



ANNEXURE 1

JUMBLED OBJECTIVE QUESTIONS AND ANSWERS

- Q.1 Which one of the following is not part of expansion?
(a) Mergers
(b) Aquisition
(c) Tender offers
(d) Joint ventures
(e) Exchange offers
- Q.2 Which one of the following is not part of Sell-Offs?
(a) Spin offs
(b) Split offs
(c) Divestitures
(d) Equity carve outs
(e) Proxy contests
- Q.3 Which one of the following is not part of corporate control?
(a) Premium buy backs
(b) Expansion
(c) Stand still agreements
(d) Anti take over amendments
(e) Proxy contests
- Q.4 Which one of the following is not part of changes in ownership structure?
(a) Joint ventures
(b) Exchange offers
(c) Share repurchases
(d) Going private
(e) Leveraged buyouts
- Q.5 Which of the following is not part of rationale for existence of a corporate?
(a) Transaction cost efficiency
(b) Bounded rationality
(c) Individual proprietorship
(d) Computational capacity
(e) Opportunism
- Q.6 Which of the following does not relate to BPR?
(a) Ambition
(b) Process focus
(c) Gap analysis
(d) It is an enabler
(e) Reverse engineering
- Q.7 Which of the following does not form part of Benchmarking process?
(a) Redesign
(b) Planning



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- (c) Analysis
(d) Integration
(e) Action
- Q.8 Which one of the following is not a measure related to Balanced Score Card?
(a) Financial
(b) Customer satisfaction
(c) Internal processes
(d) Gap analysis
(e) Innovation
- Q.9 Which of the following does not relate to EVA?
(a) Customer satisfaction
(b) Operating profit
(c) Tax
(d) Cost of capital
(e) Sales value
- Q.10 Which of the following does not relate to turn around Process?
(a) Decline
(b) Response initiation
(c) Budgetary control
(d) Transition
(e) Outcome
- Q.11 Which one of the following does not relate to strategic alliance?
(a) Split up
(b) Boot strap
(c) Disguised sale
(d) Evolution to a sale
(e) Alliances of the weak
- Q.12 Value drivers identified in cost leadership model do not include
(a) Sales growth rate
(b) Operating profit margin
(c) Differentiation
(d) Working capital investment
(e) Cost of capital
- Q.13. Value drivers identified in Differentiation Strategy do not include
(a) Sales growth rate
(b) Waste reduction
(c) Operating profit margin
(d) Fixed capital investment
(e) Cost of capital
- Q.14 Numerator-Focused management focuses on
(a) Reducing headcount
(b) Tightening belts



- (c) Selling assets
 - (d) Improving productivity
 - (e) Restructuring
- Q.15 Denominator-Driven Programme Focuses on
- (a) Improving productivity
 - (b) Value engineering
 - (c) Synergy
 - (d) Profit maximizing
 - (e) Reducing headcount
- Q.16 Benchmarking Focuses on
- (a) Production
 - (b) Best practices
 - (c) Best performance
 - (d) Supply chain management
 - (e) Profit
- Q.17 Improving quality is not due to
- (a) Pressure from customers
 - (b) Good training programmes
 - (c) Motivated supervision
 - (d) Inadequate documentation
 - (e) Modern machinery
- Q.18 Strategic Control does not include
- (a) Strategic surveillance
 - (b) Premise control
 - (c) Implementation control
 - (d) Budgetary control
 - (e) Special alert control
- Q.19 Steps for crisis management do not include
- (a) Identification of areas of risk
 - (b) Stock options
 - (c) Avoid chances of risks becoming crisis
 - (d) Train crisis management team
 - (e) Clear communication strategy which is transparent
- Q.20 Defensive measures to counter Takeover attacks do not include
- (a) Golden parachutes
 - (b) Poison pill
 - (c) Anti takeover amendments
 - (d) Authorization of preferred stock
 - (e) Bear hug
- Q.21 Which is not included in efficiency theories?
- (a) Differential efficiency
 - (b) Operating synergy



- (c) Operating efficiency
 - (d) Pure diversification
 - (e) Under valuation
- Q.22 Question for competitiveness does not include
- (a) Restructuring port folio
 - (b) Downsizing
 - (c) Reengineering
 - (d) Regeneration
 - (e) Capacity utilization
- Q.23 The new strategy paradigm does not include
- (a) Competitive challenge
 - (b) Analyzing the past
 - (c) Finding the future
 - (d) Mobilizing for the future
 - (e) Getting to the future first
- Q.24 Decomposing the economic engine does not include
- (a) Concept of served market
 - (b) Revenue and margin structure
 - (c) Configuration of skills and assets
 - (d) Flexibility and adaptiveness
 - (e) Exchange of shares
- Q.25 Inability to escape the past does not include
- (a) Contentment with current performance
 - (b) Vulnerability to new rules
 - (c) Resources substitute for creativity
 - (d) No gap between expectations and performance
 - (e) Accumulation of abundant resources'
- Q.26 Inability to invent the future does not include?
- (a) Optimized business system
 - (b) Deeply etched recipes
 - (c) Failure to reinvent leadership
 - (d) Unparalleled track record of success
 - (e) Success confirms strategy
- Q.27 SEBI stands for
- (a) Securities and exchange body of India
 - (b) Securities and exchange board of India
 - (c) Shares equities board of India
 - (d) Stock exchange board of India
 - (e) Stock exchange board of investors
- Q.28 Psychological influences on demand do not include
- (a) Motivation
 - (b) Attitude



