

# PANJAB UNIVERSITY, CHANDIGARH



**(Established under the Panjab University Act VII of 1947-  
Enacted by the Government of India)**

## **PROSPECTUS FOR ENTRANCE TEST**

**MBA (Executive)  
(Session 2016-2017)**

**UNIVERSITY SCHOOL OF OPEN LEARNING (USOL)  
SURAJ BHAN HALL, PANJAB UNIVERSITY,  
CHANDIGARH**

**Date and Day of Test: 31<sup>st</sup> July 2016 (Sunday)**

**Price of Prospectus**  
General Category Rs. 1650/-  
SC/ST/Blind Category Rs. 825/-

## PANJAB UNIVERSITY ANTHEM

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पंजाब विश्वविद्यालय  
तेरी शान-ओ-शौकत सदा रहे  
मन में तेरा आदर मान  
और मोहब्बत सदा रहे  
पंजाब विश्वविद्यालय  
तेरी शान-ओ-शौकत सदा रहे  
तू है अपना भविष्य विधाता  
पंख बिना परवाज़ सिखाता  
जीवन पुस्तक रोज पढ़ा कर  
सही गलत की समझ बढ़ाता  
जीवन पुस्तक रोज पढ़ा कर  
सही गलत की समझ बढ़ाता  
तेरी जग का शंख बजाये  
रौशन तारे बन जाये  
वखरी तेरी शोहरत  
तेरी शोहरत सदा सदा रहे  
पंजाब विश्वविद्यालय  
तेरी शान-ओ-शौकत सदा रहे  
पंजाब विश्वविद्यालय  
तेरी शान-ओ-शौकत सदा रहे  
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Tamso ma jyotirgamaya:  
Tamso ma jyotirgamaya:  
Tamso ma jyotirgamaya:  
Tamso ma jyotirgamaya:  
Panjab vishaw vidyalaya  
Ieri shaan-o-shauqat sada rahe  
Mann mein tera aadar maan  
Aur mohabbat sada rahe  
Panjab vishaw vidyalaya  
Tori chaan o shauqat sada rahe  
Tu hai apna bhavishya vidhata  
Pankh hina parwaaz sikhata  
Jeevan pustak roz padha kar  
Sahi galat ki samajh badhata  
Jeevan pustak roz padha kar  
Sahi galat ki samajh badhata  
Teri jai ka shankh bajayein  
Roshan tare ban jaayein  
Vakhari teri shohrat  
Teri shohrat sada sada rahe  
Panjab vishaw vidyalaya  
Teri shaan-o-shauqat sada rahe  
Panjab vishaw vidyalaya  
Teri shaan-o-shauqat sada rahe

Tamso ma jyotirgamaya:  
Tamso ma jyotirgamaya:

## CONTENTS

1.	Introduction.	04
2.	Important Information about Admission Process, Fee and Eligibility etc.	05
3.	Scheme of Test, Merit list, Admission process, and Submission of Forms.	07
4.	General Rules and Instructions for Entrance Test.	09
5.	Sample Questions.	12
6.	Faculty of Commerce & Management and other important information	18

## **INTRODUCTION**

### **UNIVERSITY SCHOOL OF OPEN LEARNING, PANJAB UNIVERSITY, CHANDIGARH.**

The University School of Open Learning (Formerly known as Department of Correspondence Studies), Panjab University was established in 1971. The objective was to take university based education beyond the four walls of the University. It continues to do so and fulfils a prime social responsibility of providing education at the door step for those who are unable to access formal education. Started as a Directorate, it is now a full-fledged Department of the University with due representation on all University bodies. Supported by a well qualified, research oriented faculty and efficient staff, the USOL offers 24 courses i.e. Undergraduate, Postgraduate, Diploma and Professional Courses.

