

ENTRANCE EXAMINATION FOR ADMISSION, MAY 2013.

M.B.A (INTERNATIONAL BUSINESS)

COURSE CODE : 382

Register Number :

Signature of the Invigilator
(with date)

COURSE CODE : 382

Time : 2 Hours

Max : 400 Marks

Instructions to Candidates :

1. Write your Register Number within the box provided on the top of this page and fill in the page 1 of the answer sheet using pen.
2. Do not write your name anywhere in this booklet or answer sheet. Violation of this entails disqualification.
3. Read each question carefully and shade the relevant answer (A) or (B) or (C) or (D) in the relevant box of the ANSWER SHEET using HB pencil.
4. Avoid blind guessing. A wrong answer will fetch you -1 mark and the correct answer will fetch 4 marks.
5. Do not write anything in the question paper. Use the white sheets attached at the end for rough works.
6. Do not open the question paper until the start signal is given.
7. Do not attempt to answer after stop signal is given. Any such attempt will disqualify your candidature.
8. On stop signal, keep the question paper and the answer sheet on your table and wait for the invigilator to collect them.
9. Use of Calculators, Tables, etc. are prohibited.

Choose the best synonym for each word :

1. Restive
(A) tired (B) pacific (C) restless (D) calm
2. Grievous
(A) serious (B) superfluous (C) shameful (D) regretful
3. Mottled
(A) divided (B) regional (C) homogeneous (D) dappled
4. Ambulatory
(A) sedentary (B) quiescent (C) stationary (D) peripatetic
5. Disinterested
(A) partisan (B) inclined (C) uninterested (D) impartial

Find the errors in the following sentences given below 6 to 10 :

6. Luther Burbank was a pioneer in the process of graft immature plants onto fully mature plants.
Right/Wrong
7. The change from day to night results in the rotation of the Earth.
Right/Wrong
8. Studies of ant life shows that ants live in colonies, keep farms, go to war, carry off slaves and have a society somewhat similar to that of human beings.
Right/Wrong
9. Built at the beginning of the century, the Library of Congress houses one of the largest and the fine collections of books in the world.
Right/Wrong
10. Kitchen appliances called blenders became established in the 1930s, when Stephen J. Poplawski developed a machine that excel at making his favourite drink.
Right/Wrong

Direction (for Q. Nos. 11 – 12):

In questions below, each passage consists of six sentences. The first and sixth sentence is given in the beginning. The middle four sentences in each have been removed and jumbled up. These are labeled as P, Q, R and S. Find out the proper order for the four sentences.

11. S1: This weather-vane often tops a church spire, tower or high building.

P : They are only wind-vanes.

Q : Neither alone can tell us what the weather will be.

R : They are designed to point to direction from which the wind is coming.

S : Just as the barometer only tells us the pressure of air, the weather-vane tells us the direction of wind.

S6 : The weather-vane can, however give us some indication of other.

The Proper sequence should be:

(A) PQRS (B) PSRQ (C) PRSQ (D) SPQR

12. S1:I took cigarettes from my case.

P : But when the fit of coughing was over, he replaced it between his lips.

Q : I lit one of them and placed it between the lips.

R : Then with a feeble hand he removed the cigarette.

S : Slowly he took a pull at it and coughed violently.

S6 : Then he continues to draw on it.

The Proper sequence should be:

(A) PSQR (B) QPSR (C) QSRP (D) SRPQ

Direction (for Q. Nos. 13 - 14):

Pick out the most effective word(s) from the given words to fill in the blank to make the sentence meaningfully complete.

13. She has an aversion ... taking even onion and garlic.

(A) with (B) at (C) against (D) to

14. He is a very careful person, he never takes side but remains...

(A) Impartial (B) Unbiased (C) Neutral (D) Prejudiced

Direction (for Q. No. 15):

In each question below, there is a sentence of which some parts have been jumbled up. Rearrange these parts which are labelled P, Q, R and S to produce the correct sentence. Choose the proper sequence.

