Roll. No. ....

O.M.R. Serial No.

BBA (SEM.-VI) (NEP) EXAMINATION, 2024
BUSINESS ADMINISTRATION
F010603T - A : Strategic Management
F010603T - B : Training and Development

Paper Code							
F	0	1	0	6	0	3	T

Question Booklet Series

C

Time : 1 : 30 Hours

Max. Marks : 75

Instructions to the Examinee :

1. Do not open the booklet unless you are asked to do so.

2. The booklet contains 100 questions. Examinee is required to answer 75 questions in the OMR Answer-Sheet provided and not in the question booklet. Booklet is in two Sections : Section-A (1-50) & Section-B (51-100). Candidate should select 37 and 38 questions respectively from both Sections. All questions carry equal marks.

3. Examine the Booklet and the OMR Answer-Sheet very carefully before you proceed. Faulty question booklet due to missing or duplicate pages/questions or having any other discrepancy should be got immediately replaced.

4. Four alternative answers are mentioned for each question as - A, B, C & D in the booklet. The candidate has to choose the correct / answer and mark the same in the OMR Answer-Sheet as per the direction :

(Remaining instructions on last page)

SECTION-A : STRATEGIC MANAGEMENT

1. How often should Strategic Management activities be performed?

   (A) Annually

   (B) Quarterly

   (C) Monthly

   (D) Continuously

2. In a large organization, Strategic Management activities occur at what level(s)?

   (A) Corporate and divisional

   (B) Functional, business and corporate

   (C) Strategic business unit

   (D) Divisional

3. The origins of Business Policy and Strategic Management can be retraced to :

   (A) 1930

   (B) 1911

   (C) 1879

   (D) 1938

4. Which liberalization has made Strategic Management a buzz word among the Indian corporates?

   (A) Cultural

   (B) Economic

   (C) Social

   (D) None of the above

5. BCG was established in :

   (A) 1st July, 1936

   (B) 1st July, 1963

   (C) 31st July, 1963

   (D) 31st July, 1936

6. Which of the following terms are used interchangeably in strategies?

   (A) Strategic movement

   (B) Business policy

   (C) Corporate strategy

   (D) All of the above

7. In corporate language, the term 'Mission' leads to :

   (A) Goals

   (B) Targets

   (C) Objectives

   (D) None of the above

8. Business decisions are influenced by sets of factors :

   (A) One

   (B) Two

   (C) Three

   (D) Four

9. The external environment consists of two types of environment name them :

   (A) Mini And Micro

   (B) Mega and Micro

   (C) Micro and Macro

   (D) Mini and Mega

10. Why is Strategic Management important?

(A) It has little impact on organizational performance

(B) It is involved in many of the decisions that managers make

(C) Organizations are composed of similar divisions and functions

(D) None of the Above

11. Middle level managers typically are responsible for .... Strategies.

(A) Business

(B) Organizational

(C) Operational

(D) Corporate

12. Strategy determines what businesses an organization should be in :

(A) Business

(B) Organizational

(C) Operational

(D) Corporate

13. Why should governments seek to regulate?

(A) To control competition and stop monopoly power

(B) To minimize resource wastage and monopoly power

(C) To control competition and minimize resource wastage

(D) To control competition, minimize resource wastage, and inhibit the exploitation of weak buyers and suppliers

14. The Strategic Management process is .

(A) A set of activities that is guaranteed to prevent organizational failure

(B) A process concerned with a firms resources, capabilities, and competencies, but not the conditions in its external environment

(C) A set of activities that to date have not been used successfully in the notfor-profit sector

(D) A dynamic process involving the full set of commitments, decisions, and actions related to the firm

15. .... are external forces aff'ecting organizations.

(A) Technological forces

(B) Political forces

(C) Economic forces

(D) All of the above

16. .... assesses the whole Strategic Management process.

(A) Strategic audit

(B) Company audit

(C) Business audit

(D) None of the above

17. The word Strategy originated from ....

(A) Stratagos

(B) Stratum

(C) Statistics

(D) Straight

18. Which Statement is true?

(A) The strategic management involve the determination of the organisation's mission, strategic policies, and strategic objectives

(B) Strategic management is a stream of decisions and action which leads to the development of an effective strategy, or strategies to help achieve corporate objectives

(C) The strategic management process is the way in which strategists determine objectives and make strategic decisions

(D) All of the above

19. ".......... is the process of managing the pursuit of organizational mission while managing the relationship of the organization to its environment".

