

## JPSC JET Management Question Paper Held on 26 April 2026

51. The 'omnipotent view' of management suggests that:
- (A) Managers have little control over organisational outcomes
  - (B) External factors determine an organisation's success
  - (C) Managers are directly responsible for the success or failure of an organisation
  - (D) Organisations are controlled by government forces
52. A manager who ensures that work activities are completed efficiently by the people responsible for doing them is performing which function?
- (A) Planning
  - (B) Controlling
  - (C) Organising
  - (D) Leading
53. Fayol's principle of 'Unity of Command' implies that:
- (A) All workers should report to two managers for better coordination
  - (B) Each employee should receive orders from only one superior
  - (C) All departments should follow a single command structure
  - (D) A manager should have unlimited span of control
54. According to the rational model of decision-making, a manager is expected to:
- (A) Make choices based on intuition and experience
  - (B) Delegate the decision to subordinates
  - (C) Satisfies by choosing the first acceptable solution
  - (D) Identify all alternatives and select the one that maximises value

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55. The span of control refers to:
- (A) The geographic spread of an organisation's operations
  - (B) The number of subordinates a manager can efficiently and effectively direct
  - (C) The degree of centralisation in decision-making
  - (D) The vertical levels in an organisational hierarchy
56. A company organizes its departments into marketing, finance, production and human resources, where each department head reports directly to top management. Employees have only one immediate supervisor and decision-making authority largely flows through a vertical chain of command. Which organisational structure does this arrangement best represent?
- (A) Matrix structure
  - (B) Divisional structure
  - (C) Functional structure
  - (D) Virtual structure
57. Which barrier to communication occurs when the receiver interprets a message differently due to their own background, values or experiences?
- (A) Filtering
  - (B) Selective perception
  - (C) Information overload
  - (D) Language barrier
58. Inflation caused by a rise in the cost of production, such as an increase in wages, raw material prices or energy costs that shifts the aggregate supply curve leftward, pushing up price levels, is termed as:
- (A) Demand-pull inflation
  - (B) Hyperinflation
  - (C) Cost-push inflation
  - (D) Structural inflation

59. Emotional Intelligence (EI) in the context of OB refers to:
- (A) The ability to solve complex mathematical and analytical problems
  - (B) The capacity to notice and manage one's own emotional moods and the emotions of others
  - (C) A measure of IQ used in employee selection
  - (D) The skill of communicating technical information clearly
60. Goal-Setting Theory, associated with Edwin Locke, suggests that:
- (A) Easy and vague goals produce the highest performance
  - (B) Goals should always be set by top management without employee input
  - (C) Specific and challenging goals, when accepted, lead to higher performance than easy or vague goals
  - (D) Motivation is solely dependent on financial incentives
61. Which of the following pairs is correctly matched as belonging to the same category in Herzberg's model?
- (A) Salary and Achievement — both Motivators
  - (B) Recognition and Company Policy — both Hygiene factors
  - (C) Achievement and Responsibility — both Motivators
  - (D) Working conditions and Growth — both Hygiene factors
62. 'Positive synergy' in teams means:
- (A) Team members earn higher salaries than individual employees
  - (B) The combined output of a team exceeds the sum of individual contributions
  - (C) Teams always agree and avoid conflict
  - (D) Each team member is assigned identical tasks
63. A project team in an organisation is characterised by clearly defined goals, mutual accountability among members, complementary technical and interpersonal skills and a high degree of trust among participants. However, performance begins to decline because team members increasingly compete with one another for individual recognition rather than focusing on collective outcomes. Which factor is most likely responsible for the decline in team effectiveness?
- (A) Lack of clearly defined goals
  - (B) Absence of complementary skills within the team
  - (C) Excessive internal competition among team members
  - (D) Lack of trust and cohesion within the team

64. Which of the following is not one of the 'Big Five' personality dimensions?
- (A) Extraversion
  - (B) Conscientiousness
  - (C) Authoritarianism
  - (D) Emotional stability
65. According to Attribution Theory, when an employee's poor performance is attributed to factors outside their control such as a machine breakdown. This is referred to as:
- (A) Internal attribution
  - (B) Fundamental attribution error
  - (C) Self-serving bias
  - (D) External attribution
66. Industrial relations can be most appropriately understood as:
- (A) The regulation of employment conditions through labour legislation
  - (B) The mechanism through which employee grievances are formally resolved
  - (C) The administrative management of personnel policies in organizations
  - (D) It comprises of a network of institutions such as trade unionism, collective bargaining, employers and their organisations, the law and the State
67. The emergence of trade unions during industrialization was primarily a response to:
- (A) Expansion of social security systems for workers
  - (B) Institutionalization of grievance procedures in workplaces
  - (C) Growth of employee welfare programmes in large industries
  - (D) Lack of bargaining power of individual workers in industrial employment
68. Collective bargaining is most appropriately described as:
- (A) A negotiation process between employers and workers regarding terms and conditions of employment
  - (B) A government-mediated system for resolving industrial disputes
  - (C) A legal procedure designed to regulate wage determination in industries
  - (D) A consultative mechanism between management and employees for improving productivity

