

Roll. No.

Question Booklet Number

O.M.R. Serial No.

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BBA (SEM.-VI) (NEP) (SUPPLE.) EXAMINATION, 2024-25
BUSINESS ADMINISTRATION

F010603T - A : Strategic Management

F010603T - B : Training and Development

Paper Code							
F	0	1	0	6	0	3	T

Question Booklet
Series

A

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)

परीक्षार्थियों के लिए निर्देश :

1. प्रश्न-पुस्तिका को तब तक न खोलें जब तक आपसे कहा न जाए।
2. प्रश्न-पुस्तिका में 100 प्रश्न हैं। परीक्षार्थी को 75 प्रश्नों को केवल दी गई OMR आन्सर-शीट पर ही हल करना है, प्रश्न-पुस्तिका पर नहीं। प्रश्न-पुस्तिका दो खण्डों : खण्ड-अ (1-50) तथा खण्ड-ब (51-100) में है। परीक्षार्थी को प्रत्येक खण्ड से क्रमशः 37 और 38 प्रश्न करने हैं। सभी प्रश्नों के अंक समान हैं।
3. प्रश्नों के उत्तर अंकित करने से पूर्व प्रश्न-पुस्तिका तथा OMR आन्सर-शीट को सावधानीपूर्वक देख लें। दोषपूर्ण प्रश्न-पुस्तिका जिसमें कुछ भाग छपने से छूट गए हों या प्रश्न एक से अधिक बार छप गए हों या उसमें किसी अन्य प्रकार की कमी हो, उसे तुरन्त बदल लें।
4. प्रश्न-पुस्तिका में प्रत्येक प्रश्न के चार सम्भावित उत्तर- A, B, C एवं D हैं। परीक्षार्थी को उन चारों विकल्पों में से सही उत्तर छँटना है। उत्तर को OMR उत्तर-पत्रक में सम्बन्धित प्रश्न संख्या में निम्न प्रकार भरना है :

(शेष निर्देश अन्तिम पृष्ठ पर)

Part - A : Strategic Management

1. Strategy formulation primarily deals with:
 - (A) Allocating resources
 - (B) Identifying long-term objectives
 - (C) Supervising day-to-day operations
 - (D) Designing organizational culture
2. Strategy implementation focuses mainly on:
 - (A) Goal setting
 - (B) Action and execution
 - (C) Strategic analysis
 - (D) Environmental scanning
3. Which is the correct sequence of the Strategic Management Process?
 - (A) Implementation → Formulation → Evaluation
 - (B) Formulation → Implementation → Evaluation
 - (C) Evaluation → Formulation → Implementation
 - (D) Scanning → Evaluation → Implementation
4. The key task in strategy implementation is:
 - (A) Budget formulation
 - (B) Choosing competitive strategy
 - (C) Aligning resources with objectives
 - (D) Setting mission and vision
5. Who among the following is the top-level implementer of strategy?
 - (A) Supervisors
 - (B) Team Leaders
 - (C) CEO
 - (D) Middle Managers
6. Middle managers' primary role in implementation is:
 - (A) Long-term vision setting
 - (B) Day-to-day operational execution
 - (C) Supervising workers only
 - (D) External environment scanning
7. Principal managerial components of execution include:
 - (A) Staffing, budgeting, and controlling
 - (B) Staffing, building competencies, and aligning structure
 - (C) Planning, organizing, and directing
 - (D) None of the above