The method of instruction includes printed study material in Self Learning Mode, Personal Contact Programme, Response Sheets, Assignments, Video and Audio- cassette Lessons on selected topics, Dissertations/Projects in selected courses and Counseling of students on a one to one basis, organizing Regional and National Seminars and Special Lecture Series. In addition, the USOL offers a variety of student support services. These include a well equipped Library, postal library facilities, an Educational Media Centre, Laboratories, a Computer Lab and subsidized hostel facility for outstation students. The USOL also involves the students in co-curricular activities and brings them together on a common platform despite their diverse locations.

The capsule teaching programme constitutes printed lecture scripts, personal contact programmes (wherein presence is not compulsory), radio talks, audio and audio-visual lessons. It has a richly stocked library with approx. 100000 books of text, reference and general on its shelves. In addition, 80 journals, magazines and newspapers are subscribed to local students can read in the library and also borrow books for those residing outside Chandigarh, the library maintains postal service. The students residing at Ludhiana or within a radius of 60 Km. from it can avail library facility at the Panjab University Extension Library, Ludhiana.

MBA (Off campus) was started by USOL in 2008 and later on converted into MBA(Executive) in 2014-2015 to meet the increasing demand of MBA mainly from working executives who want to earn while they learn. This programme gives such people an opportunity to enhance their knowledge and skills. They can combine their practical experience with the conceptual inputs given during the course.

#### **CURRICULUM:**

The curriculum of MBA (Executive) through distance mode will be relevant to the changing business scenario and will cater to the needs of all the aspiring learners especially the working executives. (The detailed curriculum is available on the Panjab University web site.)

Specialization is offered in the third and fourth semesters. The different specializations are (i) Human Resources (ii) Marketing (iii) Finance.

**TENURE:** The MBA Programme will be of 2 years duration (4 Semesters)

#### **COURSE DELIVERY:**

Distance education has come to be recognized as a multimedia teaching system and we intend to practice it in this prestigious course. Appreciating the psychology of distance learning, self instructional material shall be prepared with help of expertise available with academicians as well as professionals in industry, to supplement the print material, audio and video cassettes will be added.

Medium of internet can be harnessed for the benefit of the aspirants of the course which will be delivered in a package which will facilitate self study by the aspiring students. Of course, opportunities for having direct interaction with expert faculty will be provided through personal contact programmes / counselling sessions which will be major learner support services. Case studies would be deliberated during such sessions. Depending on resources and infrastructure available, tele-conferencing can be incorporated in due course.

### **EVALUATION**

Each Semester end evaluation will be of 100 marks in the proportion of 80: 20 i.e. 80 marks will be given on the basis of written paper and 20 marks will be given on the basis of assignments which will be in the form of internal assessment.

### **11. Important Information about Admission Process, Fee and Eligibility etc.:-**

<b>Seats :</b>	<b>MBA (EXECUTIVE)</b> 500 + 45 NRI
<b>Admission Procedure</b>	<b>Through entrance test</b>

Sr. No.	Schedule	Dates
1.	Date of advertisement regarding test & other information relevant thereto	31-5-2016 (Tuesday)
2.	Date of availability of MBA (Executive) Prospectus and Application Form on the website of Panjab University, Chandigarh	31-05-2016 (Tuesday)
3.	Last date for submission of information on the website to generate the Bank Challan	10-07-2016 (Sunday)
4.	Last date for deposit of fee in any branch of State Bank of India using website generated challan	12-7-2016 (Tuesday) upto 4:00 p.m.
5.	Last date for uploading of photograph, signature with rest of the information on the website after depositing fee in SBI.	15-07-2016 (Friday)
6.	No correction will be entertained / made regarding photograph, signature and any other information of already completed form after <b>18-07-2016, 5:00 p.m.</b>	18-07-2016 (Monday) Upto 5:00 P.M.
7.	Final date by which admit card will be available to be downloaded from the website by the candidate. Admit card will be available only from the website.	25-07-2016 (Monday)
8.	Date and Time of the Entrance Test	31-07-2016 (Sunday) 10:00 a.m. to 12:00 noon
9.	Tentative date for declaration of result on the website. Result card can be downloaded from the website. No separate result cards will be issued to the candidates by the Office.	08-08-2016 (Monday)

Note 1.	Centre for Entrance Test	Chandigarh and *Ludhiana.
Note 2.	Price of Prospectus General Category SC/ST/Blind Category	Rs. 1650/- Rs. 825/-
Note 3.	Qualifying Percentage in the Test	15%

\*If the number of candidates exceed 40.