15. The national unity of a free people

P : to make it impracticable

Q : for there to be an arbitrary administration

R : depends upon a sufficiently even balance of political power

S : against a revolutionary opposition that is irreconcilably opposed to it

The Proper sequence should be:

(A) QRPS (B) QRSP (C) RPQS (D) RSPQ

Instructions for questions 16 – 20:

Read carefully the four passages that follow and answer the questions given at the end of each passage::

The most important task is revitalizing the institution of independent directors. The independent directors of a company should be faithful fiduciaries protecting, the long-term interests of shareholders while ensuring fairness to employees, investor, customer, regulators, the government of the land and society. Unfortunately, very often, directors are chosen based of friendship and, sadly, pliability. Today, unfortunately, in the majority of cases, independence is only true on paper.

The need of the hour is to strengthen the independence of the board. We have to put in place stringent standards for the independence of directors. The board should

adopt global standards for director-independence, and should disclose how each independent director meets these standards. It is desirable to have a comprehensive report showing the names of the company employees of fellow board members who are related to each director on the board. This report should accompany the annual report of all listed companies.

Another important step is to regularly assess the board members for performance. The assessment should focus on issues like competence, preparation, participation and contribution. Ideally, this evaluation should be performed by a third party. Underperforming directors should be allowed to leave at the end of their term in a gentle manner so that they do not lose face. Rather than being the rubber stamp of a company's management policies, the board should become a true active partner of the management. For this, independent directors should be trained in their roles and responsibilities. Independent directors should be trained on the business model and risk model of the company, on the governance practices, and the responsibilities of various committees of the board of the company. The board members should interact frequently with executives to understand operational issues. As part of the board meeting agenda, the independent directors should have a meeting among themselves without the management being present.

The independent board members should periodically review the performance of the company's CEO, the internal directors and the senior management. This has to be based on clearly defined objective criteria, and these criteria should be known to the CEO and other executive directors well before the start of the evaluation period. Moreover, there should be a clearly laid down procedure for communicating the board's review to the CEO and his/her team of executive directors. Managerial remuneration should be based on such reviews. Additionally, senior management compensation should be determined by the board in a manner that is fair to all stakeholders. We have to look at three important criteria in deciding managerial remuneration-fairness, accountability and transparency. Fairness of compensation is determined by how employees and investors react to the compensation of the CEO. Accountability is enhanced by splitting the total compensation into a small fixed component and a large variable component. In other words, the CEO, other executive directors and the senior management should rise or fall with the fortunes of the company. The variable component should be linked to achieving the long-term objectives of the firm. Senior management compensation should be reviewed by the

compensation committee of the board consisting of only the independent directors. This should be approved by the shareholders. It is important that no member of the internal management has a say in the compensation of the CEO, the internal board members or the senior management.

The SEBI regulations and the CII code of conduct have been very helpful in enhancing the level of accountability of independent directors. The independent directors should decide voluntarily how they want to contribute to the company. Their performance should be appraised through a peer evaluation process. Ideally, the compensation committee should decide on the compensation of each independent director based on such a performance appraisal.

Auditing is another major area that needs reforms for effective corporate governance. An audit is the Independent examination of financial transactions of any entity to provide assurance to shareholder and other stakeholders that the financial statements are free of material misstatement. Auditors are qualified professionals appointed by the shareholders to report on the reliability of financial statements prepared by the management. Financial markets look to the auditor's report for an independent opinion on the financial and risk situation of a company. We have to separate such auditing from other services. For a truly independent opinion, the auditing firm should not provide services that are perceived to be materially in conflict with the role of the auditor. These include investigations, consulting advice, sub contraction of operational activities normally undertaken by the management, due diligence on potential acquisitions or investments, advice on deal structuring, designing / implementing IT systems, bookkeeping, valuations and executive recruitment. Any departure from this practice should be approved by the audit committee in advance. Further, information on any such exceptions must be disclosed in the company's quarterly and annual reports.

To ensure the integrity of the audit team, it is desirable to rotate auditor partners. The lead audit partner and the audit partner responsible for reviewing a company's audit must be rotated at least once every three to five years. This eliminates the possibility of the lead auditor and the company management getting into the kind of close, cozy relationship that results in lower objectivity in audit opinions. Further, a registered auditor should not audit a chief accounting office was associated with the

auditing firm. It is best that members of the audit in the audited corporations for at least a year after they have stopped being members of the audit team.