8. Building a capable organization involves:
 - (A) Downsizing workforce
 - (B) Creating structure and processes
 - (C) Increasing wages
 - (D) Centralization only
9. A firm's core competency refers to:
 - (A) Basic accounting system
 - (B) Activities that provide competitive advantage
 - (C) IT infrastructure only
 - (D) Low-level employee skills
10. Competitive capability is demonstrated when:
 - (A) Employees are happy
 - (B) A company performs activities better than rivals
 - (C) Firm outsources all work
 - (D) Leaders focus on culture only
11. Matching structure to strategy means:
 - (A) Reducing overheads
 - (B) Choosing centralization always
 - (C) Aligning organizational units to support strategy
 - (D) Redesigning mission and vision
12. Value chain activities can be:
 - (A) Ignored
 - (B) Performed internally or outsourced
 - (C) Done only by competitors
 - (D) Assigned only to HR
13. Centralization refers to:
 - (A) Decision-making at lower levels
 - (B) Authority concentrated at top levels
 - (C) Outsourcing decision power
 - (D) Delegating to workers
14. Decentralization means:
 - (A) All authority at CEO level
 - (B) Decisions pushed to lower levels
 - (C) No decision-making
 - (D) Outsourcing abroad
15. Which is not a benefit of decentralization?
 - (A) Faster decisions
 - (B) Improved local responsiveness
 - (C) Greater empowerment
 - (D) Absolute uniformity of policies

16. Strategic alliances are useful for:
- (A) Cutting training cost
 - (B) Gaining resources and competencies
 - (C) Avoiding ethics
 - (D) Minimizing communication
17. Outsourcing is beneficial when:
- (A) Activities are critical for differentiation
 - (B) External suppliers are more efficient
 - (C) Firm wants less flexibility
 - (D) Firm has excess internal capability
18. A good implementer must:
- (A) Be only visionary
 - (B) Translate strategy into action
 - (C) Ignore employee feedback
 - (D) Focus only on cost-cutting
19. Which is an example of core competency?
- (A) Walmart's supply chain efficiency
 - (B) A small office printer
 - (C) Filing tax returns
 - (D) HR attendance register
20. Building competencies is linked to:
- (A) Continuous training & development
 - (B) One-time investment
 - (C) Downsizing staff
 - (D) Short-term profit
21. Strategic implementation is successful only if:
- (A) External environment is stable
 - (B) Structure, culture, and resources align with strategy
 - (C) Competitors are weak
 - (D) Customers cooperate
22. A mismatch between structure and strategy leads to:
- (A) Better performance
 - (B) Organizational inefficiency
 - (C) Stronger culture
 - (D) Higher innovation
23. The "value chain" concept was given by:
- (A) Henry Mintzberg
 - (B) Michael Porter
 - (C) Peter Drucker
 - (D) Igor Ansoff
24. Internal collaboration is enhanced through:
- (A) Knowledge sharing platforms
 - (B) Restricting communication
 - (C) Centralization only
 - (D) None of the above

25. Strategy execution primarily requires:
- (A) Creative vision only
 - (B) Administrative and managerial skills
 - (C) Solely financial resources
 - (D) Ignoring cultural aspects
26. Marshaling resources in strategy execution means:
- (A) Firing employees
 - (B) Aligning and allocating resources to key activities
 - (C) Outsourcing all activities
 - (D) Ignoring HR and finance
27. Policies in organizations are meant to:
- (A) Provide guidelines for actions
 - (B) Eliminate all flexibility
 - (C) Restrict employee creativity
 - (D) Ensure only financial control
28. Procedures differ from policies because they:
- (A) Are broader and flexible
 - (B) Are specific steps to carry out tasks
 - (C) Focus on vision and mission
 - (D) Never change with time
29. Continuous improvement is associated with:
- (A) Static operations
 - (B) Kaizen philosophy
 - (C) Ignoring innovation
 - (D) Short-term gains only
30. Benchmarking refers to:
- (A) Comparing with past performance
 - (B) Comparing with best industry practices
 - (C) Random internal analysis
 - (D) Evaluating employees
31. TQM emphasizes:
- (A) Eliminating trade unions
 - (B) Involving all employees in quality improvement
 - (C) Reducing training
 - (D) Avoiding feedback
32. Six Sigma aims at reducing defects to:
- (A) 10 per million opportunities
 - (B) 3.4 per million opportunities
 - (C) 100 per million opportunities
 - (D) Zero per million opportunities

