

Q1. Match List-I with List-II

List-I	List-II
Principles of Directing	Description
(A) Maximum Individual Contribution	(I) Receiving instructions from one manager only.
(B) Managerial Communication	(II) Bringing out untapped energies of employees for the efficiency of organisation.
(C) Unity of Command	(III) Reviewing continuously whether orders are being implemented accordingly.
(D) Follow Through	(IV) Convey clear instructions to create total understanding to subordinates.

Choose the correct answer from the options given below:

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

Q2. _____ system keeps a careful check on the changes taking place in the organization and in the environment and helps to review and revise the standards in light of such changes.

- (a) Good Personnel Management
- (b) Effective and Efficient Coordination
- (c) Efficient Control Mechanism
- (d) Good Compensation and Promotion

Q3. Match List-I with List-II

List-I	List-II
(A) Sales Promotion	(I) Managing public opinion of an organisation.
(B) Advertising	(II) Short-term incentives to boost sales.
(C) Personal selling	(III) An impersonal form of communication, which is paid for by the marketers.
(D) Public Relations	(IV) Developing an interactive relationship between the seller and the buyer.

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

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

Q4. In functional foremanship technique, who among the following works under the planning incharge:

- (A) Instruction Card Clerk
- (B) Inspector
- (C) Disciplinarian
- (D) Time and cost Clerk

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

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

Q5. Arrange the following steps of the selection process in a logical sequence.

- (A) Selection Tests
- (B) Employment Interview
- (C) Reference and Background Checks
- (D) Preliminary Screening

Choose the correct answer from the options given below:

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

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

Q6. Match **List-I** with **List-II**

List-I	List-II
Decision	Factor affecting the decision
(A) Detailed Statement	(I) Method
(B) Prescribed Way	(II) Rule
(C) What is to be done?	(III) Programme
(D) Routine steps	(IV) Procedure

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

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

Q7. The CEO of a firm is involved regularly in personal observation, statistical report making and trying to ensure that current activities conform to planned targets. Which function of management is he performing?

- (a) Controlling
- (b) Financial Planning
- (c) Financing Decision
- (d) Managerial Planning

Q8. Arrange the following steps involved in setting up a business in a logical order.

- (A) Resource Mobilisation
- (B) Development of Product/Service idea
- (C) Environmental scanning for entrepreneurial opportunities
- (D) Assessment of feasibility of the idea and preparation of a business plan

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

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

Q9. Match **List-I** with **List-II**

List-I	List-II
Function	Activity
(A) Planning	(I) Establishing standards of performance and measuring current performance.
(B) Organizing	(II) Deciding a hierarchical structure.
(C) Directing	(III) Selecting an alternative to achieve goals efficiently and effectively.
(D) Controlling	(IV) Communicating effectively and supervising employees.

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

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

Q10. Identify the **INCORRECT** statement from the following.

- (a) Coordination is the essence of management.
- (b) Functions of management are interrelated.
- (c) Functions of management are not interrelated.
- (d) Management is based on practice and creativity.

Q11. If an Indian firm finds that a foreign multinational is entering the Indian market with new substitutes, it can prepare itself to meet the threat by adopting which of the following measures:

- (A) Improving the quality of the products
- (B) Reducing cost of production
- (C) Engaging in aggressive advertising and making false claims
- (D) Upgrading technology

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

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

Q12. Entrepreneurship is dependent upon several economic, social, political, legal and other environmental factors. Careful monitoring of the environment for detecting early signs of opportunities and threats may influence current and future plans.

This process is known as:

- (a) Opportunity Recognition
- (b) Problem Solving
- (c) Environmental Scanning
- (d) Feasibility Analysis

Q13. In the process of _____ companies usually modify the relationships within the management hierarchy to suit the goals.

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

Q14. ABC Ltd. has debt equity ratio of 3:1, whereas XYZ Ltd. has debt equity ratio of 1:1. Name the advantage ABC Ltd will have over XYZ Ltd., when the rate of interest is lower than the rate of return on investment of the company.

- (a) Trading on Equity
- (b) Low Risk
- (c) Trading on Debt
- (d) Greater flexibility

Q15. Anita works at the middle level of a business organisation. She might be:

- (a) The Vice President
- (b) A Divisional Head
- (c) Chief Operating Officer
- (d) A Supervisor

Q16. Arrange the following steps of organizing process in a logical manner.