(A) System Management

(B) Strategic Management

(C) Financial Management

(D) Cost Management

20. Who is father of Strategic Management?

(A) Peter Drucker

(B) Michael E Porter

(C) Igor Ansoff

(D) Alfred Chandler

21. In the context of Strategic Management resources can be defined as :

(A) The knowledge and skills within the organization

(B) Something that an organisation owns, controls or has access to on a semipermanent basis

(C) The physical assets of the organisation

(D) None of the above

22. Strategic Management involves :

(A) The determination of the organisation's mission, strategic policies and strategic objectives

(B) Cost

(C) The determination of price of the product and service

(D) Planning with high cost

23. Which statement is true?

(A) Strategy has more subjective values

(B) Strategy is developed at the highest level

(C) Strategy requires more difficult-to-get information. A manager requires more information for arriving at a strategic decision, while tactics requires normal information which is generated within the organisation

(D) All of the above

24. Stability strategy is a .... strategy.

(A) Corporate level

(B) Business level

(C) Functional level

(D) Strategic level

25. Strategic Management handles :

(A) External issues

(B) Management issues

(C) Internal issues

(D) Administrational issue

26. Corporate level strategy deals with :

(A) Objectives of specific functions

(B) Objective of single strategic business unit

(C) Objectives of the corporate

(D) Objectives of specific operations

27. Who is the author of 'Competitive Strategy, Competitive Advantage'?

 (A) Chandler

 (B) Porter

 (C) David

 (D) Waterman

28. The .... answers the question "What do we want to become?" whereas answers the question "What is our business?"

 (A) Vision statement; mission statement

 (B) Short-term objectives; long-term objectives

 (C) Mission; vision

 (D) None of the above

29. What is the recommended length of an effective mission statement?

 (A) One page

 (B) Less than 200 words

 (C) One sentence of 10 to 20 words

 (D) There is no recommendation. It can be as long as the management wants

30. The three stages of Strategic Management are :

 (A) Strategy Formulation, Strategy Implementation, and Strategy Execution

 (B) Strategy Formulation, Strategy Execution, and Strategy Assessment

 (C) Strategy Formulation, Strategy Implementation, and Strategy Evaluation

 (D) Stratify Assessment, Strategy Execution, and Strategy Evaluation

31. ....are the means by which long-term objectives will be achieved.

 (A) Mission statements

 (B) Strategies

 (C) Vision statements

 (D) Long-term goals

32. Strategic Management allows an organization to be more :

 (A) Complacent

 (B) Proactive

 (C) Authoritarian

 (D) Reactive

33. .... may be the most important benefit of Strategic Management.

 (A) Profit

 (B) Commitment

 (C) Understanding

 (D) Order

34. .... is one of the reasons for poor or no strategic planning in organizations.

 (A) Prior good experience

 (B) Fear of success

 (C) Low expense

 (D) Self-interest

35. BCG Stands for :
    (A) Big Consultancy Group
    (B) Boston Consultancy group
    (C) Boston College Group
    (D) Brain Consultancy Group

36. Which one of the following is of concern for not-for-profit organizations?
    (A) The markets to service
    (B) Identifying suppliers to deal with
    (C) Developing capabilities
    (D) Building monopolies

37. The impact of strategies on the general direction and basic character of a company is :
    (A) Short range
    (B) Medium range
    (C) Long range
    (D) Minimal

38. Which of the following statements best describes strategic management?
    (A) A process consisting of determining objectives and strategic actions to achieve those objectives
    (B) A process consisting of determining objectives, strategic actions to achieve those objectives, the implementation of desired strategy, and the monitoring of that strategy
    (C) A process consisting of the determination of direction, strategic actions to achieve objectives, the implementation of desired strategy, and monitoring of that strategy
    (D) A process for determining direction, strategic actions to achieve objectives, and the implementation of desired strategy