69. A formal grievance procedure in organisations primarily functions as:
- (A) A disciplinary mechanism to control employee misconduct
  - (B) A communication channel through which employees express dissatisfaction
  - (C) A managerial process to evaluate employee performance
  - (D) A system for regulating collective bargaining negotiations
70. According to G.D.H Cole, Trade unions are primarily formed to:
- (A) Promote industrial democracy through worker representation
  - (B) Regulate labour markets through legislative reforms
  - (C) Facilitate communication between government and employers
  - (D) Advance and protect the economic interests of workers
71. Accounting Standards are primarily issued to ensure which of the following in financial reporting?
- (A) Uniformity in tax calculations across industries
  - (B) Standardisation of accounting policies to improve comparability of financial statements
  - (C) Elimination of managerial judgment in financial reporting
  - (D) Replacement of financial statements with management reports
72. A cash flow statement prepared as per AS-3 classifies cash flows into which of the following categories?
- (A) Operating, capital and revenue activities
  - (B) Operating, investing and financing activities
  - (C) Production, administrative and selling activities
  - (D) Internal and external cash flows
73. Cash equivalents, as defined under AS-3, generally include investments with a maturity period of:
- (A) One year or less from the reporting date
  - (B) Six months or less from the balance sheet date
  - (C) Three months or less from the date of acquisition
  - (D) Twelve months or less from the date of purchase

74. Prime Cost in a cost sheet consists of which of the following elements?
- (A) Direct material, direct labour and direct expenses
  - (B) Direct material, indirect labour and factory overheads
  - (C) Direct labour, administrative expenses and selling overheads
  - (D) Direct material, factory overheads and administrative expenses
75. In cost accounting, overheads are defined as:
- (A) Costs that can be directly traced to a specific cost unit
  - (B) Expenditure that cannot be conveniently traced to a particular cost unit
  - (C) Costs incurred exclusively for administrative departments
  - (D) Direct expenses incurred during production
76. Which of the following statements correctly distinguishes a budget from a forecast?
- (A) A forecast represents a definite commitment while a budget represents an estimate
  - (B) A budget expresses business plans in quantitative terms while a forecast predicts future events
  - (C) Forecasts are prepared after budgets are finalised
  - (D) Budgets are used only for financial reporting while forecasts are used for planning
77. Employee (labour) cost includes which of the following components?
- (A) Wages, salaries, allowances and employer contributions to welfare funds
  - (B) Only wages paid to workers engaged in production
  - (C) Payments made only to permanent employees
  - (D) Costs associated only with overtime work
78. In cost and materials management systems, the primary objective of material control is to ensure:
- (A) Minimisation of production interruptions due to material shortages
  - (B) Reduction of material wastage and optimisation of material costs
  - (C) Availability of accurate and timely information regarding material usage
  - (D) Efficient procurement, storage, and utilisation of materials to support production continuity, cost control, and proper usage monitoring

79. Which of the following decisions is directly associated with determining the composition of assets of a firm?
- (A) Financing decision
  - (B) Investment decision
  - (C) Dividend decision
  - (D) Portfolio decision
80. The concept that "a rupee today is worth more than a rupee tomorrow" refers to:
- (A) Opportunity cost of capital
  - (B) Time value of money
  - (C) Purchasing power parity principle
  - (D) Liquidity preference theory
81. In financial theory, risk may be understood as the:
- (A) Possibility of adverse happening
  - (B) Certainty of loss in an investment decision
  - (C) Absence of reliable probability estimates of outcomes
  - (D) Guaranteed variation in expected cash flows
82. The minimum rate of return that a firm must earn on its investments to maintain the market value of its shares is called:
- (A) Cost of capital
  - (B) Dividend payout ratio
  - (C) Weighted average accounting return
  - (D) Market capitalization rate
83. Capital budgeting primarily deals with:
- (A) Routine operating expenses
  - (B) Investment in financial securities
  - (C) Expenditure on capital assets
  - (D) Short-term liquidity management
84. The cost of capital of a firm is best understood as the rate of return that investors require, which includes compensation for which of the following components?
- (A) Only the risk-free rate of return
  - (B) The risk-free rate and premium for business risk only
  - (C) Premiums for business risk and financial risk only
  - (D) The risk-free rate along with premiums for both business risk and financial risk

