + 1} = 4$

100. (4) For both the methods required rate of earning of investment made on a project is compared with the return and their time value. Thus, if the return crosses the requisite only then it is accepted