39. Which of these is not a key stakeholder that an organization must seek to satisfy?
    (A) Managers
    (B) Shareholders
    (C) Employees
    (D) Customers

40. Five Force Model was developed by :
    (A) Alfred Chandler
    (B) Michael E Porter
    (C) Peter Drucker
    (D) Igor Ansoff

41. Who describes McKinsey 7s Model?
    (A) Michael E Porter
    (B) Peter Drucker
    (C) Thomas J.Peters and Robert H. Waterman
    (D) Igor Ansoff

42. Which one of these would not be a problem for an organization attempting to establish a unified vision or direction?
    (A) The constraints applied by key stakeholders upon the organizations management
    (B) The personal objectives of those within the organization
    (C) The varying expectations of external stakeholders
    (D) Conflicts between the product and its desired target market

43. .... is the collection of managerial decisions and actions that determine the long-run performance of an organization.
    (A) Planning
    (B) Goal-oriented management
    (C) Strategic management
    (D) Leadership

44. What are designed to guide managers in the pursuit and achievement of strategy and objectives?

   (A) Procedures

   (B) Budgets

   (C) Policies

   (D) Plans

45. Strategy effectiveness and competitive success is dependent on which of the following groups of competencies?

   (A) Change, Planning, Learning

   (B) Content, Change, Planning

   (C) Content, Change, Learning

   (D) Learning, Planning, Content

46. The three organizational levels are :

   (A) Corporate Level, Business Level, Functional Level

   (B) Corporate Level, Business Unit Level, Functional Level

   (C) Corporate Strategy Level, Business Unit Level, Functional Level

   (D) Corporate Strategy Level, Business Level, Specialist Level

47. The Acronym PESTL Stands for :

   (A) Power, Esteem, Status, Threat, Legal

   (B) Political, Economic, Social, Technological, Legal

   (C) Power, Economic, Social, Technological, Legal

   (D) Psychological, Esteem, Status, Threat, Logical

48. When actual performance results are better than what the plan called for, managers should :

   (A) Ignore it

   (B) Sell more products

   (C) Issue more stock options to Employees

   (D) Increase prices

49. The basic activities of Strategic Management include :

   (A) Offense, Defense, and Control

   (B) Situation Analysis, Strategy Formulation, Implementation, and Evaluation

   (C) Development, Control, and Management

   (D) Ethics, Management, and Practice

50. The three stages of Strategic Management are :

   (A) Strategy Formulation, Strategy Implementation, and Strategy Execution

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   (C) Strategy Formulation, Strategy Implementation, and Strategy Evaluation

   (D) Stratify Assessment, Strategy Execution, and Strategy Evaluation

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SECTION-B : TRAINING AND DEVELOPMENT

51. The first step in organizing a management development program should be :

(A) Selecting candidates for promotion

(B) Determining the budget for the program

(C) Assessing the development needs of potential leaders

(D) Planning the graduation ceremony for participants

52. Which of the following is a critical step in planning an executive development program?

(A) Limiting feedback from current executives

(B) Defining clear, measurable objectives for the program

(C) Choosing a venue for the program

(D) Purchasing technology and software

53. Which technique is commonly used in executive development programs for practicing decision-making?

(A) Lectures

(B) Case studies

(C) Written exams

(D) Quizzes

54. Role-playing is an effective method in executive training programs because it :

(A) Allows participants to observe rather than participate

(B) Provides an opportunity to practice interpersonal and decision-making skills in a safe environment

(C) Is less time-consuming than other methods

(D) Requires no feedback or debriefing

55. Action learning in management development often includes :

(A) Real-life problem-solving

(B) Passive observation of problems

(C) Focus on theoretical knowledge only

(D) Individual learning without group interaction

56. Legal issues in training and development could include :

(A) Proper documentation and adherence to non-discrimination laws

(B) Ignoring local and international training regulations

(C) Offering the same training to every employee regardless of position

(D) None of the above

57. Cross-cultural preparation is essential for :

(A) Only employees who request it

(B) Executives working in or with different cultures to enhance effectiveness

(C) Reducing the variety of training programs offered

(D) Ensuring that training is consistent across locations without adaptation

58. Managing workforce diversity in training programs is important to :

(A) Create a homogeneous workforce

(B) Ensure compliance with legal standards

(C) Enhance understanding and inclusion within the diverse workforce

(D) Limit the perspectives and ideas within a team

59. Sensitivity training in a corporate setting aims to :
    (A) Focus on technical skills development
    (B) Improve understanding and relations between diverse employees
    (C) Provide legal advice to employees
    (D) Decrease organizational transparency