- (c) Segmentation
 - (d) Learning
 - (e) Loyalty
- Q.29 Standard classes of organization structure do not include
- (a) Simple structure
 - (b) Machine bureaucracy
 - (c) Professional bureaucracy
 - (d) Capital structure
 - (e) Adhocracy
- Q.30 GAP Analysis is the Analysis of
- (a) Difference between the planned targets with the existing performance
 - (b) Difference between past performance and present performance
 - (c) Difference between two forecasts
 - (d) Difference between past targets and past performances
 - (e) Difference between master budget and flexible budget
- Q.31 Which one of the following is not the form of restructuring?
- (a) Expansion
 - (b) Reengineering
 - (c) Sell offs
 - (d) Corporate control
 - (e) Change in ownership structure
- Q.32 Business Process Re-engineering is:
- (a) Redesigning operational process
 - (b) Eliminating loss making processes
 - (c) Introducing qualified engineers
 - (d) Changing the product line
 - (e) Changing the business line
- Q.33 A core competence
- (a) Refers to a company's best executed functional strategy
 - (b) Is usually associated with one or more of a company's operating strategies
 - (c) Is something a firm does especially well in comparison to rival companies?
 - (a) All of the above except (b).
 - (b) None of the above
- Q.34 McKinsey's 7-s framework is used to analyze strategic attributes of an organization. Of the 7-s factors, which of the following can not be seen as a soft factor?
- (a) Staff
 - (b) Systems
 - (c) Skills
 - (d) Shared values
 - (e) None of the above



- Q.35 Kaplan and Norton's generic strategic map does not include:
- (a) Internal perspective
 - (b) Customer perspective
 - (c) Financial perspective
 - (d) Competitor perspective
 - (e) Learning and Growth perspective
- Q.36 Following relationship between firms allows them to create more value than they could create individually, while maintaining their independence.
- (a) Horizontal merger
 - (b) Vertical merger
 - (c) Integration
 - (d) Corporate Restructuring
 - (e) Strategic Alliance
- Q.37 An international or global competitive strategy is inherently more complex to formulate and manage because of:
- (a) Differences in markets from country to country
 - (b) Differences in competitors and competition from country to country
 - (c) Differences in labors costs, energy costs, transportation costs, tariffs and import restrictions, foreign exchange rate fluctuations, and the roles of governments from country to country.
 - (d) All of these
 - (e) None of these because global strategies are no more or no less complex than other strategies.
- Q.38 The motivation for participating in international markets includes:-
- (a) A desire to seek new markets
 - (b) A desire to access natural resource deposits in other countries
 - (c) A desire to lower costs
 - (d) The need to compete on a more equal footing with foreign competitors endeavoring to build a globally dominant market position.
 - (e) All of these.
- Q.39 The Government encourages industry, investment and FDI by creating SEZ's. The term SEZ stands for:-
- (a) Special Equity Zones
 - (b) Software Export Zones
 - (c) Special Economic Zones
 - (d) Special Entitlement Zones
 - (e) Special Effort Zones
- Q.40 Reducing headcount and selling assets / belt-tightening to face business downturn is called by Prahalad and Hamel as:
- (a) Numerator Management
 - (b) Denominator Management
 - (c) Turnaround Management
 - (d) Crisis Management
 - (e) Transition Management



- Q.41 The best test of a successful strategy implementation is:-
- (a) Whether structure is well matched to strategy
 - (b) Whether strategies and procedures are observed in a strategy supportive fashion
 - (c) Whether actual organizational performance matches or exceeds the targets spelled out in the strategic plan
 - (d) Whether it is made after the strategy is formulated so that it is supportive of the strategy
 - (e) The extent to which managers and employees fully support the company's strategy and long term direction
- Q.42 Business Process Re-engineering differs from TQM in bringing about
- (a) Incremental improvements
 - (b) Slow and steady changes
 - (c) Radical and drastic changes
 - (d) Long term improvements
 - (e) Process improvements
- Q.43 The managerial task of implementing strategy primarily falls upon the shoulders of:-
- (a) The chief executive officer
 - (b) First-line supervisors who have day-to-day responsibility for seeing that key activities are done properly.
 - (c) Vice presidents and major department heads.
 - (d) All managers, each attending to what needs to be done in their respective areas of authority and responsibility.
 - (e) The CEO and other senior officers
- Q.44 In assessing whether an organization is instilled with a spirit of high performance, the key test is:-
- (a) Whether employees are happy and satisfied.
 - (b) The level of employee morale
 - (c) Whether employees get along well together
 - (d) The extent to which the organization is focused on achievement and excellence
 - (e) Whether minimal levels of employee turnover rates and absenteeism
- Q.45 An anti takeover defense that creates securities that provide their holders with special rights in the event of a takeover is called:-
- (a) Poison Put
 - (b) Poison Pill
 - (c) Flip Pill
 - (d) Proxy rights
 - (e) Bear Hug
- Q.46 Joint Ventures may fail due to any/all of the following reasons, except:-
- (a) Lack of commitment and time in implementing the project
 - (b) Refusal by managers of one company to share knowledge with their counterparts in the Joint Venture
 - (c) Gaining of tax advantages
 - (d) Lack of commitment and time in project implementation
 - (e) Inability to develop the desired technology