A competent audit committee is essential to effectively oversee the financial accounting and reporting process. Hence, each member of the audit committee must be 'financially literate', further, at least one member of the audit committee, preferably the chairman, should be a financial expert-a person who has an understanding of financial statements and accounting rules, and has experience in auditing. The audit committee should establish procedures for the treatment of complaints received through anonymous submission by employees and whistleblowers. These complaints may be regarding questionable accounting or auditing issues, any harassment to an employee or any unethical practice in the company. The whistleblowers must be protected.

Any related-party transaction should require prior approval by the audit committee, the full board and the shareholders if it is material. Related parties are those that are able to control or exercise significant influence. These include; parent- subsidiary relationships; entities under common control; individuals who through ownership, have significant influence over the enterprise and close members of their families; and they management personnel.

Accounting standards provide a framework for preparation and presentation of financial statements and assist auditors in forming an opinion on the financial statements. However, today, accounting standards are issued by bodies comprising primarily of accountants. Therefore, accounting standards do not always keep pace with changes in the business environment. Hence, the accounting standards-setting body should include members drawn from the industry, the profession and regulatory bodies. This body should be independently funded.

Currently, an independent oversight of the accounting profession does not exist. Hence, an independent body should be constituted to oversee the functioning of auditors for Independence, the quality of audit and professional competence. This body should comprise a "majority of non- practicing accountants to ensure independent oversight. To avoid any bias, the chairman of this body should not have practiced as an accountant during the preceding five years. Auditors of all public companies must register with this body. It should enforce compliance with the laws by auditors and should mandate that auditors must maintain audit working papers for at least seven years.

23. Among the following who was not the President of India?
(A) Zakir Husain (B) C. Rajagopalachari
(C) V.V. Giri (D) N. Sanjeeva Reddy
24. Government had constituted a panel for suggesting de-control of sugar industry. This panel submitted its report in October 2012 under the Chairmanship of -
(A) Anand Sinha (B) C. Rangarajan
(C) M. Rafeeq Ahmed (D) Deepak Parekh
25. Kumbum is a monastery found in which of the following countries?
(A) India (B) Thailand (C) China (D) Japan
26. The Indian Institute of Toxicology Research reported that the water in and around the the deserted Union Carbide plant is contaminated and not fit for consumption. Where is this Union Carbide plant located?
(A) Indore (B) Raipur (C) Jabbalpur (D) Bhopal
27. Name the astronaut of Indian American origin who took over the command of International Space Station on September 2012.
(A) Rakesh Sharma (B) Kalpana Chawla
(C) Sunita Williams (D) Tessy Thomas
28. World Trade Organization (WTO) has ranked India as the _____ largest player in the global service trade.
(A) Fifth (B) Fourth (C) Seventh (D) Sixth
29. A committee had been constituted to review taxation in IT sector under the Chairmanship of
(A) Anita Kapur (B) N. Rangacharya
(C) Y. B. Reddy (D) C. Rangarajan
30. Which Indian Bollywood actress was appointed as International Goodwill Ambassador for the United Nation programme on HIV/AIDS (UNAIDS)?
(A) Aishwarya Rai (B) Katrina Kaif
(C) Kareena Kapoor (D) Vidya Balan
31. India's first steel mill was built by the Tata's. In which year was it completed?
(A) 1902 (B) 1905 (C) 1911 (D) 1907

32. About 66 per cent of the Tata's capital is allocated by Tata Sons for which purpose?
 (A) Philanthropic trusts (B) Return to shareholders
 (C) Research & Development (D) None of the above
33. Which brand of scooter when translated into Italian means 'wasp'?
 (A) Vespa (B) Lambretta (C) Honda (D) Kinetic
34. UKAI multi-purpose project is in the state of
 (A) Gujarat (B) Maharashtra (C) Bihar (D) Haryana
35. Who topped in top business houses in the country during 1990-91
 (A) Tata (B) Birla (C) Modi (D) Reliance
36. Arcelor, acquired by Mittal steel, was formed by merger of which of the following three steel companies?
 (A) Arcel, Arecalia and Usinor (B) Arcel, Acer and Lucinor
 (C) Arbed, Aceralia and Usinor (D) None of the above
37. Select the correct author – book match.
- | Author | Book |
|---------------------|------------------------------------|
| a Narayan | i Imagining India |
| b Nandan Nilekani | ii Remaking India |
| c Ratan Tata | iii A Better India A Better World |
| d A.P.J Abdul Kalam | iv A Vision For The New Millennium |
- (A) a-iii, b-i, c-ii, d-iv (B) a-i, b-iii, c-iv, d-ii
 (C) a-i, b-ii, c-iii, d-iv (D) a-ii, b-i, c-iii, d-iv
38. The company Fem Care Pharma Limited, the manufacturer of Fem Bleach, was acquired by?
 (A) Hindustan Unilever Limited (B) Godrej Industries Limited
 (C) Dr Reddy's Laboratories (D) Dabur India Limited

