

REPEATED QUESTIONS LISTGC
Consultants

Subject : Business Management

Period : 2005 - 2016

**IMPORTANT
NOTE**

This was frequently observed that mostly summer attempt questions were asked in summer attempts and winter attempt questions were asked in winter attempt. However, ICAP had broken this trend in some attempts. Unless ICAP wants (& ICAP want anytime without telling students!), ICAP can change the pattern anytime. GCA takes no responsibility of any deviation in pattern by ICAP.

| S.No | Questions | Frequency of repetition | Attempt | Q No | Marks |
|-----------|---|-------------------------|---------|----------|-------|
| HR | | | | | |
| 1 | HR practise for high performance system | 2 | S - 14 | 4 (a) | 6 |
| | | | S - 13 | 1 | 9 |
| 2 | High employer turnover cost | 3 | W - 14 | 3 (b) | 7 |
| | | | W - 11 | 4 (a) | 5 |
| | | | W - 12 | 2 (c) | 4 |
| 3 | HR responsibility in formulation and implementation of corporate strategy | 2 | W - 10 | 8 (a) | 10 |
| | | | S - 15 | 5 | 10 |
| 4 | Succession planning & merits | 2 | W - 15 | 7 (b) | 5 |
| | | | S - 11 | 5 | 8 |
| 5 | Recruitment test | 2 | W - 11 | 10 (a) | 3 |
| | | | W - 14 | 3 (a) | 8 |
| 6 | Qualities of selection test | 2 | W - 11 | 10 (b) | 2 |
| | | | S - 13 | 4 (b) | 5 |
| 7 | Resistance to change | 3 | S - 12 | 7 (a) | 5 |
| | | | S - 15 | 9 (a)(i) | 5 |
| | | | S - 6 | 3 (b) | 6 |
| 8 | Regular performance appraisal | 5 | W - 14 | 2 (c) | 5 |
| | | | W - 12 | 2 (b) | 3 |
| | | | S - 7 | 9 | 10 |
| | | | W - 7 | 6 | 8 |
| | | | W - 6 | 6 (b) | 6 |
| 9 | Disciplinary process | 2 | W - 12 | 5 (a) | 8 |
| | | | S - 7 | 3 | 10 |
| 10 | Properly designed job application form | 2 | W - 14 | 2 (b) | 3 |
| | | | W - 6 | 6 (a) | 3 |
| 11 | Succession planning | 2 | W - 15 | 7 (b) | 5 |
| | | | S - 11 | 5 (b) | 5 |
| 12 | Congenial human relation management | 2 | W - 12 | 8 (a) | 5 |
| | | | S - 13 | 4 (a) | 5 |

| S.No | Questions | Frequency of repetition | Attempt | Q No | Marks |
|------------------|---|-------------------------|----------------------------|----------------------|-------------|
| MARKETING | | | | | |
| 1 | Market segmentation | 2 | S - 11 S - 15 | 6 (b) 10 (b) | 5 3 |
| 2 | Market penetration policy factors | 2 | S - 11 W - 11 | 6 (a) 7 (b) | 6 4 |
| 3 | Porter five forces model | 3 | S - 14 W - 14 S - 11 | 8 6 2 | 9 8 9 |
| 4 | Market challenger/follower/niche/leader | 2 | S - 10 S - 12 | 6 9 | 9 10 |
| 5 | Establishing own retail outlet | 2 | W - 15 W - 9 | 4 (a) 1 | 5 10 |
| 6 | Product life cycle (4 Ps) | 2 | S - 14 W - 11 | 7 (a) 8 | 6 7 |
| 7 | Consumer goods classification | 2 | S - 12 S - 5 | 5 7 | 9 8 |
| 8 | Branding | 2 | S - 14 S - 7 | 7 (b) 2 (a) | 3 3 |
| 9 | Market skimming | 3 | S - 7 W - 11 W - 5 | 11 7 (a) 3 (a) | 7 6 4 |
| 10 | Different entry barriers | 2 | S - 13 W - 7 | 9 (a) 9 | 7 9 |
| 11 | Push/pull strategy | 2 | W - 13 S - 6 | 4 (b) 9 (a) | 7 4 |
| 12 | Niche market | 2 | S - 10 W - 6 | 6 7 | 9 2 |
| 13 | Limitation of external data | 2 | W - 15 W - 9 | 2 (b) 3 (b) | 5 6 |
| 14 | Different sources of market intelligence system | 2 | W - 11 S - 15 | 5 (b) 11 | 8 6 |
| 15 | Features of pull marketing strategy | 2 | W - 10 W - 14 | 7 (b)(2) 8 (a) | 3 6 |