- Q.47 According to C K Prahalad, competing for the future will be for:
- (a) Competency Leadership
 - (b) Operational Efficiency
 - (c) Cost Leadership
 - (d) Product Leadership
 - (e) Market Leadership
- Q.48 Major reason for the lower success in cross border merger is:-
- (a) Different cultures involved
 - (b) Shortage of finance
 - (c) Distance
 - (d) Government policies
 - (e) Technology transfer
- Q.49 Motorola learning lessons from Domino's Pizza and Federal express, to improve the speed of delivery for its cellular phones, comes under:
- (a) Strategic Benchmarking
 - (b) Functional Benchmarking
 - (c) Process Benchmarking
 - (d) Performance Benchmarking
 - (e) Internal Benchmarking
- Q.50 The Balanced Scoreboard is about:-
- (a) Creating the Vision, Communicating and Linking, Business Planning and Target Setting, Feedback and Learning
 - (b) Translating the Vision, Communicating and Linking, Business Planning and Target Setting, Feedback and Learning
 - (c) Translating the Vision, Coordinating, Business Planning and Target Setting, Feedback and Learning
 - (d) Creating the Vision, Coordinating, Business Planning and Target Setting, Feedback and Learning
 - (e) Creating the Vision, Communicating and Linking, Business Planning and Target Setting, Feedback and Learning
- Q.51 Following is not the characteristics of a MNC:-
- (a) The Managing Director should be from the Home Country
 - (b) It should have operations in a no. of countries around the globe
 - (c) Employees, stockholders and managers should be from different countries
 - (d) A high proportion of the company's assets, revenues or profits should be accounted for by the overseas operations.
 - (e) It should have affiliates or subsidiaries in foreign countries.
- Q.52 Sharing investment is one of the basic motives of:
- (a) Strategic alliances
 - (b) Joint Ventures
 - (c) MOU
 - (d) Conglomerate acquisition
 - (e) Vertical merger



- Q.53 Coke acquiring many bottling companies to augment its marketing and supplying capabilities is an example of:
- (a) Vertical merger
 - (b) Conglomerate merger
 - (c) Horizontal merger
 - (d) Merger of equals
 - (e) Merger Through Amalgamation
- Q.54 In a hostile takeover, the acquirer trying to put pressure on the management of the target firm by threatening to make an open offer is known to be:
- (a) Tender offer
 - (b) Street Sweep
 - (c) Bear Hug
 - (d) Strategic Alliance
 - (e) Brand Power
- Q.55 Shamsud Chowdhury identified and named the macro and external factors responsible for a firms decline as:
- (a) K-Factor
 - (b) R-Factor
 - (c) Q-Factor
 - (d) Z-Factor
 - (e) E-Factor
- Q.56 Technology can modify industry structure through:
- (a) change in economy of scale
 - (b) creation of new products and / or services
 - (c) change in the bargaining relationship between the industry and its buyers or its suppliers
 - (d) combination of (a) and (b) above
 - (e) all of the above
- Q.57 Marketing Research studies are undertaken:
- (a) to measure brand loyalty of a class of consumers
 - (b) to predict market potential of a product on a future date
 - (c) to understand product-price relationships
 - (d) to make out a case for revision of an existing strategy
 - (e) all of the above
- Q.58 Successful differentiation strategy allows the company to:
- (a) gain buyer loyalty to its brands
 - (b) charge high price premium
 - (c) depend only on intrinsic product attributes
 - (d) have product quality that exceeds buyers' needs
 - (e) segment a market into distinct group of buyers
- Q.59 The corporate governance frame work should ensure
- (a) rights of stakeholders as established by law
 - (b) equitable treatment to all shareholders