60. Effective succession planning should ideally :
    (A) Focus on external recruitment
    (B) Prepare employees for future leadership roles within the organization
    (C) Be considered only when a vacancy occurs
    (D) Be a quick, one-time assessment

61. The main goal of executive coaching is to:
    (A) Provide a punitive measure for underperforming executives
    (B) Offer personalized development to enhance leadership capabilities
    (C) Decrease the autonomy of executives
    (D) Reduce the need for team collaboration

62. In executive development, mentoring differs from coaching in that mentoring :
    (A) Is more directive and performance-focused
    (B) Offers a longer-term relationship focused on the mentee's overall career and personal development
    (C) Is typically a short-term intervention
    (D) Is not personalized

63. Which of the following is a benefit of using simulations in management development?
    (A) They provide a low-risk environment for testing theories only
    (B) They offer realistic leadership challenges and immediate feedback
    (C) They are less costly than other methods
    (D) They require minimal preparation

64. 360-degree feedback in an executive development program is useful because it :
    (A) Comes exclusively from the trainee's direct reports
    (B) Provides a rounded perspective from peers, subordinates, and supervisors
    (C) Focuses only on positive feedback
    (D) Is entirely anonymous and untraceable

65. A key characteristic of a successful management development program is:
    (A) A strict focus on past achievements
    (B) Its alignment with the organization's strategic goals
    (C) Exclusivity to senior management
    (D) A purely theoretical approach

66. Which method is effective for developing strategic thinking among high-potential leaders?
    (A) Standardized testing
    (B) War gaming and scenario planning
    (C) Lecture-based teaching
    (D) Unstructured group discussions

67. Which is a commonly used teaching aid in training programs?
   (A) Chalkboard
   (B) Teleprompter
   (C) Smoke signals
   (D) Non-interactive video only

68. The primary purpose of using teaching aids in training is to :
   (A) Reduce the need for trainers
   (B) Enhance understanding and retention
   (C) Increase the program's cost
   (D) Shorten the training duration drastically

69. Which method of training evaluation focuses on the trainees* reactions to the training?
   (A) Kirkpatrick's Level 1: Reaction
   (B) Level 2: Learning
   (C) Level 3: Behavior
   (D) Level 4: Results

70. The ultimate test of training effectiveness in Kirkpatrick's model is measured at what level?
   (A) Reaction
   (B) Learning
   (C) Behavior
   (D) Results

71. The CIRO model stands for :
   (A) Context, Input, Reaction, Outcome
   (B) Context, Input, Review, Output
   (C) Context, Induction, Reaction, Outcome
   (D) Context, Induction, Review, Output

72. According to the CIRO model, which is the first step in evaluating training?
   (A) Reviewing the training content
   (B) Assessing the context of the training needs
   (C) Observing the reactions of the trainees
   (D) Measuring the final outcomes

73. Which of the following is not a common method of training evaluation?
   (A) Observations
   (B) Surveys
   (C) Financial audits
   (D) Tests

74. The level of 'Learning' in Kirkpatrick's model measures :
   (A) Immediate feedback from participants
   (B) Long-term behavioral changes
   (C) Knowledge or skill acquisition as a result of the training
   (D) The impact on business results

75. In training evaluation, behavioral assessment typically occurs how long after the training?
   (A) Immediately after
   (B) During the training
   (C) Several months after
   (D) A year after

76. Which of the following is a common area of training in organizations?

    (A) Vacation planning

    (B) Technical skills development

    (C) Personal hobby enhancement

    (D) Retirement planning

77. What type of training typically focuses on employees acquiring higher levels of skills for career development?

    (A) Induction training

    (B) Safety training

    (C) Developmental training

    (D) Remedial training

78. Onboarding or induction training is essential for :

    (A) Long-term employees only

    (B) New employees to understand the organization's policies and procedures

    (C) Employees on the verge of retirement

    (D) External consultants

79. Compliance training is important because it helps employees :

    (A) Improve their personal hobbies

    (B) Understand relevant laws and regulations applicable to their job

    (C) Prepare for retirement

    (D) Enhance their vacation experience

80. The system's approach to training emphasizes :

    (A) Random selection of training topics

    (B) A structured process of assessing needs, designing training, delivering training, and evaluating results