- (A) Dividing the work into manageable activities
- (B) Allocating the work to the members of each department in accordance to their skills and competencies
- (C) Creation of hierarchical structure and coordination among various departments
- (D) Departments are created on the basis of several criteria such as: territory and products

Choose the correct answer from the options given below:

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

Q17. "Benefits of Specialisation" is one of the importances of:

- (a) Coordination
- (b) Communication
- (c) Directing
- (d) Organising

Business Studies Previous Year Paper

Q18. Match List-I with List-II

List-I	List-II
Selection Test	Observation
(A) Trade Test	(I) Ability to make decisions.
(B) Interest Test	(II) Potential to acquire skills.
(C) Aptitude Test	(III) Pattern of involvement of a person
(D) Intelligence Test	(IV) Actual skills possessed.

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

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

Q19. Arrange the following steps involved in controlling process in a proper sequence.

- (A) Measuring actual performance by personal observation or performance report
- (B) Analyze the deviation
- (C) Setting performance standards
- (D) Taking corrective action

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

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

Q20. "Controlling should focus on Key Result Areas which are critical to the success of an organization" is suggested under which of the following concepts?

- (a) Critical Point Control
- (b) Management by Exception
- (c) Self Control
- (d) Control by Exception

Q21. Which of the following are related to the social objectives of management?

- (A) Using environmentally friendly methods of production
- (B) Providing financial loans to suppliers
- (C) Providing basic amenities like schools and creches to employees
- (D) Giving employment opportunities to economically weaker sections of society

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

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

Q22. Which of the following aspects of staffing process is/are NOT properly stated?

- (A) Managers need to design activities to serve employees' short-term interests only.
- (B) Compensation is decided in the form of direct financial payments, which may be time-based or performance-based.
- (C) Orientation implies the introduction of new employees to existing employees.
- (D) Placement is the process of choosing from among the pool of prospective job candidates developed at the stage of recruitment.

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

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

Business Studies Previous Year Paper

Q23. Which of the following is not an important factor influencing the pricing of a product?

- (a) Managerial Skills
- (b) Utility of the Product
- (c) Government and legal regulations
- (d) Competitors' Prices

Q24. _____ involves setting objectives and developing appropriate courses of action to achieve these objectives.

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

Q25. Identify from the options given below, which is NOT an importance of packaging?

- (a) Physical distribution
- (b) Product identification
- (c) Product protection
- (d) Product promotion

Q26. Which of the following is NOT related to the importance of consumer protection from a consumer's viewpoint?

- (a) Unorganised Consumers
- (b) Consumer Ignorance
- (c) Social Responsibility of Consumers
- (d) Widespread Exploitation of Consumers

Q27. With growing competition and an attempt to increase their sales and market share using unfair means, the manufacturers, sellers and service providers may be tempted to engage in:

- (a) Unscrupulous Practices
- (b) Ethical Practices
- (c) Lowering Price
- (d) Increasing Advertisement

Q28. _____ integrates employees efforts in the organisation in such a way that every individual effort contributes to the organisational performance.

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

Q29. The marketing manager of Aricure Ltd. offers short-term incentives to encourage buyers to make immediate purchases. Which element of promotion mix is he referring to?

- (a) Public Relations
- (b) Sales Promotion
- (c) Advertising
- (d) Personal Selling

Q30. Which of the following refers to a complete offer for a product or service, having given features like size, quality, taste, etc; at a certain price; available at a given outlet or location and so on?

- (a) Market Offering
- (b) Marketing
- (c) Satisfying needs and wants
- (d) Selling

Q31. When _____ workers go on strike, they wear a black badge but work more than normal working hours to gain the sympathy of the management.

- (a) Japanese
- (b) Dutch
- (c) American

(d) French

Q32. A tube of toothpaste usually comes in a cardboard box. Consumers dispose off the box and start using the toothpaste. What level of packaging is this?

- (a) Protection Packaging
- (b) Secondary Packaging
- (c) Primary Packaging
- (d) Transportation Packaging

Q33. Which of the following are the disadvantages of Functional Structure?

- (A) A functional structure leads to occupational specialisation, since emphasis is placed on specific functions
- (B) It may lead to problems in coordination as information has to be exchanged across functionally differentiated departments
- (C) It may lead to inflexibility as people with the same skills and knowledge base may develop a narrow perspective
- (D) Functional heads do not get training for top management positions because they are unable to gather experience in diverse areas

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

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

Q34. Which of the following is termed as the 'Essence of Management'?

- (a) Coordination
- (b) Cooperation
- (c) Leadership
- (d) Motivation

Q35. Individual freedom, social justice, equality of opportunity and national integration are examples of:

- (a) Legal Environment
- (b) Social Environment
- (c) Economic Environment
- (d) Political Environment

Q36. Which of the following is not believed to be a mere issue of communication but encompasses many elements like supervision, motivation and leadership?