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- (c) timely and accurate disclosure of all material matters including finance, performance and ownership of the company
 - (d) all of the above and social responsibility
 - (e) none of the above
- Q.60 Organization culture is:
- (a) appreciation for the arts in the organization
 - (b) ability of the organization to act in a responsible manner to its employees
 - (c) combination of (a) and (b) above
 - (d) deeper level of basic assumptions and beliefs that are shared by the members of the firm
 - (e) none of the above
- Q.61 Switching costs refer to the:
- (a) cost of changing a firm's strategic group
 - (b) cost of installing a new electric switches in a factory when technology changes
 - (c) one time costs incurred by the customers when they buy from a different supplier
 - (d) all of the above
 - (e) none of the above
- Q.62 Backward integration occurs when:
- (a) a company produces its own inputs
 - (b) an integrated company disintegrates into units
 - (c) a company is concentrated in a single industry
 - (d) there are no linkages among the business units
- Q.63 Innovation strategy is:
- (a) defensive strategy
 - (b) offensive strategy
 - (c) responding to or anticipating customer and market demands
 - (d) guerrilla strategy
 - (e) harvesting strategy
- Q.64 Porter's 5 forces model have not touched upon:
- (a) Threats of potential new entrants
 - (b) Competitive strategy of different players
 - (c) Technological development within similar industry
 - (d) Bargaining power of buyers / sellers
 - (e) Price Strategy of substitutes
- Q.65 Technology adaptation is:
- (a) the complete assimilation of technical know-how acquired from collaborator
 - (b) the acquisition of technical know-how from the source external to the firm
 - (c) the acquisition of design from a collaborator and carrying onto necessary modifications thereto
 - (d) the improvement of the level or quality
 - (e) none of the above



- Q.66 The strategy of the Tata Group in India could be viewed as a good example of
- (a) Conglomerate diversification
 - (b) Market development
 - (c) Price transfers
 - (d) Concentric diversification
 - (e) Cost leadership
- Q.67 For an entrepreneur
- (a) Vision is before the mission
 - (b) Mission is before the vision
 - (c) Both are developed simultaneously
 - (d) Vision or mission are un-important issue
 - (e) Profitability is most critical
- Q.68 Which of the following market structures would be commonly identified with FMCG products?
- (a) Monopoly
 - (b) Monopolistic competition
 - (c) Oligopoly
 - (d) Perfect competition
 - (e) None of the above
- Q.69 The Product Market matrix comprising of strategies of Penetration, Market Development, Product Development and diversification was first formulated by
- (a) Ansoff
 - (b) Drucker
 - (c) Porter
 - (d) Andrews
 - (e) Prahlad
- Q.70 If an airline company purchases a hotel, this would be an example of
- (a) Strategic alliance
 - (b) Backward integration
 - (c) Forward integration
 - (d) Market Expansion
 - (e) None of the above
- Q.71 The acquisition of IPCL, Vadodra by Reliance Petrochemicals would be a good example of
- (a) Horizontal integration
 - (b) Vertical Integration
 - (c) Concentric Diversification
 - (d) Forward Integration
 - (e) Diversification
- Q.72 HLL's decision to buy out Lakme, when both are in the cosmetics business, would be an example of
- (a) Horizontal Integration



- (b) Corporate advantage
 - (c) Learn-Organization
 - (d) Vertical Integration
 - (e) Strategic tie-up
- Q.73 Indian Airlines decreasing the airfare on the Delhi-Mumbai sector following the introduction of the No-frills airlines would be an example of
- (a) Cost Leadership
 - (b) Price Leadership
 - (c) Product Differentiation
 - (d) Focus
 - (e) Market Retention
- Q.74 The essential ingredients of Business Process Re-engineering are:
- (a) Continuous improvements of products, processes and technologies.
 - (b) Advanced planning the areas of technologies, processes and strategic partnerships, etc.
 - (c) Fundamental rethinking and radical redesign of business process to achieve dramatic results.
 - (d) Generation, comparison and evolution of many ideas to find out one worthy of development.
 - (e) Identification and selection of layouts most suited for products and processes.
- Q.75 BSNL's plan behind introduction of "Internet Plan 99", ISDN, Virtual Private Net work, etc., would be an example of:
- (a) Utilization of newer technologies
 - (b) Portfolio generation
 - (c) Diversification of business
 - (d) Product Development
 - (e) Encash new opportunities
- Q.76 Mckinsey's 7-s framework consists of:
- (a) Structure, strategy, software, skills, styles, staff and supervision
 - (b) Structure, strategy, software, skills, styles, syndication and shared values
 - (c) Structure, strategy, software, skills, steering power, styles and shared values
 - (d) Structure, strategy, staff, skill, systems, shard values, style
 - (e) None of the above.
- Q.77 Offensive strategy is a strategy:
- (a) For small companies that consider offensive attacks in the market
 - (b) For those companies that search for new inventory opportunities to create competitive advantage
 - (c) For the market leader who should attack the competitor by introducing new products that make existing ones obsolete
 - (d) For those companies who are strong in the market but not leaders and might capture a market share from the leader
 - (e) None of the above