44. Between any two rational numbers:
- (A) There is only limited number of rational numbers.
 (B) There are infinite rational numbers.
 (C) There are no rational numbers.
 (D) None of these.
45. A servant is paid a total of Rs.90 and a turban for a full year's service. If the servant works for only nine months and received in return Rs.65/- plus turban, what was the value of the turban?
- (A) Rs. 9 (B) Rs. 10 (C) Rs. 5 (D) Rs. 2.50
46. How many numbers between 100 and 500 are divisible by 17?
- (A) 22 (B) 23 (C) 24 (D) 25
47. Find the sum of all prime numbers between 108 and 120.
- (A) 313 (B) 341 (C) 318 (D) 222
48. Find the total number of factors of 12.
- (A) 6 (B) 7 (C) 8 (D) 9
49. Find the last digit of 3^{57} .
- (A) 3 (B) 9 (C) 6 (D) 12
50. If $\sqrt{324}/1.5 = X/\sqrt{256}$, what is the value of X?
- (A) 190 (B) 191 (C) 192 (D) 193
51. If $\sqrt{2^n} = 64$, then the value of n is
- (A) 2 (B) 4 (C) 6 (D) 12
52. If $a + b + c = 0$ what is the value of $a^2/bc + b^2/ca + c^2/ab$?
- (A) 1 (B) 0 (C) -1 (D) 3.
53. The H.C.F and L.C.M of two numbers are 66 and 2772 respectively. If one number is 396, what is the other number?
- (A) 462 (B) 368 (C) 482 (D) None of these

54. What is the value of the highest number which when divides 5966 and 5257 leaves remainders 3 and 6 respectively?
 (A) 89 (B) 91 (C) 92 (D) None of these
55. If L.C.M of two numbers is 71 and H.C.F is 7, how many pairs of such numbers are possible?
 (A) 0 (B) 1 (C) 2 (D) 3
56. The least number which when divided by 6 or 7 or 9 leaves a remainder 4 in each case, but is exactly divisible by 11 is
 (A) 1001 (B) 1012 (C) 1045 (D) 1023
57. What is the greatest number of three digits which when divided by 12, 15, 24 and 40 leaves 9, 12, 21 and 37 respectively as remainder?
 (A) 957 (B) 947 (C) 999 (D) 912
58. If $A=2^2 \cdot 3^3 \cdot 5^5$ and $B=2^3 \cdot 3^2 \cdot 5$, then LCM of A and B is
 (A) $2^3 \cdot 3^3 \cdot 5^5$ (B) $2^2 \cdot 3^3 \cdot 5^5$ (C) $2^3 \cdot 3^2 \cdot 5^5$ (D) $2^3 \cdot 3^3 \cdot 5^2$
59. The largest number which divides 77, 147 and 252 is
 (A) 7 (B) 15 (C) 25 (D) 35
60. The greatest number that will divide 290, 460 and 552 leaving 4, 5, 6 respectively as remainders, is
 (A) 11 (B) 13 (C) 12 (D) 14
61. The product of HCF and LCM of 18 and 16 is
 (A) 2 (B) 48 (C) 144 (D) 288
62. Four bells begin to toll together and toll respectively at intervals of 6, 7, 8 and 12 seconds. How many times they will toll together in one hour, excluding the one at the start?
 (A) 21 (B) 68 (C) 3600 (D) 9
63. 21 mango trees, 42 apple trees and 56 orange trees have to be planted in rows such that each row contains the same number of trees of one variety only. Minimum number of rows in which the above trees may be planted is
 (A) 3 (B) 15 (C) 17 (D) 20