85. Which level of strategy is concerned with how a Strategic Business Unit (SBU) competes in its particular market and achieves competitive advantage within that specific industry or market segment?
- (A) Corporate-level strategy
  - (B) Functional-level strategy
  - (C) Business-level strategy
  - (D) Global-level strategy
86. A new airline enters a market where existing carriers operate with similar routes and pricing. The new entrant faces high aircraft acquisition costs, strict aviation regulations, strong brand loyalty toward existing airlines, and limited access to airport slots. According to Porter's Five Forces framework, these conditions primarily indicate:
- (A) High threat of substitutes in the industry
  - (B) Strong bargaining power of buyers
  - (C) High barriers to entry for new competitors
  - (D) Strong bargaining power of suppliers
87. According to the Resource-Based View of the firm, a resource or capability leads to a sustained competitive advantage only when it satisfies which combination of conditions?
- (A) Valuable, Rare, Inimitable and Organised to exploit
  - (B) Visible, Reliable, Innovative and Operational
  - (C) Viable, Robust, Integrated and Outward-looking
  - (D) Variable, Responsive, Intensive and Output-focused
88. When a firm acquires or merges with firms operating at the same stage of the industry value chain and in the same industry, this growth strategy is termed:
- (A) Forward vertical integration
  - (B) Backward vertical integration
  - (C) Horizontal integration
  - (D) Concentric diversification
89. When a firm divests a subsidiary, product line or division to raise capital, reduce losses or refocus on its core business, the strategy being pursued is classified as:
- (A) Liquidation
  - (B) Captive company strategy
  - (C) Turnaround
  - (D) Divestiture

90. In the McKinsey 7S Framework, which of the following correctly identifies the three 'hard' (tangible) elements?  
 (A) Strategy, Staff and Shared Values  
 (B) Strategy, Structure and Systems  
 (C) Skills, Style and Staff  
 ✓(D) Structure, Style and Shared Values
91. The marketing concept holds that the key to achieving organisational goals is being more effective than competitors in:  
 (A) Producing goods at the lowest possible cost through economies of scale  
 (B) Aggressively promoting and selling products through every available channel  
 ✓(C) Creating, delivering, and communicating superior customer value to the chosen target market  
 (D) Improving product quality and features continuously, assuming demand will follow quality
92. In the New Product Development process, Concept Testing differs from Market Testing in that:  
 (A) Both test the physical product with consumers; only the sample size differs  
 (B) Concept Testing measures actual trial and repeat purchase in a limited real market; Market Testing measures consumer reaction to a described idea  
 ✓(C) Concept Testing presents a described product idea to target consumers to measure purchase intent; Market Testing introduces the actual product into a limited market to measure actual trial and sales  
 (D) Concept Testing is conducted after full-scale production; Market Testing is conducted before product development begins
93. A company uses the Workload Method to determine optimal sales force size. It has 200 key accounts (requiring 24 visits/year) and 800 regular accounts (requiring 6 visits/year). Each salesperson can make 800 calls/year. How many salespeople are needed?  
 (A) 8 salespeople  
 (B) 9 salespeople  
 (C) 10 salespeople  
 ✓(D) 12 salespeople
- $$\begin{array}{r} 4800 \\ 4800 \\ \hline 9600 \end{array}$$
94. A firm's customer contributes an annual margin of ₹40,000. The firm's retention rate is 80% and the discount rate is 10%. What is the Customer Lifetime Value of this customer?  
 (A) ₹80,000  
 (B) ₹1,06,667  
 (C) ₹1,33,333  
 ✓(D) ₹1,60,000

95. The customer decision journey is reframed from the traditional AIDA funnel to the '5As' framework. Which of the following correctly identifies all five stages and explains the key metric that replaces 'market share' in the 4.0 framework?

(A) Awareness → Appeal → Ask → Act → Advocacy; the key metric is Brand Advocacy Ratio

(B) Attention → Awareness → Attitude → Action → Adoption; the key metric is Net Promoter Score

(C) Awareness → Acquisition → Activation → Retention → Referral; the key metric is Customer Lifetime Value

(D) Attraction → Affinity → Attention → Action → Advocacy; the key metric is social media engagement rate

96. A consumer who is buying a refrigerator for the first time spends considerable time visiting multiple showrooms, comparing brands online, and consulting friends before finally deciding. This buying behaviour is best classified as:

(A) Habitual buying behaviour

(B) Variety-seeking buying behaviour

(C) Dissonance-reducing buying behaviour

(D) Complex buying behaviour

97. In an organisational buying situation, a quality control engineer insists that only ISO-certified suppliers be considered for a new purchase. The engineer has NOT initiated the purchase, does NOT approve the final order, and does NOT use the product. Which role is this engineer playing in the buying centre?