- Q.78 The maturity stage of the PLCC is most often associated with:
- (a) rapid growth
 - (b) uncertainty in market
 - (c) improvements in manufacturing process
 - (d) high exit barriers
 - (e) realignment of competitive structure
- Q.79 Benchmarking is:
- (a) The analytical tool to identify high cost activities based on the 'Pareto Analysis'.
 - (b) The search for industries best practices that lead to superior performance;
 - (c) The simulation of cost reduction schemes that help to build commitment and improvement of actions;
 - (d) The process of marketing and redesigning the way a typical company works;
 - (e) The framework that earmarks a linkage with suppliers and customers;
- Q.80 When two firms together produce, warehouse, transport and market products, it is said to be a case of:
- (a) Consolidation
 - (b) Amalgamation
 - (c) Joint Venture
 - (d) Strategic Alliance
 - (e) All of the above
- Q.81 When strategy of preplanned series of re-launches is:
- (a) harvesting strategy
 - (b) offensive strategy
 - (c) defensive strategy
 - (d) pruning strategy
 - (e) repositioning strategy
- Q.82 Identifying and evaluating key social, economic, technological and competitive trends/ events comprise of:
- (a) Developing a mission statement
 - (b) An implementing strategy
 - (c) Performing an external audit
 - (d) Identifying market trends
 - (e) Conducting an internal audit
- Q.83 SAIL's famous advertising campaign of "there is a bit of steel in everyone's life" was meant to:
- (a) Gain buyers awareness about its versatile product range
 - (b) Create an image of superior performance
 - (c) Inform new buyers about its special products
 - (d) Enhance product quality perception
 - (e) Achieve its mission
- Q.84 Which of the following best describes an investment centre?
- (a) A centre for which managers are accountable only for costs



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- (b) A centre for which managers are accountable only for financial outputs in the form of generating sales revenue.
 - (c) A centre for which managers are accountable for profit.
 - (d) A centre for which managers are accountable for profit and current and non-current assets
- Q.85 A flexible budget is
- (a) A budget which by recognizing different cost behavior patterns is designed to change as volume of activity changes.
 - (b) A budget for a twelve month period which includes planned revenues, expenses, assets and liabilities.
 - (c) A budget which is prepared for a rolling period which is reviewed monthly, and updated accordingly.
 - (d) A budget for semi-variable overhead costs only.
- Q.86 Risk management techniques do not include
- (a) Risk avoidance
 - (b) Risk premium
 - (c) Risk retention
 - (d) Risk reduction
 - (e) Risk transfer
- Q.87 Types of risks do not include
- (a) Business risks
 - (b) Market risks
 - (c) Interest rate risks
 - (d) Default risks
 - (e) Uncertainty
- Q.88 Types of insurance do not include
- (a) Life
 - (b) Property
 - (c) Break down of machinery
 - (d) Consequential losses
 - (e) Intellectual capability
- Q.89 Insurance premium is computed by
- (a) The product of annual rate and sum insured
 - (b) The product of annual rate and value of property
 - (c) The product of monthly rate and sum insured
 - (d) The product of monthly rate and value of property
 - (e) Sum of annual rate and sum insured
- Q.90 Portfolio management reduces
- (a) Systematic risk
 - (b) Unsystematic risk
 - (c) Interest rate risk
 - (d) Default risk
 - (e) Inflation risk



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- Q.91 Unsystematic risk relates to
- (a) Market risk
 - (b) Beta
 - (c) Inherent risk
 - (d) Interest rate risk
 - (e) Inflation risk
- Q.92 Financial risks do not include
- (a) Trade cycles
 - (b) Interest rate risk
 - (c) Inflation risk
 - (d) Default risk
 - (e) Exchange risk
- Q.93 Project risk does not include
- (a) Institutional risk
 - (b) Turbulence
 - (c) Completion risk
 - (d) Market related risk
 - (e) Uncertainty
- Q.94 Instruments that hedge against risk do not include
- (a) Letter of credit
 - (b) Guarantee
 - (c) Underwriting
 - (d) Factoring
 - (e) Rights issue
- Q.95 RORAC means
- (a) Risk oriented return against capital
 - (b) Return on real asset computation
 - (c) Return on risk-adjusted capital
 - (d) Return on risky assets and capital
 - (e) Return on risk associated capital
- Q.96 RAROC means
- (a) Risk-adjusted return on capital
 - (b) Return adjusted risk oriented capital
 - (c) Risk and return on capital
 - (d) Risk affected return on capital
 - (e) Return associated risk on capital
- Q.97 VaR means
- (a) Variation associated risk
 - (b) Valuation and risk
 - (c) Value at risk
 - (d) Value and return
 - (e) Variance at risk