33. Best practices are adopted to:
- (A) Avoid competition
 - (B) Gain operational efficiency
 - (C) Replace employees
 - (D) Restrict flexibility
34. Installing effective information systems ensures:
- (A) Lack of transparency
 - (B) Better decision-making and control
 - (C) Over-centralization
 - (D) Elimination of teamwork
35. Which of the following is not an internal operating system?
- (A) MIS
 - (B) ERP
 - (C) DSS
 - (D) WTO
36. A sound operating system helps in:
- (A) Only data storage
 - (B) Coordination, monitoring, and execution
 - (C) Restricting innovation
 - (D) Reducing transparency
37. Incentives in strategy execution are tied to:
- (A) Individual preferences only
 - (B) Performance outcomes
 - (C) Political influence
 - (D) Irrelevant factors
38. Which of the following rewards motivates most in long run?
- (A) One-time cash bonus
 - (B) Recognition and career growth
 - (C) Threats and penalties
 - (D) None of the above
39. Linking incentives to strategy execution improves:
- (A) Employee turnover
 - (B) Goal congruence
 - (C) Communication barriers
 - (D) Irrelevant motivation
40. Which of the following is an example of policy?
- (A) "No smoking in workplace" rule
 - (B) Mission statement
 - (C) Vision statement
 - (D) Financial report
41. The Japanese philosophy of continuous improvement is:
- (A) Kanban
 - (B) Kaizen
 - (C) Just-in-time
 - (D) Keiretsu

42. Best practices in operations are:
- (A) Rigid rules
 - (B) Industry-proven techniques for superior results
 - (C) Unique to every firm
 - (D) Opposed to innovation
43. TQM emphasizes quality through:
- (A) Only top management
 - (B) Participation of all employees
 - (C) Only external consultants
 - (D) Legal compliance
44. Six Sigma's statistical focus is on:
- (A) Average performance
 - (B) Reducing variation and defects
 - (C) Minimizing costs only
 - (D) Maximizing profits only
45. ERP systems primarily:
- (A) Handle payroll
 - (B) Integrate all business processes
 - (C) Support only HR
 - (D) Avoid data sharing
46. DSS (Decision Support Systems) are designed to:
- (A) Automate manual labor
 - (B) Support decision-making under uncertainty
 - (C) Replace managers
 - (D) Create financial reports only
47. Policy enforcement ensures:
- (A) Strategy is implemented uniformly
 - (B) Freedom without responsibility
 - (C) Eliminating accountability
 - (D) None of the above
48. Tying rewards to execution means:
- (A) Ignoring non-performers
 - (B) Linking performance with recognition and benefits
 - (C) Distributing equally to all
 - (D) Avoiding transparency
49. Continuous improvement and innovation are:
- (A) Opposed concepts
 - (B) Complementary in strategy execution
 - (C) Irrelevant to success
 - (D) Limited to TQM
50. An effective reward system should be:
- (A) Arbitrary
 - (B) Aligned with organizational goals
 - (C) Independent of performance
 - (D) Same for all employees

Part - B : Training and Development

51. Which of the following is NOT an area of training?
- (A) Technical training
 - (B) Soft skills training
 - (C) Financial investment planning
 - (D) Safety training
52. Types of training can include :
- (A) On-the-job and off-the-job training
 - (B) Domestic and international trade
 - (C) Academic and non-academic subjects
 - (D) Government and private contracts
53. The system's approach to training generally starts with :
- (A) Evaluation
 - (B) Designing
 - (C) Identifying training needs
 - (D) Recruitment
54. On-the-job training is best suited for :
- (A) Classroom discussions
 - (B) Real work environment practice
 - (C) Distance education
 - (D) Case study learning only
55. Off-the-job training includes :
- (A) Role playing and simulation
 - (B) Apprenticeship at workplace
 - (C) Job rotation
 - (D) Mentoring at work
56. Designing a training program involves :
- (A) Identifying objectives, content, methods, and evaluation
 - (B) Copying other organizations' programs
 - (C) Ignoring employee needs
 - (D) Avoiding scheduling
57. The contents of a training program should be :
- (A) General and unrelated to job
 - (B) Relevant, practical, and aligned with objectives
 - (C) Based only on trainer preference
 - (D) Randomly selected
58. Study material in training should be :
- (A) Simple, clear, and supportive of learning objectives
 - (B) Complex and academic only
 - (C) Irrelevant to practice
 - (D) Unnecessary
59. Selecting a trainer should depend on :
- (A) Trainer's skill, knowledge, and communication ability
 - (B) Trainer's age only
 - (C) Trainer's popularity alone
 - (D) Random availability