(C) The exclusive use of technology in training

(D) Avoiding feedback from trainees

81. Which training method allows trainees to practice in a real or simulated environment?

    (A) Lecture method

    (B) Role-playing

    (C) Case study analysis

    (D) Podcasts

82. Webinars are an example of which type of training method?

    (A) E-learning

    (B) On-the-job training

    (C) Off-the-job training

    (D) Informal learning

83. When designing a training program, the first step should be :

    (A) Selecting a venue

    (B) Conducting a needs analysis

    (C) Designing course materials

    (D) Hiring trainers

84. Effective scheduling of a training program should consider :

    (A) Only the availability of top management

    (B) Trainees' workload and availability

    (C) Exclusively external conditions like weather

    (D) Only the preferences of the trainer

85. In selecting a trainer, the most important factor is the trainer's :

    (A) Availability

    (B) Popularity

    (C) Expertise and experience in the subject matter

    (D) Preference for a training location

86 Cultural competence training in a global company is crucial for :

(A) Reducing the number of languages spoken within the company

(B) Enhancing effective cross-cultural communication and operations

(C) Ensuring that all employees adopt the home country's culture

(D) Decreasing diversity and inclusion initiatives

87 In management development, 'shadowing' involves :

(A) Employees spending time observing a senior leader to understand their role

(B) Minimal interaction with the subject being shadowed

(C) Passive observation without subsequent feedback or discussion

(D) Shadowing customers rather than internal staff

88 What role does diversity and inclusion training play in executive development?

(A) It is typically considered unnecessary at the executive level

(B) It helps leaders manage more effectively in a diverse environment

(C) It focuses on reducing the number of training topics

(D) It encourages the formation of a uniform corporate culture

89 The primary focus of leadership development workshops should be on :

(A) Operational skills only

(B) Developing competencies related to managing people and processes effectively

(C) Technical skills pertinent to specific software

(D) Lowering the overall training budget

90. Feedback mechanisms in an executive development program are critical because they :

(A) Allow participants to adjust their learning paths and behaviors based on constructive criticism

(B) Are used only for formality purposes

(C) Focus solely on negative aspects

(D) Discourage open communication

91. Peer learning groups in executive development are beneficial because they :

(A) Allow executives to compete directly against each other

(B) Enable sharing of best practices and challenges among peers

(C) Focus on individual learning without group interactions

(D) Are less structured and therefore less effective

92. In developing an executive program, integrating corporate strategy is important because it :

(A) Provides clarity and relevance to the training objectives

(B) Is only necessary in certain industries

(C) Should be avoided to maintain training neutrality

(D) Decreases the program's effectiveness

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93. A role-play in training would best fit which learning style according to Kolb's Experiential Learning Theory?

(A) Converging

(B) Diverging

(C) Assimilating

(D) Accommodating

94. Feedback during training should be :

(A) Delivered only at the end of the program

(B) Frequent and constructive

(C) Sparse and critical

(D) Non-specific to avoid discouragement

95. Simulation is an effective training method when the objective is to :

(A) Improve physical fitness

(B) Enhance decision-making skills in complex scenarios

(C) Increase knowledge about historical events

(D) Teach basic arithmetic skills

96. Interactive multimedia is advantageous in training because it :

(A) Can be used without facilitators

(B) Appeals to various learning styles simultaneously

(C) Is less expensive than traditional methods

(D) Reduces the need for evaluation

97. When designing a training program, which factor is crucial for adult learners?

(A) Providing long lectures with detailed notes

(B) Ensuring content is relevant and immediately applicable

(C) Focusing primarily on theoretical concepts

(D) Limiting practical exercises

98. What aspect of training design focuses on the sequential arrangement of content to facilitate learning?

(A) Content depth

(B) Pedagogical style

(C) Curriculum scaffolding

(D) Evaluation frequency

99. Why is executive development crucial for an organization?

(A) It helps in lowering the overall skill level

(B) It ensures the continuous growth and preparation of the organization's future leaders