(A) Initiator

(B) Decider

(C) Gatekeeper

(D) Influencer

98. A researcher tests the relationship between employee training level (low, medium, high) and employee performance rating (poor, average, excellent) using a Chi-square test of independence. If the calculated  $\chi^2$  statistic exceeds the critical value at  $\alpha = 0.05$ , the most appropriate conclusion is that:

(A) Training level and performance are statistically independent

(B) The null hypothesis of independence should be rejected

(C) The sample size is insufficient for categorical analysis

(D) The observed frequencies are equal to expected frequencies

99. Which of the following is an example of a 'double-barrelled' question- a common flaw in questionnaire design?
- (A) How satisfied are you with the product quality?
  - (B) Do you find the product affordable and of good quality?
  - (C) On a scale of 1-5, how would you rate the delivery speed?
  - (D) How frequently do you shop online per month?
100. A researcher divides the population into 'rural' and 'urban' groups and then draws proportional random samples from each group. This is an example of:
- (A) Cluster Sampling
  - (B) Systematic Random Sampling
  - (C) Stratified Random Sampling
  - (D) Quota Sampling
101. A manufacturing process produces components with specification limits  $USL = 52$  mm and  $LSL = 44$  mm. The process has a mean  $\mu = 49$  mm and standard deviation  $\sigma = 1.2$  mm. What is the Process Capability Index (Cpk) and what does it indicate about the process capability?
- (A)  $Cpk = 1.39$ ; the process is capable and well-centred within the specification limits
  - (B)  $Cpk = 2.08$ ; the process demonstrates Six Sigma quality capability
  - (C)  $Cpk = 0.83$ ; the process is not capable and may produce defective units
  - (D)  $Cpk = 1.11$ ; the process is marginally capable but the mean is slightly off-centre
102. A project has activities with the following precedence and durations (days): A=4 (start), B=6 (after A), C=3 (after A), D=5 (after B), E=4 (after C), F=2 (after D and E). The critical path duration and the Total Float for activity C are:
- (A) Critical Path = 17 days; Total Float of C = 4 days
  - (B) Critical Path = 15 days; Total Float of C = 2 days
  - (C) Critical Path = 17 days; Total Float of C = 2 days
  - (D) Critical Path = 16 days; Total Float of C = 3 days

103. The Leontief Paradox (1953) challenged the Heckscher-Ohlin (H-O) theory by empirically demonstrating that:

- ✓ (A) The United States of America, a capital-abundant country, exported labour-intensive goods and imported capital-intensive goods, contradicting H-O predictions
- (B) Developing countries, despite being labour-abundant, consistently exported capital-intensive manufactured goods
- (C) Trade between countries with identical factor endowments is impossible under the H-O framework
- (D) Comparative advantage is entirely determined by technological differences, making factor endowments irrelevant

104. Dunning's OLI (Eclectic) Paradigm identifies three conditions that must simultaneously be satisfied for a firm to engage in Foreign Direct Investment. Which combination correctly maps each condition to its explanation?

- ✓ (A) O = Ownership advantage (firm-specific assets); L = Location advantage (host country attractions); I = Internalisation advantage (benefit of exploiting advantages internally rather than via licensing)
- (B) O = Operational advantage (lower production cost abroad); L = Labour advantage (cheap host country labour); I = Import substitution advantage
- (C) O = Organisational culture fit; L = Legal framework compatibility; I = International market size advantage
- (D) O = Oligopolistic advantage (market power); L = Linkage advantage (supplier networks); I = Infrastructure advantage

105. Country X is a WTO member and imposes a 15% tariff on imported steel from Country Y (also a WTO member), while imposing only a 5% tariff on the same product from Country Z, with whom it has a bilateral agreement. Country Y files a dispute under the WTO Dispute Settlement Understanding (DSU). Which WTO principle has Country X most clearly violated, and under which agreement?