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- Q.98 Standard deviation measures
- (a) Risk
 - (b) Uncertainty
 - (c) Certainty
 - (d) Variance
 - (e) Forecast errors
- Q.99 Commercial insurance do not include
- (a) Jewelers block policy
 - (b) Bankers indemnity policy
 - (c) Shop keepers policy
 - (d) Marine cargo policy
 - (e) Endowment policy
- Q.101 Life insurance do not include
- (a) Whole life
 - (b) Pension
 - (c) Accident
 - (d) Endowment
 - (e) Motor Vehicle
- Q.102 General insurance do not include
- (a) Fire policy
 - (b) Burglary policy
 - (c) Machine break down policy
 - (d) Contractors all risk policy
 - (e) Life policy
- Q.103 Insurance is not a
- (a) A contract Uberrimae Fide
 - (b) A contract based on insurable interest
 - (c) A contract of indemnity
 - (d) A contract of guarantee
 - (e) A cover for risk
- Q.104 Risk is defined as
- (a) A variation from the actual
 - (b) A variation from the expected
 - (c) A possible event
 - (d) A possible uncertainty
 - (e) Certainty of failure
- Q.105 NRAA has been created in November 2006 to support up gradation and management of dry land and rain fed agriculture. NRAA stands for
- (a) National Rain fed Area Authority
 - (b) National Rural farming Areas Authority
 - (c) National Reconstruction Asset Allocation
 - (d) National Reallocation of Available Assets
 - (e) None of the above



- Q.106 (NAIS) according to Indian Government stands for
- (a) National Assets Insurance Scheme
 - (b) National Agricultural Insurance Scheme
 - (c) National Aerospace Information System
 - (d) National Agricultural Investment Scheme
 - (e) None of the above
- Q.107 (NREGS)) according to Indian Government stands for
- (a) National Rural Energy Guarantee Scheme
 - (b) National Rural Employment Guarantee Scheme
 - (c) National Rural Executive Grievance Scheme
 - (d) National Reconstruction Gains Scheme
 - (e) None of the above
- Q.108 Contribution of management accountant in validation of Mission is
- (a) Be part of feedback sessions for validation to identify the impact of external forces
 - (b) Be part of feedback sessions for validation to identify the impact of financial aspect
 - (c) Be part of feedback sessions for validation to identify the impact of technological forces
 - (d) Be part of feedback sessions for validation to identify the impact of competitive forces
 - (e) None of the above
- Q.109 Contribution of management accountant in environmental scan and SWOT analysis is
- (a) Research information on competitive activity
 - (b) Collate information on key environmental factors and statutory regulations
 - (c) Research, collect and collate information on statutory regulations
 - (d) Research, collect and collate information on key environmental factors including statutory regulations and competitive activity
 - (e) None of the above
- Q.110 Contribution of management accountant in strategic change portfolio exercise is
- (a) To lay down strategic initiatives in a chronological order over the time horizon of the strategy
 - (b) Be part of cross functional team to lay down tactical initiatives
 - (c) Be part of cross functional team to lay down strategic initiatives in a chronological order over the time horizon of the strategy
 - (d) Be part of cross functional team to perform financial audit
 - (e) None of these
- Q.111 Contribution of management accountant to sustain kaizen strategy is
- (a) Be part of cross functional teams to identify assumptions and critical success factors which need revision
 - (b) Be part of the cross functional team to identify critical business process which need specific attention for modification and improvement



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- (c) To lead production team for modification and improvement of production processes
 - (d) Both (a) and (b)
 - (e) None of the above
- Q.112 Value chain includes
- (a) Customer service, Distribution, Marketing
 - (b) Production, Product and service and process design
 - (c) Research and development
 - (d) All of the above
 - (e) None of the above
- Q.113 Target price is
- (a) Market driven
 - (b) Product driven
 - (c) Cost driven
 - (d) Investment driven
 - (e) None of the above
- Q.114 Value analysis aims at
- (a) increasing sales by economizing expenditure and increasing productivity
 - (b) reducing cost by economizing expenditure and increasing productivity
 - (c) reducing profits by increasing expenditure and increasing productivity
 - (d) reducing cost by economizing expenditure and increasing man power
 - (e) None of the above
- Q.115 Value engineering job plan consists of the following phases
- (a) General phase, Information phase, Function Phase
 - (b) Creation Phase, Evaluation Phase, Investigation Phase
 - (c) Recommendation Phase
 - (d) All the above
 - (e) Non of the above
- Q.116 ABC involves
- (a) Innovative approach to reduction of costs
 - (b) Process analysis, cost drivers and innovative approach to reduction of costs
 - (c) Process analysis and innovative approach to reduction of costs
 - (d) Process analysis and cost drivers to reduction of costs
 - (e) None of the above
- Q.117 The attribution of costs other than the purchase price, (e.g. distribution, warehousing, retailing) to each product line. Thus the net profit as opposed to gross profit can be identified for each product. This concept is known as:
- (a) Direct product profitability
 - (b) Indirect product profitability
 - (c) Direct product costs
 - (d) Indirect product cost
 - (e) None of these