60. A training method that uses slides, films, and videos is :
- (A) Case study method
 - (B) Audio-visual method
 - (C) Role play
 - (D) Simulation
61. Apprenticeship training is an example of :
- (A) Off-the-job training
 - (B) On-the-job training
 - (C) Simulation technique
 - (D) Classroom teaching
62. A teaching aid that helps explain concepts visually is :
- (A) Whiteboard or charts
 - (B) Pay slips
 - (C) Appointment letter
 - (D) Payroll system
63. Which of the following is NOT a type of training evaluation method?
- (A) Pre- and post-test
 - (B) Performance appraisal
 - (C) Random advertisement surveys
 - (D) Feedback forms
64. The Kirkpatrick model of training evaluation includes :
- (A) Four levels – Reaction, Learning, Behavior, Results
 - (B) Two levels – Input and Output
 - (C) Five levels – ROI, Behavior, Culture, Cost, Attitude
 - (D) Only one level of reaction
65. The first level of Kirkpatrick's evaluation model is :
- (A) Learning
 - (B) Reaction
 - (C) Results
 - (D) Behavior
66. The CIRO model stands for:
- (A) Context, Input, Reaction, Outcome
 - (B) Cost, Impact, Result, Output
 - (C) Content, Input, Result, Objective
 - (D) Case, Implementation, Resource, Outcome
67. The "Reaction" level of training evaluation measures :
- (A) Employee feedback and satisfaction
 - (B) Organizational profits
 - (C) Employee promotion
 - (D) Job descriptions
68. The "Learning" level in Kirkpatrick's model evaluates :
- (A) What participants learned in terms of knowledge and skills
 - (B) The company's overall revenue
 - (C) Employees' attendance
 - (D) Trainers' age and experience

69. The "Behavior" level in training evaluation measures :
- (A) Application of learning on the job
 - (B) Company turnover rate
 - (C) Customer preferences
 - (D) Financial statements
70. The "Results" level in Kirkpatrick's model evaluates :
- (A) Organizational outcomes like productivity, quality, profitability
 - (B) Employee hobbies
 - (C) Only training cost
 - (D) Recruitment levels
71. An advantage of on-the-job training is :
- (A) Practical learning in real environment
 - (B) High training cost
 - (C) No supervision required
 - (D) Low employee involvement
72. Off-the-job training is useful when :
- (A) Real job environment is unsafe or not suitable for practice
 - (B) Skills can only be learned on the machine
 - (C) Training cost must be zero
 - (D) No feedback is required
73. Role-playing as a training method develops :
- (A) Problem-solving and interpersonal skills
 - (B) Financial decision making
 - (C) Company tax planning
 - (D) Payroll management
74. Simulation training is especially important in :
- (A) High-risk jobs like aviation and medicine
 - (B) Casual office tasks
 - (C) Routine paperwork
 - (D) Customer billing
75. Training evaluation is important because:
- (A) It determines the effectiveness and ROI of training
 - (B) It increases training cost
 - (C) It avoids employee participation
 - (D) It replaces appraisals
76. Executive development mainly focuses on :
- (A) Enhancing current technical job skills
 - (B) Preparing managers for future leadership roles
 - (C) Reducing organizational budgets
 - (D) Replacing performance appraisals
77. One of the key importance of executive development is :
- (A) Helps organizations meet long-term leadership needs
 - (B) Provides only academic knowledge
 - (C) Focuses only on routine operations
 - (D) Minimizes employee wages