(C) It reduces the organization's adaptability to change

(D) It is only necessary in large corporations

100. Executive development primarily aims to:

(A) Maintain the status quo within the organization

(B) Focus exclusively on entry-level training

(C) Prepare managers for higher responsibilities and new challenges

(D) Decrease the diversity within the leadership ranks

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(14)

Example

Question :

Q 1   Ⓐ   ●   Ⓒ   Ⓓ

Q 2   Ⓐ   Ⓑ   ●   Ⓓ   ◄

Q 3   Ⓐ   ●   Ⓒ   Ⓓ

5.   Each question carries equal marks. Marks will be awarded according to the number of correct answers you have.

6.   All answers are to be given on OMR Answer Sheet only. Answers given anywhere other than the place specified in the answer sheet will not be considered valid.

7.   Before writing anything on the OMR Answer Sheet, all the instructions given in it should be read carefully.

8.   After the completion of the examination, candidates should leave the examination hall only after providing their OMR Answer Sheet to the invigilator. Candidate can carry their Question Booklet

9.   There will be no negative marking.

10.   Rough work, if any, should be done on the blank pages provided for the purpose in the booklet.

11   To bring and use of log-book, calculator, pager & cellular phone in examination hall is prohibited.

12   In case of any difference found in English and Hindi version of the question, the English version of the question will be held authentic.

Impt.   On opening the question booklet, first check that all the pages of the question booklet are printed properly. If there is any discrepancy in the question Booklet, then after showing it to the invigilator, get another question Booklet of the same series.

उदाहरण :

प्रश्न

प्रश्न 1   Ⓐ   ●   Ⓒ   Ⓓ

प्रश्न 2   Ⓐ   Ⓑ   ●   Ⓓ

प्रश्न 3   Ⓐ   ●   Ⓒ   Ⓓ

5.   प्रत्येक प्रश्न के अंक समान हैं। आपके जितने उत्तर सही होंगे, उन्हीं के अनुसार अंक प्रदान किये जायेंगे।

6.-   सभी उत्तर केवल ओ०एम०आर० उत्तर-पत्रक (OMR Answer Sheet) पर ही दिये जाने हैं। उत्तर-पत्रक में निर्धारित स्थान के अलावा अन्यत्र कहीं पर दिया गया उत्तर मान्य नहीं होगा।

7.   ओ०एम०आर० उत्तर-पत्रक (OMR Answer Sheet) पर कुछ भी लिखने से पूर्व उसमें दिये गये सभी अनुदेशों को सावधानीपूर्वक पढ़ लिया जाये।

8.   परीक्षा समाप्ति के उपरान्त परीक्षार्थी कक्ष निरीक्षक को अपनी OMR Answer Sheet उपलब्ध कराने के बाद ही परीक्षा कक्ष से प्रस्थान करें। परीक्षार्थी अपने साथ प्रश्न-पुस्तिका ले जा सकते हैं।

9.   निगेटिव मार्किंग नहीं है।

10.   कोई भी रफ कार्य, प्रश्न-पुस्तिका में, रफ-कार्य के लिए दिए खाली पेज पर ही किया जाना चाहिए।

11.   परीक्षा-कक्ष में लॉग-बुक, कैल्कुलेटर, पेजर तथा सेल्युलर फ़ोन ले जाना तथा उसका उपयोग करना वर्जित है।

12.   प्रश्न के हिन्दी एवं अंग्रेजी रूपान्तरण में भिन्नता होने की दशा में प्रश्न का अंग्रेजी रूपान्तरण ही मान्य होगा।

महत्वपूर्णः प्रश्नपुस्तिका खोलने पर प्रथमतः जाँच कर देख लें कि प्रश्नपुस्तिका के सभी पृष्ठ भलीभाँति छपे हुए हैं। यदि प्रश्नपुस्तिका में कोई कमी हो, तो कक्षनिरीक्षक को दिखाकर उसी सिरीज की दूसरी प्रश्नपुस्तिका प्राप्त कर लें।