- (a) Planning
- (b) Directing
- (c) Coordination
- (d) Communication

Q37. Sahil purchased an LCD TV worth Rs. 1.5 lakh and found that the panel of the TV was broken. The shopkeeper refused to entertain the issue. Where would Sahil complain about this?

- (a) District Court
- (b) District Commission
- (c) State Commission
- (d) National Commission

Q38. Arrange the following current assets, in order of liquidity.

- (A) Cash in hand
- (B) Bills receivable
- (C) Marketable securities
- (D) Finished goods inventory

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

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

Q39. Which of the following schools of thought of management is NOT referred to as the 'Classical' school?

- (a) Scientific Management
- (b) Fayol's Theory
- (c) Max Weber's Bureaucracy
- (d) Maslow's Theory of Hierarchy of Needs.

Q40. An organization has no control over which factors?

- (a) External factors
- (b) Internal factors
- (c) Organisational factors
- (d) Informal factors

Comprehension:

Read the passage and answer the following questions:

XYZ Textiles Ltd., a mid-sized manufacturer of apparel, is facing several financial management challenges. The company needs to optimize its working capital management due to increasing inventory levels and longer accounts receivable cycles. The current ratio is 1.4, but the quick ratio is low at 0.7, indicating potential liquidity issues.

XYZ Textiles is considering expanding its operations by purchasing new machinery, costing \$10 million. The project is expected to generate cash flows of \$2 million annually for 7 years. The management is evaluating the project using capital budgeting techniques such as NPV and IRR. The company's cost of capital (WACC) is 9%, and the calculated NPV is positive, while the IRR is 12%, suggesting the project is viable.

The company's capital structure consists of 60% equity and 40% debt. With interest rates rising, the management is weighing whether to increase debt financing to fund the expansion or issue additional equity, which could dilute shareholder control. They are also concerned about maintaining an optimal mix to minimize the weighted average cost of capital (WACC).

Finally, the company's dividend policy has been a consistent payout of 30% of net income. With expansion plans underway, the management debates whether to cut dividends to retain more earnings for reinvestment or maintain the payout to appease shareholders.

Q41. Capital budgeting decisions are known as:

- (a) Long term Investment Decisions
- (b) Payback Financing
- (c) Accounting Rate of Return
- (d) Return on Investment

Q42. Which of the following is an advantage of debt financing?

- (a) High flexibility in dividend payments
- (b) Increased control for existing shareholders
- (c) Lower financial risk
- (d) Tax deductibility of interest payments

Q43. What is the consequence of increasing debt in a company's capital structure?

- (a) Lower financial risk
- (b) Higher cost of equity
- (c) Increased financial risk
- (d) Increased dividend payout

Q44. Working Capital management doesn't include:

- (a) Management of Cash
- (b) Management of non-current assets
- (c) Management of Bills Receivable
- (d) Management of Debtors

Q45. _____ refers to the mix between owners funds and borrowed funds?

- (a) Financing decision
- (b) Capital Structure
- (c) Debt financing

(a) Dividend decision

Comprehension:

Read the passage and answer the following questions:

Manorama Retail is a rapidly expanding retail company with stores across multiple cities. As the company grows, managing the workforce becomes increasingly complex. The HR department of XYZ faces several challenges, including hiring the right talent, managing employee turnover, and creating a training and development program to upskill employees. The company's recruitment process involves several stages, including screening resumes, conducting interviews, and background checks. However, finding candidates who align with the company culture and have the necessary skills has been difficult. Additionally, the company struggles with high employee turnover, especially in its sales and customer service departments. To address these challenges, XYZ Retail decides to focus on improving its staffing process. The company aims to enhance its recruitment strategies by using more advanced tools, such as data analytics, to match candidates with job roles more effectively. They also implement an employee retention program that includes career development opportunities and a more robust employee recognition system.

Q46. What is a key challenge faced by HR department at XYZ Retail?

- (a) Over qualified staff
- (b) Lack of development programs for employees
- (c) Inadequate pay
- (d) Poor work environment

Q47. Which of the following is not part of the recruitment process in XYZ Retail?

- (a) Screening resumes
- (b) Conducting interviews
- (c) Providing bonuses
- (d) Background checks

Q48. What is the HR department's role in staffing?

- (a) Planning marketing campaign
- (b) Inventory management
- (c) Managing customers
- (d) Recruitment and Managing talent

Q49. What is the primary focus of staffing in an organization?

- (a) Marketing Research
- (b) Accounting and Finance
- (c) Training and Development
- (d) Production Management

Q50. Recruitment is a:

- (a) Negative process
- (b) Positive process
- (c) Diversed process
- (d) Additive process