64. Three wheels completing 48, 36 and 24 revolutions in a minute, starting from a certain point in their circumference downwards, by what time will they come together again in the same position?
 (A) 5 sec. (B) 6 sec. (C) 8 sec. (D) 10 sec.
65. In a selection process comprising of written test, group tasks and interview, only 40% of those who appeared for the selection process qualified the written test, 80% of those passed in written test qualified in group tasks and 65% of those passed in group tasks qualified for interview. If the number of those qualified finally was only 78, what was the total number of candidates who appeared for the written tests?
 (A) 375 (B) 150
 (C) 120 (D) None of these
66. The daily wage is increased by 15% and a person now gets Rs.23 per day. What was his daily wage before the increase?
 (A) Rs. 22 (B) Rs. 18 (C) Rs. 20 (D) Rs. 16
67. In an examination, 40% of the students failed in mathematics, 30% failed in English and 10% failed in both the subjects. What is the percentage of students who passed in these subjects?
 (A) 10% (B) 40% (C) 30% (D) 60%
68. A business man employed a salesman at a rate of Rs.1, 500 p.m. He also fixed a commission of 7.5% on his selling. If salesman wants to earn Rs.6, 000 p.m., what shall be the value of his selling per month?
 (A) Rs 75,000 (B) Rs. 80,000 (C) Rs. 60,000 (D) Rs, 45,000
69. A worker earning Rs.200 as daily wages and now its daily wages increased up to 25%. How much amount that worker earning as daily wages?
 (A) Rs. 250 (B) Rs. 1.25 (C) Rs. 125 (D) Rs. 275
70. Price of sugar decreased by 20%. If price of sugar was Rs.10 then what would be its new price?
 (A) Rs. 8 (B) Rs. 10 (C) Rs. 12 (D) Rs. 14
71. Find the missing number in this series.
 2,36,__,392,810,1452.
 (A) 144 (B) 648 (C) 150 (D) 226

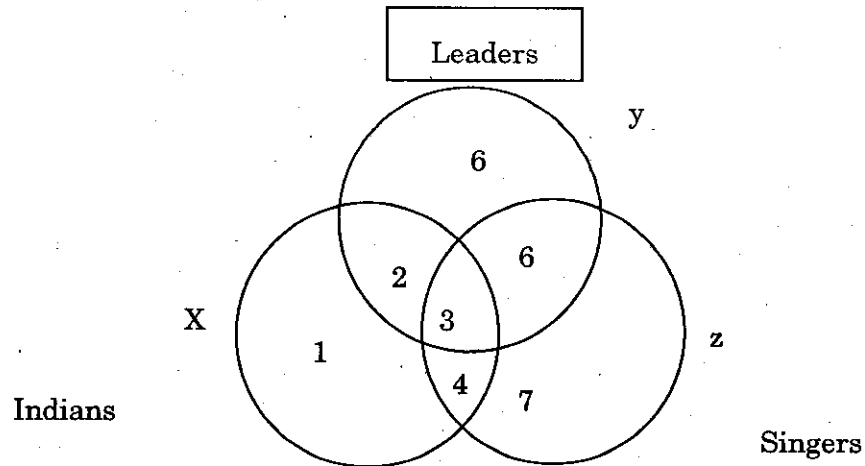
72. If 100 cats kill 100 mice in 100 days, then 4 cats would kill 4 mice in how many days?
 (A) 1 day (B) 4 days (C) 40 days (D) 100 days
73. Find the number of multiples of 5 or 6 between 101 and 199.
 (A) 36 (B) 35 (C) 34 (D) 33
74. 3 bells toll at intervals of 18 sec, 24 sec, 36 sec respectively. If they toll together at 10.00 am, at what time will they toll together next?
 (A) 10:01:06 am (B) 10:01:12 am (C) 10:01:18 am (D) None
75. One man can complete a work in 55 days. If one man starts the work and after that on each day one more person joins, then in how many days does the work get completed (efficiency of every man is same).
 (A) 10 (B) 11 (C) 9 (D) 12
76. What is the next letter in the series?
 F, G, E, H, D, I, C, _
 (A) A (B) J (C) K (D) I
77. 198, 194, 185, 169, _? Find the number in the series.
 (A) 92 (B) 112 (C) 136 (D) 144
78. PMT, OOS, NQR, MSQ, ___? Find the next set in the letter series.
 (A) LUP (B) LVP (C) LVR (D) LWP
79. Choose the correct alternative.
 Haemoglobin: iron :: chlorophyll : ?
 (A) Copper (B) Magnesium (C) Cobalt (D) Calcium
80. Pointing out to a lady, a girl said, "She is the daughter-in-law of the grandmother of my father's only son." How is the lady related to the girl?
 (A) Sister-in-law (B) Mother
 (C) Aunt (D) Mother-in-law

Directions (questions 81 to 84): study the following information carefully and answer the given questions.