**Important Note:-** After the declaration of the result, the successful candidates will have to follow the procedure for admission to MBA (Executive). If successful candidates do not follow this procedure, they will not be granted admission.

At the time of declaration of result the detail of this procedure will be available at <http://mbausol.puchd.ac.in>.

The procedure will involve filling and submitting admission form, counselling, examination form etc. and payment of tuition fees etc.

## GENERAL IMPORTANT POINTS

The following functionary may be contacted only in case of extremely urgent enquiry from 9.00 a.m. to 4.00 p.m. (on working days only) :

1. Assistant Registrar (C.E.T.)  
0172-2534829

2. Prospectus and Forms, along with admit card can be downloaded from the University website: <http://mbausol.puchd.ac.in>

**MBA (Executive): Rs 1650/- (General) & Rs 825/- (SC/ST) is the price of the prospectus.**

3. Fee structure for the course would be as under: -  
MBA (Executive) (2-years) : 4 semesters R 80,000/- (approximately)  
(Rs. 2,00,000/- per annum for NRI/Foreign National/PIO candidates)  
The fee is subject to change as per Syndicate/Senate decisions.

4. **Eligibility Condition for MBA (Executive)**

(i) A Bachelor's or Master Degree in any discipline of Panjab University or a degree of any other University which has been recognised by Panjab University as equivalent thereto with atleast 50% marks in aggregate;  
Provided that in case of candidates having Bachelor's degree of the University through Modern Indian Language [Hindi/Urdu/Punjabi (Gurmukhi Script)] and/or in a Classical Language (Sanskrit/Persian/Arabic) or degree of any other University obtained in the same manner recognized by the Syndicate, 50% marks in the aggregate shall be calculated by taking into account full percentage of marks in all the papers in Language excluding the additional optional paper, English and the elective subject taken together.

Or

(ii) A pass in final examination conducted by the (a) Institute of Chartered Accountants of India or England. (b) Institute of Cost and Works Accountants of India or England, and (c) Institute of Company Secretaries of India.

Or

(iii) AMIE examination with 50% marks or more after having passed the diploma examination with 60% marks or above and have at least 5 years research/teaching of professional experience.

**Concession of 5% marks will be given in the eligibility requirements for SC/ST/BC candidates.**

(iv) **The candidate must be employed *at the time of admission.***

## 1. SCHEME OF ENTRANCE TEST

The Entrance Test will carry 100% weightage and will be of two hours duration consisting of 100 questions. It will consist of multiple-choice questions having four responses A, B, C & D. The components of the test will include: (i) Data interpretation and problem solving; (ii) Numerical Ability; (iii) Verbal Ability/ Reasoning; and (iv) General English & Comprehension. There will be 25 questions in each section.

(Sample questions are given later on in this prospectus)

## 2. MERIT LIST

The admission will be made on the basis of the Entrance Test.

## 3. ADMISSION

Admission to the MBA (Executive) course will be made on the basis of merit determined by Panjab University. Candidates under various reserved categories and NRI category will compete within their categories on the same criteria. Reservations shall be as per the approved norms of Panjab University, Chandigarh amended from time to time.

**Eligible Foreign Nationals/Persons of Indian Origin/NRI Candidates**, who are in India and desirous of seeking admission in this category, will compete amongst themselves for the seats created for them by appearing in the Entrance Test. Those living abroad at the time of entrance test will be exempted from the entrance test. The fee structure for all such candidates will be prescribed by the Panjab University in the Admission Brochure. Foreign students shall have to comply with Visa and other requirements of the Govt. of India, U.T. Administration, Chandigarh as well as Panjab University, Chandigarh, as prescribed by them from time to time.