- (A) National Treatment principle under GATT Article III — treating foreign goods less favourably than domestic goods
- (B) Most-Favoured-Nation (MFN) principle under GATT Article I — an advantage granted to one WTO member must be extended to all other WTO members
- (C) Reciprocity principle under GATS Article XVII — equal market access must be provided to all service providers
- (D) Subsidies and Countervailing Measures principle under the SCM Agreement - differential tariffs constitute a prohibited subsidy

106. In international trade, an Irrevocable Confirmed Letter of Credit (LC) provides the maximum security to the exporter because:

- (A) It can be amended or cancelled by the importer at any time, giving flexibility in case of market changes
- (B) Payment is guaranteed by both the issuing bank (in the importer's country) AND a confirming bank (in the exporter's country), and cannot be cancelled without the consent of all parties
- (C) It is directly backed by the Government of India's EXIM Bank guarantee, ensuring sovereign-level risk coverage
- (D) It allows the exporter to receive payment before shipping the goods, eliminating documentary compliance requirements

107. Which of the following BEST distinguishes the mandate and primary lending instrument of the IMF from that of the World Bank?
- (A) The IMF focuses on long-term development project lending to reduce poverty; the World Bank provides short-term balance of payments support to member countries
  - (B) The IMF provides short-term balance of payments assistance and macroeconomic stabilisation; the World Bank provides long-term development finance for infrastructure, health, education and poverty reduction
  - (C) Both institutions have identical mandates but differ only in the size of loans — the IMF lends smaller amounts than the World Bank
  - (D) The IMF exclusively serves developing countries while the World Bank serves all member nations regardless of income level
108. A multinational firm uses advanced analytics to examine large volumes of customer transaction data in order to identify hidden purchasing patterns and predict future buying behaviour. This managerial use of data most directly represents:
- (A) Transaction Processing Systems
  - (B) Data Mining within Business Analytics
  - (C) Executive Information Systems
  - (D) Management Information Systems
109. In the context of Artificial Intelligence, a fraud detection model is trained on millions of labelled historical transactions (fraudulent/non-fraudulent) to learn patterns and flag new fraud cases. Simultaneously, a recommendation engine groups customers into segments without any pre-assigned labels. Which types of machine learning are being used respectively, and which of the '5 Vs of Big Data' is MOST relevant to the fraud detection system's requirement for real-time flagging?
- (A) Both use Reinforcement Learning; the relevant V is Volume
  - (B) Supervised Learning (fraud detection) and Unsupervised Learning (segmentation); the relevant V is Velocity
  - (C) Unsupervised Learning (fraud detection) and Supervised Learning (segmentation); the relevant V is Veracity
  - (D) Supervised Learning (fraud detection) and Reinforcement Learning (segmentation); the relevant V is Variety

110. In a supermarket transactional database, the association rule {Bread, Butter}  $\Rightarrow$  {Jam} has a Support of 0.04 and Confidence of 0.75. A manager sets the minimum support threshold at 0.05. What should be concluded, and what does the Confidence value indicate?

- (A) The rule is strong and should be actioned; Confidence = 0.75 means 75% of all transactions contain Bread, Butter, and Jam
- (B) The rule is invalid because Support and Confidence must both exceed 1.0 for a rule to be actionable in the Apriori algorithm
- (C) The rule meets the minimum support threshold; Confidence = 0.75 means there is a 75% probability that a customer who buys Jam will also buy Bread and Butter
- ✓(D) The rule fails the minimum support threshold and should be discarded; however, Confidence = 0.75 means that in 75% of transactions containing Bread and Butter, Jam was also purchased

111. Christensen's theory of Disruptive Innovation (1997) challenges the assumption that established firms always lose to disruptors due to technological inferiority. The real reason incumbent firms fail is that:

- (A) Established firms lack the R&D budget to invest in new technologies compared to start-ups
- (B) Government regulations consistently protect new entrants and prevent established firms from entering new technology markets
- (C) Disruptive innovations are always technologically superior from the outset, making incumbents unable to compete regardless of their strategic choices
- ✓(D) Incumbents deliberately ignore disruptive innovations because their rational, customer-driven processes lead them to over-invest in sustaining innovations for existing high-margin customers, ignoring the initially low-performance, low-margin disruptive entrants that eventually improve and capture the market

112. Entrepreneurship originally evolved from the French word "entreprendre," which etymologically denotes:
- (A) Managing established organizations
  - (B) Undertaking or taking from below
  - (C) Controlling industrial production
  - (D) Trading goods in international markets
113. Which of the following best reflects the innovative role of an entrepreneur?
- (A) Replicating existing products without modification
  - (B) Introducing new products, processes or markets
  - (C) Maintaining stability in existing business operations
  - (D) Avoiding experimentation in production techniques
114. Which of the following qualities is considered essential for successful entrepreneurs?
- (A) Avoidance of risk in business decisions
  - (B) Dependence on innovations only
  - (C) Ability to take calculated risks and identify opportunities
  - (D) Very high-risk taking ability
115. Intrapreneurs are individuals who:
- (A) Establish independent ventures without organizational support
  - (B) Innovate and undertake entrepreneurial activities within an organization
  - (C) Manage only family-owned enterprises
  - (D) Operate exclusively in rural areas
116. Which of the following best describes the role of a manager in contrast to an entrepreneur?
- (A) Identifying new market opportunities
  - (B) Establishing innovative enterprises
  - (C) Overseeing ongoing operations of an existing organization
  - (D) Taking financial risks

117. An individual continuously scans the environment for new business opportunities, develops novel ideas for products or services and is willing to assume calculated risks to implement those ideas. These behaviours collectively represent which core entrepreneurial qualities?