A business school with six professors L, M, N, O, P and Q, has decided to implement a new scheme of course management. Each professor has to coordinate one course and support another course. This semester, O's support course is Finance, while three others have it in coordinators role. P and Q have marketing as one of their subjects. Q coordinates operations, which is a support course for both N and P. Finance and IT are L's subjects. Both L and O have same subjects. Strategy is a support course for only one of the professors.

81. Who coordinates the IT course?
(A) L (B) N (C) O (D) None of these
82. Which course is supported by M?
(A) Operations (B) IT (C) Strategy (D) Finance
83. Who among the following are coordinating the finance course?
(A) L and N (B) N and O (C) L, M and N (D) M, N and O
84. Which course has only one coordinator and one support professor?
(A) Strategy (B) Marketing (C) Operations (D) Finance
85. There are a certain no of peacocks and rabbits. The total no of legs and the total no of heads are 160 and 58 respectively. Then the no of rabbits is less than that of peacocks by
(A) 15 (B) 14 (C) 13 (D) 16
86. Kunal walks 10km toward north from there, he walks 6km towards south then, he walks 3km towards east. How far and in which direction is he with reference to his starting point?
(A) 5 km west (B) 5 km north-east
(C) 7 km east (D) 7 km west

Directions (Questions 87 to 90): Study the following figure carefully and answer the questions:



87. Which region denotes Indian Leaders who are not singers?

- (A) 2 (B) 3
(C) 4 (D) 5

88. Which region represents Indian Leaders are Singers?

- (A) 2 (B) 3
(C) 4 (D) 5

89. Which region represents leaders who neither singers nor Indians?

- (A) 2 (B) 3
(C) 6 (D) 7

90. Which region represents Indian singers who are not leaders?

- (A) 1 (B) 2
(C) 3 (D) 4

Directions (91-100)

Instructions for questions (91 - 94)

Fill up the blanks A, B, C D, in the passage below with the most appropriate word from the options given for each blank.

At that time the White House was as serene as a resort hotel out of season. The corridors were A . In the various offices, B gray men in waistcoats talked to one another in low-pitched voices. The only colour, or choler, curiously enough, was provided by President Eisenhower himself. Apparently, his C was easily set off; he scowled when he D the corridors.

91. For Blank A-

(A) striking

(B) hollow

(C) empty

(D) white

92. For Blank B-

(A) quiet

(B) faded

(C) loud

(D) stentorian

93. For Blank C-

(A) laughter

(B) curiosity

(C) humour

(D) temper

94. For Blank D-

(A) paced

(B) strolled

(C) stormed

(D) prowled

Instructions for questions (95 - 100)

Between the year 1946 and the year 1955, I did not file any income tax returns". With that A statement, Ramesh embarked on an account of his encounter with the Income Tax Department. "I originally owed Rs. 20,000 in unpaid taxes. With B and C , the 20,000 became 60,000. The Income Tax Department then went into action, and I learned firsthand just how much power the Tax Department wields. Royalties and trust funds can be D ; automobiles may be E , and auctioned off. Nothing belongs to the F until the case is settled."

95. For Blank A-

- (A) devious
- (C) tactful

- (B) blunt
- (D) pretentious

96. For Blank B-

- (A) interest
- (C) principal

- (B) taxes
- (D) returns

97. For Blank C-

- (A) sanctions
- (C) fees

- (B) refunds
- (D) fines

98. For Blank D-

- (A) closed
- (C) attached

- (B) detached
- (D) impounded

99. For Blank E-

- (A) smashed
- (C) dismantled

- (B) seized
- (D) frozen

100. For Blank F-

- (A) purchaser
- (C) investor

- (B) victim
- (D) offender