- Q.118 Product development policy and strategy involves four phases namely,
- (a) Concept development, product marketing, product/ process engineering, product launch
 - (b) Concept development, product planning, product/ process engineering, pilot production/ ramp up
 - (c) Product planning, product/ process engineering, pilot production/ ramp up, marketing
 - (d) Concept development, product planning, pilot production/ ramp up, sales
 - (e) None of the above
- Q.119 MTO stands for
- (a) Mark to order
 - (b) Move to order
 - (c) Move to open area
 - (d) Make to order
 - (e) None of the above
- Q.120 MTS stands for
- (a) Make to sell
 - (b) Make to stock
 - (c) Move to sell
 - (d) Move to store
 - (e) Mail to store
- Q.121 MTA stands for
- (a) Mark to area
 - (b) Move to assembly
 - (c) Make to assembly
 - (d) Monitor in area
 - (e) Move to accelerate
- Q.122 The variables involved in the location of a warehouse are:
- (a) Processing cost of volume shipment, Transportation cost of volume shipment
 - (b) Warehousing cost of average shipment, Local delivery of average shipment
 - (c) Number of average shipments per volume shipment, Processing cost of average shipment, Direct freight cost of average shipment
 - (d) All of the above
 - (e) None of the above
- Q.123 The world class approach to cost management would require understanding
- (a) The total production management
 - (b) Total quality management
 - (c) Align the total cost management on the lines of the above two strategies
 - (d) Competition
 - (e) None of the above
- Q.124 Pre-loss objectives in risk management are
- (a) Understanding environment, Fulfillment of external obligations – statutory requirements



- (b) Reduction in anxiety through preventive measures
 - (c) Social obligations to make people aware of the risks
 - (d) Both (a) and (b)
 - (e) All the above
- Q.125 Post-loss objectives in risk management are
- (a) Survival of the organization, Continuance of the organization's operations
 - (b) Initiate and improve the income / earnings
 - (c) Obligation to society
 - (d) Both (a) and (b)
 - (e) All the above
- Q.126 Risk management strategies are
- (a) Avoid Risk, Reduce Risk, Retain Risk
 - (b) Combine Risks, Transfer Risk, Share Risk
 - (c) Hedge Risk.
 - (d) Both (a) and (c)
 - (e) All of the above
- Q.127 Physical Risk includes
- (a) Natural calamities: fire, tsunami, floods, earthquake, etc.
 - (b) Factory accidents due to fire, mishandling of equipment, breakdown and explosions
 - (c) Occupational hazards
 - (d) Both b and c
 - (e) All the above
- Q.128 Business Risk which is inherent to a business due to
- (a) Its nature and susceptibility to environment, e.g., change of fashion, business cycles
 - (b) Its nature and susceptibility to environment, e.g., conflicts like war, insurgency
 - (c) Its nature and susceptibility to environment, e.g., cross border terrorism, technological obsolescence, etc.
 - (d) All of the above
 - (e) None of the above
- Q.129 Financial Risk arises out of
- (a) The nature of financial transactions
 - (b) Conduct of business and investment
 - (c) Both (a) and (b)
 - (d) Increased competition
 - (e) None of the above
- Q.130 Physical risk arising out of Social, Political, Economic and Legal Environments are often identified
- (a) Through the performance of lead indicators
 - (b) Through the performance of lagging indicators
 - (c) Through the performance of lead and lag indicators



- (d) Through the performance of the government
 - (e) None of the above
- Q.131 While applying statistical analysis, two concepts are applied for assessment of risk:
- (a) Measures of Central Tendency
 - (b) Measures of Variation
 - (c) Measures of end result
 - (d) Both (a) and (b)
 - (e) All the above
- Q.132 Often analysts focus on characteristics of loss distributions, such as
- (a) Expected Loss
 - (b) Standard Deviation of loss
 - (c) Maximum probable loss
 - (d) Both (b) and (c)
 - (e) All the above
- Q.133 The concept of _____ is the process of identification of separate risks and put them all together in a single basket, so that the monitoring, combining, integrating or diversifying risk can be implemented.
- (a) Physical risk
 - (b) Financial risk
 - (c) Pooling risk
 - (d) Business risk
 - (e) Sharing risk
- Q.134 Variability in return on investments in the market is referred to as
- (a) Market risk
 - (b) Physical risk
 - (c) Financial risk
 - (d) Pooling risk
 - (e) Business risk
- Q.135 _____ refers to the uncertainty of market volumes in the future and the quantum of future income caused by the variations in the interest rates.
- (a) Market risk
 - (b) Physical risk
 - (c) Interest rate risk
 - (d) Pooling risk
 - (e) Exchange risk
- Q.136 _____ is the uncertainty of the purchasing power of the monies to be received, in the future.
- (a) Purchasing power risk
 - (b) Market risk
 - (c) Physical risk
 - (d) Interest rate risk
 - (e) Exchange risk