- (A) Creativity, innovation and risk-taking ability
- (B) Supervision, coordination and administrative control
- (C) Financial auditing, supervision and operational monitoring
- (D) Organisational control, rule enforcement and routine management

118. An entrepreneur with strong engineering expertise develops a new production process for a manufacturing firm but leaves the marketing, distribution, and financial decisions to other specialists in the organization. This entrepreneur is BEST classified as:

- (A) Business Entrepreneur
- (B) Professional Entrepreneur
- (C) Technical Entrepreneur
- (D) Non-technical Entrepreneur

119. Which of the following situations most appropriately reflects the entrepreneurial process of opportunity recognition?

- (A) Identifying unmet customer needs and developing a new product to satisfy them
- (B) Expanding production capacity in response to stable market demand
- (C) Increasing operational efficiency in an existing production system
- (D) Reducing operational costs through improved supervision of employees

120. Which of the following best distinguishes an entrepreneurial venture from a conventional small business activity?
- (A) The use of locally available resources for production
  - (B) The introduction of innovative products, services or business models with growth potential
  - (C) The operation of business activities at a relatively small scale
  - (D) The reliance on personal savings for financing business operations
121. In evaluating a potential business idea, the screening stage primarily aims to determine whether:
- (A) The entrepreneur possesses sufficient technical expertise to operate the business
  - (B) The entrepreneur has secured external financing for the venture
  - (C) The business plan contains detailed financial projections and legal documentation
  - (D) The proposed idea satisfies basic feasibility conditions relating to market demand, resources and profitability
122. A supermarket chain notices a slight 5% increase in sales of a product during a festive season. Its regional distributor, observing this signal, increases its order to the manufacturer by 25%. The manufacturer, interpreting this as a demand surge, ramps up production by 60%. This progressive amplification of demand variability through the supply chain is known as:
- (A) Demand aggregation effect
  - (B) Reverse logistics amplification
  - (C) The Bullwhip Effect
  - (D) Channel conflict escalation

123. A bank customer complains: 'I was told my loan application would be processed in 3 days, but it took 9 days and no one called to update me.' Which SERVQUAL dimension of service quality has primarily been violated?
- (A) Tangibles
  - (B) Empathy
  - (C) Reliability
  - (D) Assurance
124. A consumer consistently chooses Brand X over all competitors even when Brand X is priced higher, remains loyal during a temporary stock shortage, and actively recommends it to others. This behaviour is most directly evidence of which dimension of brand equity?
- (A) Brand awareness
  - (B) Perceived quality
  - (C) Brand loyalty
  - (D) Brand associations
125. A company selling Colgate toothpaste introduces Colgate Herbal Toothpaste and Colgate Sensitive Toothpaste, both within the same toothpaste category using the existing brand name. Which branding strategy is most appropriately being used?
- (A) Brand Extension
  - (B) Line Extension
  - (C) Multibrands
  - (D) New Brand Strategy
126. Given below are two statements: one is labelled as **Assertion A** and the other is labelled as **Reason R**:
- Assertion A:** Transformational leadership results in performance beyond ordinary expectations.
- Reason R:** Transformational leaders motivate followers by fulfilling their immediate economic needs through reward and punishment.
- In the light of the above statements, choose the **most appropriate** answer from the options given below:
- (A) Both **A** and **R** are true, and **R** is the correct explanation of **A**
  - (B) Both **A** and **R** are true, but **R** is NOT the correct explanation of **A**
  - (C) **A** is true, but **R** is false
  - (D) **A** is false, but **R** is true

127. Given below are two statements: one is labelled as **Assertion A** and the other is labelled as **Reason R**:

**Assertion A:** Collective bargaining is considered a democratic process in industrial relations.

**Reason R:** It allows representatives of employees and employers to negotiate terms and conditions of employment.

In the light of the above statements, choose the **most appropriate** answer from the options given below:

- (A) Both **A** and **R** are correct and **R** is the correct explanation of **A**
- (B) Both **A** and **R** are correct but **R** is not the correct explanation of **A**
- (C) **A** is correct but **R** is not correct
- (D) **A** is not correct but **R** is correct

128. Given below are two statements: one is labelled as **Assertion A** and the other is labelled as **Reason R**:

**Assertion A:** Consumers tend to interpret new information in a way that is consistent with their existing brand beliefs, even when the information objectively suggests otherwise.