| S.No | Questions | Frequency of repetition | Attempt | Q No | Marks |
|---|---|-------------------------|---------|--------|-------|
| INTERNATIONAL BUSINESS | | | | | |
| 1 | Centralised decision making policy by parent | 4 | S - 11 | 9 | 10 |
| | | | S - 15 | 6 | 8 |
| | | | S - 10 | 8 (b) | 6 |
| | | | S - 14 | 10 | 8 |
| 2 | Core capability of multinational company | 2 | S - 8 | 5 | 10 |
| | | | S - 12 | 6 | 9 |
| 3 | Demerits of centralised decision making | 2 | W - 8 | 9 | 8 |
| | | | W - 9 | 8 | 6 |
| 4 | Impediment of foreign investment in underdeveloped country | 4 | W - 10 | 5 (b) | 3 |
| | | | W - 14 | 10 (b) | 3 |
| | | | W - 15 | 9 (b) | 4 |
| | | | W - 7 | 10 (b) | 5 |
| 5 | Ethno/poly/geo/regio | 2 | W - 8 | 8 (b) | 6 |
| | | | S - 15 | 4 (b) | 6 |
| 6 | Importance of international trade | 3 | S - 12 | 10 (b) | 5 |
| | Globalisation process | | S - 10 | 3 (a) | 9 |
| | Note : This question was asked in two different styles. | | W - 12 | 6 (a) | 6 |
| 7 | Establishing manufacturing facility in foreign country | 2 | W - 9 | 12 (b) | 5 |
| | | | S - 15 | 4 (a) | 5 |
| 8 | MNC support local staff (reasons) | 2 | W - 14 | 2 (a) | 4 |
| | | | S - 5 | 9 (b) | 6 |
| 9 | Corporate & business policy for achieving long term competitive advantage/merit | 3 | W - 11 | 6 (a) | 5 |
| | Geocentric orientation | | W - 12 | 10 (a) | 6 |
| | Think global, act local | | W - 15 | 9 (a) | 5 |
| Note : This question was asked in three different styles. | | | | | |
| 10 | Cross border financing | 2 | W - 15 | 10 (b) | 4 |
| | Invest in capital market of developing countries | | W - 12 | 10 (b) | 4 |
| Note : This question was asked in two different styles. | | | | | |

| S.No | Questions | Frequency of repetition | Attempt | Q No | Marks |
|-----------------------------|---|-------------------------|---------|-----------|-------|
| STRATEGIC MANAGEMENT | | | | | |
| 1 | Health & safety | 2 | S - 11 | 10 | 5 |
| | | | S - 10 | 10 | 4 |
| 2 | Internal growth | 2 | S - 9 | 4 | 6 |
| | | | W - 13 | 8 | 6 |
| 3 | Short termism | 2 | W - 15 | 8 (a & b) | 5 |
| | | | W - 9 | 5 (a & b) | 5 |
| 4 | Reduce risk of accident | 2 | S - 8 | 10 (b) | 9 |
| | | | S - 15 | 7 (b) | 6 |
| 5 | Market based transfer pricing | 3 | S - 8 | 11 | 4 |
| | | | S - 13 | 7 (b) | 4.5 |
| | | | W - 10 | 5 (c) | 4 |
| 6 | Failure to achieve strategy plan | 2 | W - 9 | 7 | 9 |
| | | | W - 13 | 5 | 12 |
| 7 | Steps of strategy formulation & implementation | 2 | W - 10 | 9 (b) | 9 |
| | Elements of strategy formulation & implementation | | S - 9 | 1 (b) | 10 |
| | Note : This question was asked in two different styles. | | | | |
| 8 | CSR definition/concept | 4 | W - 11 | 3 (b) | 3.5 |
| | | | S - 15 | 8 | 6 |
| | | | W - 8 | 7 (a) | 3 |
| | | | W - 7 | 4 | 6 |
| 9 | Ethics | 2 | S - 12 | 7 (b) | 5 |
| | | | S - 8 | 3 | 7 |
| 10 | BCG matrix | 2 | W - 15 | 5 (b) | 4 |
| | | | S - 12 | 2 | 9 |
| 11 | Health and safety laws | 3 | W - 13 | 7 (a) | 5 |
| | | | S - 8 | 10 (a) | 5 |
| | | | W - 6 | 2 | 3 |
| 12 | Exit barrier | 2 | S - 5 | 1 (b) | 6 |
| | | | W - 10 | 2 | 8 |
| 13 | Merger/Acquisition objectives | 2 | S - 12 | 8 (b) | 5 |
| | | | S - 5 | 1 (a) | 8 |
| 14 | Incentive scheme failure | 2 | S - 5 | 3 | 6 |
| | | | W - 13 | 10 | 6 |
| 15 | Unrelated diversification factors | 2 | S - 10 | 5 (b) | 5 |
| | | | W - 7 | 2 | 5 |
| 16 | Environmental scanning | 2 | W - 12 | 1 | 10 |
| | | | W - 15 | 1 | 10 |
| 17 | Achieving cost economies and maintain competitive advantage | 2 | S - 8 | 6 | 8 |
| | Value chain that create cost disadvantage and impair competitive position | | W - 15 | 6 (b) | 5 |
| | Note : This question was asked in two different styles. | | | | |
| 18 | Risk of strategic alliance | 2 | W - 14 | 4 | 8 |
| | | | W - 15 | 10 (a) | 6 |
| 19 | Licensing arrangement | 2 | W - 10 | 6 (b) | 5 |
| | | | W - 14 | 10 (a) | 4 |

Marks Wise Comparison (Past Papers)

| S.No | Attempt(s) | Marks |
|------|---------------|-------|
| 1 | Summer - 2008 | 43 |
| 2 | Winter - 2008 | 17 |
| 3 | Summer - 2009 | 28 |
| 4 | Winter - 2009 | 32 |
| 5 | Summer - 2010 | 42 |
| 6 | Winter - 2010 | 42 |
| 7 | Summer - 2011 | 56 |
| 8 | Winter - 2011 | 36 |
| 9 | Summer - 2012 | 62 |
| 10 | Winter - 2012 | 41 |
| 11 | Summer - 2013 | 36 |
| 12 | Winter - 2013 | 31 |
| 13 | Summer - 2014 | 36 |
| 14 | Winter - 2014 | 52 |
| 15 | Summer - 2015 | 60 |
| 16 | Winter - 2015 | 58 |
| 17 | Summer - 2016 | |

Lowest (17 marks)
Highest (62 marks)

CRITICAL Theory Questions

| | |
|---|------------------------------|
| 1 | BCG Matrix |
| 2 | Porter five forces model |
| 3 | Porter generic strategies |
| 4 | Porter diamond model |
| 5 | SWOT |
| 6 | Product life cycle (4Ps) |
| 7 | Product life cycle (General) |