- Q.137 “Building block” approach related to asset liability model refers to successive levels in an organization. The levels are:
- (a) Standalone risks within a single risk factor are accumulated (Ex, credit risk)
 - (b) Accumulation of risks arising out of different risk factors with in a single business area (Ex, combining the assets, liability and operating risks in companies operations)
 - (c) At this level risks across all the business lines in a corporate are aggregated together
 - (d) All the above
 - (e) None of the above
- Q.138 _____ is a technique to compute matching of assets and liabilities by which a prudent management of an investment portfolio can be properly taken care of.
- (a) Liability management
 - (b) Asset liability management
 - (c) Risk management
 - (d) Creditor management
 - (e) None of the above
- Q.139 The most commonly used techniques for measurement of liquidity risks is _____
- (a) The gap analysis of maturing assets to the maturing liabilities
 - (b) The financial analysis
 - (c) The audit of maturing assets
 - (d) The gap analysis of current assets to the maturing liabilities
 - (e) None of the above
- Q.140 ECOR in risk management means
- (a) Expected cost of ruin
 - (b) Expected cost of opportunity loss
 - (c) Economic cost of ruin
 - (d) Economic cost of opportunity loss
 - (e) None of the above
- Q.141 EPD in risk management means
- (a) Economic policy holder deficit
 - (b) Expected probability of holder deficit
 - (c) Expected policy holder deficit
 - (d) Expected policy holder default
 - (e) None of the above
- Q.142 Solvency related risk measures do not include
- (a) Probability of ruin
 - (b) Short fall risk
 - (c) Value at risk
 - (d) Return on equity
 - (e) Tail value at risk
- Q.143 Performance related risk measures do not include
- (a) Operating earnings



- (b) EBITDA
 - (c) WACC
 - (d) EVA
 - (e) Shortfall risk
- Q.144 Value migration suggests the need to be monitor on a continuous basis to detect and measure the changes happening in value flows:
- (a) Between the industries
 - (b) Between companies
 - (c) Between divisions of a company
 - (d) Both (a) and (b)
 - (e) All the above
- Q.145 The a-priori segmentation method does not include
- (a) Standard industrial classification groups (SIC)
 - (b) Patterns of product purchase and usage
 - (c) Usage groups (Volume users, lean users, and non-users)
 - (d) VALS (Values and lifestyles classification system) and
 - (e) PRISM (Geo demographic classification system)
- Q.146 Post-hoc segmentation method does not include
- (a) Preferences to product attributes and values
 - (b) Basic demographic groups (Age, sex and household composition)
 - (c) Brand preferences and brand loyalty
 - (d) Price sensitivity
 - (e) Usage groups (Volume users, lean users, and non-users)
- Q.147 Judy Strauss and Raymond Frost's e-marketing model defines e-business as
- (a) $EB = EC + SCM + ERP$
 - (b) $EB = EC + BI + CRM + SCM + ERP$
 - (c) $EB = EC + BI + CRM$
 - (d) $EB = CRM + SCM + ERP$
 - (e) $EB = SCM + ERP$
- Q.148 The differential effect on a customer whose response to a product or service is through the knowledge of the brand comparison with other brands is known as
- (a) Customer equity
 - (b) Market share
 - (c) Brand equity
 - (d) Brand loyalty
 - (e) Product life cycle
- Q.149 SCO means
- (a) Successful competitor outcome
 - (b) Successful commercial organization
 - (c) Successful customer outcomes
 - (d) Successful competitor outlet
 - (e) None of the above



Answers					
Question numbers	Answers	Question numbers	Answers	Question numbers	Answers
1	e	36	e	71	a
2	e	37	d	72	a
3	b	38	e	73	e
4	a	39	c	74	c
5	c	40	b	75	a
6	e	41	c	76	d
7	a	42	c	77	d
8	d	43	d	78	d
9	a	44	d	79	b
10	c	45	b	80	c
11	a	46	c	81	e
12	c	47	a	82	c
13	b	48	a	83	e
14	d	49	a	84	d
15	e	50	b	85	a
16	b	51	d	86	b
17	d	52	b	87	e
18	d	53	a	88	e
19	b	54	a	89	a
20	e	55	a	90	a
21	c	56	d	91	c
22	e	57	e	92	a
23	b	58	b	93	e
24	e	59	d	94	e
25	b	60	d	95	c
26	d	61	c	96	a
27	b	62	a	97	c
28	c	63	c	98	a
29	d	64	b	99	e
30	a	65	c	100	e
31	a	66	a	101	e
32	a	67	a	102	d
33	d	68	c	103	b
34	e	69	a	104	a
35	d	70	c	105	b

ANNEXURE 1

Question numbers	Answers	Question numbers	Answers	Question numbers	Answers
106	b	121	b	136	a
107	a	122	d	137	d
108	b	123	c	138	b
109	d	124	e	139	a
110	c	125	e	140	c
111	d	126	e	141	c
112	d	127	e	142	d
113	a	128	d	143	e
114	b	129	c	144	e
115	d	130	a	145	b
116	b	131	c	146	b
117	a	132	e	147	b
118	b	133	c	148	c
119	d	134	a	149	c
120	b	135	c		