**Reason R:** Selective distortion occurs because consumers process information through an existing framework of attitudes and prior experiences, causing them to bend incoming stimuli to fit their preconceptions.

In the light of the above statements, choose the **most appropriate** answer from the options given below:

- (A) Both **A** and **R** are correct and **R** is the correct explanation of **A**
- (B) Both **A** and **R** are correct but **R** is not the correct explanation of **A**
- (C) **A** is correct but **R** is not correct
- (D) **A** is not correct but **R** is correct

129. Given below are two statements: one is labelled as **Assertion A** and the other is labelled as **Reason R**:

**Assertion A:** The Chi-square test of independence is used to determine whether two categorical variables are statistically related.

**Reason R:** The Chi-square test compares observed cell frequencies with expected frequencies calculated under the null hypothesis of statistical independence.

In the light of the above statements, choose the **most appropriate** answer from the options given below:

- (A) Both **A** and **R** are correct and **R** is the correct explanation of **A**
- (B) Both **A** and **R** are correct but **R** is not the correct explanation of **A**
- (C) **A** is correct but **R** is not correct
- (D) **A** is not correct but **R** is correct

130. Given below are two statements: one is labelled as **Assertion A** and the other is labelled as **Reason R**:

**Assertion A:** Entrepreneurship contributes to economic development by creating employment and introducing innovations.

**Reason R:** Entrepreneurs identify opportunities and organize resources to establish and manage enterprises.

In the light of the above statements, choose the **most appropriate** answer from the options given below:

- (A) Both **A** and **R** are correct and **R** is the correct explanation of **A**
- (B) Both **A** and **R** are correct but **R** is not the correct explanation of **A**
- (C) **A** is correct but **R** is not correct
- (D) **A** is not correct but **R** is correct

131. Arrange the following steps to arrive at consumer equilibrium using the Indifference Curve approach in the correct sequential order:

- a. Identify the point of tangency between the budget line and the highest attainable indifference curve
- b. Draw the budget line based on consumer income and prices of the two goods
- c. Establish the consumer's preference map by drawing a set of indifference curves
- d. At the point of tangency, confirm that  $MRS = \text{Price Ratio } (P_x/P_y)$  — the equilibrium condition
- e. Conclude the optimal combination of the two goods that maximises consumer satisfaction

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

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

132. Arrange the following steps of the perception process in the correct sequence: 13

- a. Interpretation of the stimulus
- b. Attention and selection of stimuli from the environment
- c. Behavioural response
- d. Organisation of stimuli into a meaningful pattern

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

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

133. Arrange the following stages in the formulation of Accounting Standards in the correct order: 1.

- a. Constitution of study group
- b. Identification of accounting issues
- c. Preparation of draft standard
- d. Issue of Accounting Standard

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

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

134. Arrange the following steps in the capital budgeting process in the correct sequence:

- a. Execution and monitoring
- ~~b. Generation of investment ideas~~
- c. Evaluating cash flows
- d. Selecting a project
- e. Estimating cash flows

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

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

135. Arrange the following steps of hypothesis testing in the correct sequential order:

- a. Calculate the test statistic
- b. State the null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_1$ )
- ~~c.~~ Compare test statistic with critical value and make a decision
- d. Select the significance level ( $\alpha$ )
- e. Identify the appropriate statistical test

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

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

136. which of the following are recognised as mintzberg's interpersonal roles?

- a. Figurehead
- b. Monitor
- c. Leader
- d. Liaison

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

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

137. Consider the following statements about demand forecasting:

- a. The Survey Method collects information about buyers' purchase intentions through direct interviews or questionnaires and is useful for short-term forecasting of new products
- b. The Time Series Analysis method uses historical data to identify trends, seasonal patterns and cyclical variations to project future demand
- c. The Delphi Method involves structured rounds of expert opinion collection with controlled feedback, used when historical data is unavailable
- d. Econometric models are the simplest forecasting technique and do not require any quantitative data or statistical analysis

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

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

138. Which of the following statements about organisational culture are correct?

- a. Organisational culture is transmitted through stories, rituals, symbols and language.
- b. Culture is formally documented in the organisation's balance sheet.
- c. A strong culture increases behavioural consistency among employees.
- d. Founders play a significant role in establishing the initial culture of an organisation.