78. Which of the following is the first step in organizing a management development program?
- (A) Evaluation
 - (B) Identifying training needs and objectives
 - (C) Conducting interviews
 - (D) Promoting employees
79. The second step in executive development involves :
- (A) Designing the program
 - (B) Random scheduling
 - (C) Ignoring employee needs
 - (D) Assigning new salaries
80. Which of the following is NOT a method of management development?
- (A) Coaching and mentoring
 - (B) Job rotation
 - (C) Simulation exercises
 - (D) Payroll accounting
81. A widely used on-the-job executive development technique is :
- (A) Case study
 - (B) Job rotation
 - (C) Role playing
 - (D) Sensitivity training
82. A widely used off-the-job executive development method is :
- (A) Coaching
 - (B) Mentoring
 - (C) Classroom lectures and seminars
 - (D) Job rotation
83. Sensitivity training is also called:
- (A) T-group training
 - (B) ROI training
 - (C) Task training
 - (D) Job enrichment
84. The main aim of sensitivity training is :
- (A) Improving interpersonal and group dynamics
 - (B) Enhancing technical job skills
 - (C) Reducing training cost
 - (D) Increasing paperwork
85. Which of the following is a special issue in training and development?
- (A) Legal issues
 - (B) Workforce diversity
 - (C) Cross-cultural preparation
 - (D) All of the above

86. Cross-cultural training is most important for :
- (A) Employees working only in local branches
 - (B) Managers assigned to overseas assignments
 - (C) Payroll staff
 - (D) Office clerks
87. Managing workforce diversity requires :
- (A) Treating all employees with respect and fairness
 - (B) Ignoring cultural backgrounds
 - (C) Hiring only similar types of employees
 - (D) Focusing only on technical training
88. Succession planning refers to :
- (A) Planning employee leave schedules
 - (B) Preparing suitable employees for key leadership roles in the future
 - (C) Replacing training programs
 - (D) Reducing recruitment efforts
89. A critical benefit of executive development is :
- (A) Building a pipeline of future leaders
 - (B) Decreasing organizational efficiency
 - (C) Limiting innovation
 - (D) Reducing teamwork
90. Coaching in executive development focuses on :
- (A) Personalized guidance by seniors or experts
 - (B) Random online courses
 - (C) Employee absenteeism
 - (D) Entertainment activities
91. Mentoring in executive development usually involves :
- (A) Long-term career guidance by experienced professionals
 - (B) Technical testing
 - (C) Short-term casual training
 - (D) Payroll updates
92. A commonly used off-the-job technique for executives is :
- (A) Business games and simulations
 - (B) Apprenticeship
 - (C) Job shadowing
 - (D) Job instruction
93. An effective succession planning program ensures :
- (A) Leadership continuity in key positions
 - (B) Elimination of training needs
 - (C) Decline in employee performance
 - (D) Avoidance of workforce diversity

94. One limitation of executive development programs is :
- (A) They may require significant cost and time
 - (B) They are irrelevant for managers
 - (C) They reduce employee motivation
 - (D) They eliminate promotions
95. Executive development differs from employee training because :
- (A) It focuses on future leadership and management potential
 - (B) It is short-term and job-specific
 - (C) It requires no organizational support
 - (D) It avoids evaluation
96. Legal issues in training and development may include :
- (A) Equal employment opportunity and compliance with labor laws
 - (B) Company advertising
 - (C) Employee hobbies
 - (D) Workplace décor
97. Which of the following is an on-the-job executive development method?
- (A) Job rotation
 - (B) Case study method
 - (C) Seminars
 - (D) Business games
98. Which of the following is an off-the-job executive development method?
- (A) Job shadowing
 - (B) In-basket exercise
 - (C) Coaching by supervisor
 - (D) Mentoring at work
99. The long-term success of executive development depends on :
- (A) Top management support and continuous effort
 - (B) Short-term cost-cutting
 - (C) Ignoring employee needs
 - (D) Avoiding evaluation
100. Executive development is most closely linked with :
- (A) Strategic HRM and leadership pipeline building
 - (B) Daily wage calculation
 - (C) Payroll management
 - (D) Customer billing

ROUGH WORK

Example :

Question :

Q.1 (A) ● (C) (D)

Q.2 (A) (B) ● (D)

Q.3 (A) ● (C) (D)

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 (A) ● (C) (D)

प्रश्न 2 (A) (B) ● (D)

प्रश्न 3 (A) ● (C) (D)

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 फोन 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।

महत्वपूर्ण: 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 सिरिज की दूसरी प्रश्नपुस्तिका प्राप्त कर लें।