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

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

139. Consider the following statements about the GE-McKinsey Nine-Cell Business Portfolio Matrix:

- a. The two dimensions of the GE matrix are Industry Attractiveness and Business Unit Competitive Strength, unlike BCG which uses market growth rate and relative market share
- b. Each dimension in the GE matrix is a composite of multiple weighted factors, making it a more nuanced tool than the BCG matrix
- c. Business units falling in the three cells of the upper-left diagonal (high-high, high-medium, medium-high) are 'invest and grow' candidates
- d. The GE matrix eliminates all subjectivity in portfolio analysis because it uses precise quantitative data only

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

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

140. Consider the following statements about the Normal Distribution:

- a. The total area under the normal curve equals 1
- b. The normal distribution is always positively skewed
- c. Approximately 95.4% of values lie within  $\pm 2$  standard deviations of the mean
- d. The normal curve is asymptotic to the X-axis

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

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

141. Match the LIST-I with LIST-II

LIST-I (Theories of Leadership)		LIST-II (Function)	
a.	Filtering	i.	Receiver sees/hears only what fits their mindset
b.	Selective Perception	ii.	Sender manipulates info to appear favourable
c.	Information Overload	iii.	Too much data exceeds processing capacity
d.	Language	iv.	Jargon or ambiguous words cause misunderstanding

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

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

142. Match the LIST-I with LIST-II

LIST-I		LIST-II	
a.	Operating activities	i.	Revenue generating activities
b.	Investing activities	ii.	Acquisition or disposal of long-term assets
c.	Financing activities	iii.	Changes in capital structure
d.	Cash equivalents	iv.	Highly liquid short-term investments

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

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

143. Match the LIST-I with LIST-II

LIST-I		LIST-II	
a.	Future Value	i.	Current value of future cash flows
b.	Present Value	ii.	Value of an investment in the future
c.	Simple Interest	iii.	Interest only on principal
d.	Compound Interest	iv.	Interest on principal plus accumulated interest

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

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

144. Match the LIST-I with LIST-II

LIST-I		LIST-II	
a.	Stars	i.	High relative market share in a low-growth industry; generate large positive cash flows; the firm's primary source of funds
b.	Cash Cows	ii.	Low relative market share in a high-growth industry; require heavy investment; their future is uncertain
c.	Question Marks	iii.	Low relative market share in a low-growth industry; generate little cash; often candidates for divestiture
d.	Dogs	iv.	High relative market share in a high-growth industry; may need heavy investment to sustain growth but are market leaders.

Choose the correct answer from the options given below:

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

145. Match the List-I and List-II

LIST-I		LIST-II	
a.	Z-test	i.	Comparing means of three or more groups
b.	t-test	ii.	Testing independence of two categorical variables
c.	F-test	iii.	Testing a mean when population SD is known and mean is large
d.	Chi-square test	iv.	Testing a mean when population SD is unknown and mean is small

Choose the correct answer from the options given below:

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

Read the passage given below and answer the questions 146-150:

Communication is the lifeblood of any organisation. Without effective communication, managers cannot lead teams, make decisions or execute plans. Robbins and Coulter describe the communication process as involving a sender, encoding, a message, a channel, decoding, a receiver and feedback. Barriers such as filtering, selective perception, information overload, emotions, language differences and national culture can all distort this process. Organisations use both formal and informal communication networks. Formal networks follow the organisational hierarchy and may flow downward (instructions), upward (feedback), or laterally (coordination). The informal communication network often called the 'grapevine' emerges spontaneously among employees and can spread information rapidly, though not always accurately. Managers must understand and manage both channels effectively to ensure clarity, accuracy, and motivation in the workplace.

146. According to the passage, which of the following is not listed as a barrier to communication?

- (A) Filtering
- (B) Information overload
- (C) Delegation
- (D) Language differences

147. Which of the following best captures the synergistic role of Indian financial institutions in risk management?

- (A) A formal downward communication channel
- (B) An informal network that spreads information rapidly, though not always accurately
- (C) A structured lateral communication system
- (D) A management-approved rumour management system

148. In the communication process described, 'decoding' refers to:

- (A) The sender converting thoughts into a message
- (B) Selecting the right communication channel
- (C) The receiver translating and making sense of the message
- (D) The sender reviewing the feedback received

149. Upward communication in formal networks primarily serves to:

- (A) Give instructions from top management to workers
- (B) Coordinate activities among peer departments
- (C) Provide feedback, reports, and grievances from lower levels to higher management
- (D) Communicate with external stakeholders

150. The passage concludes that managers must manage both formal and informal channels. what is the primary reason for managing the grapevine rather than ignoring it?

- (A) It is legally mandated by labour laws
- (B) It can spread rapidly and influence workplace morale and accuracy of information
- (C) The grapevine always carries accurate information
- (D) Formal channels are slower than grapevine communication in all situations