## 4. SEATS

The distribution of seats among various categories would be as following.

Category Code	01	02	03	04	05	06	07	08	09	Total
Category	Open	SC	ST	BC	Sports	Defence	PH	Riot Victim	FF	
%age	(55.5%)	(15%)	(7.5%)	(5%)	(5%)	(5%)	(3%)	(2%)	(2%)	100%

If the fraction is 0.5 or more, it shall be rounded off to 1; if it is less than 0.5, it shall be ignored. This shall, however, not affect the total number of seats in the open category. To ensure this, if the total number of seats after making this adjustment, exceeds the prescribed number fixed for the course, the necessary additional seats shall be created with the prior permission of the D.U.I. / Vice-Chancellor. Such seats, if created, shall be treated as additional only for the year in question.

The eligibility of a candidate will be provisional at every stage of the admission process. It will be the responsibility of the candidate to ensure his/her eligibility and fulfillment of various conditions for admission as prescribed in the Rules/Regulations of the Panjab University, Chandigarh. Admission will be cancelled at any stage in case the candidate is not found eligible.

### Additional Seat for One Girl Child out of the only two Girl Children

The candidates appearing in final degree examinations are eligible to apply and can take the written test provisionally. They will have to fulfill the eligibility conditions at the time of admission, failing

which the candidates will not be considered for admission even after they have gone through all the stages of the admission process. The result of the qualifying examination should be submitted, along with admission forms.

The seats shall be filled strictly according to merit. Information about vacant seats will be displayed on the notice board of University School of Open Learning (USOL), as well as on the Panjab University website <http://mbausol.puchd.ac.in>.

It is the students' responsibility to keep a watch for the vacant seats. No individual notice will be given regarding the vacant seats.

## **5. SUBMISSION OF FORMS**

### **1. FOR THE ENTRANCE TEST:-**

The candidates have to fill and submit the form online. The last date for submission of information on the website to generate the Bank challan is 10-07-2016

### **2. FOR ADMISSION:-**

**After the declaration of the result, the successful candidates will have to follow the procedure for admission to MBA (Executive). If successful candidates do not follow this procedure, they will not be granted admission.**

**At the time of declaration of result the details of this procedure will be available at <http://mbausol.puchd.ac.in>.**

The procedure will involve filling and submitting admission form, date of Counselling, examination form etc. and payment of tuition fees.

The following functionaries may be contacted only in case of extremely urgent enquiry from 9.00 a.m. to 4.00 p.m. (on working days only) :

**University School of Open Learning's Office  
0172-2534301, 2534302  
0172-2534305, 2534304, 2534323**



## GENERAL RULES

1. The result of the entrance test shall, ipso facto, not entitle a candidate to get admission in an institution/department/centre concerned where he/she intends to seek admission. It will be the responsibility of the candidate to make sure about his/her eligibility and fulfillment of such other conditions as may be prescribed for admission in the rules and regulations of University institution concerned. Merely because a candidate is allowed to appear in the entrance test does not mean that he/she is eligible and his/ her appearance therein will not stop or debar the university/ institution concerned from satisfying itself about his/her eligibility at any subsequent stage.
2. Notwithstanding anything contained in this prospectus, the eligibility conditions for admission to any particular course, shall be governed by the respective rules/regulations as enshrined in the P.U. calendar, volumes i, ii and iii (latest editions) and / or the general guidelines for admissions/ Hand Book of Information-2016 issued by the University and / or decisions of the University Senate/ Syndicate. In case of any conflict or inconsistency between the prospectus on one hand and the aforesaid Panjab University rules and regulation / guidelines / Hand Book of Information-2016 /decisions of Senate/ Syndicate/ Vice-Chancellor, on the other, the latter shall prevail.
3. No change in category once marked will be allowed at in any stage.
4. **In no case the cost of the Prospectus of MBA (Executive) once paid, shall be refunded / adjusted/ transferred.**
5. **No application form will be received under any circumstances after the closing of the last date.**

## INSTRUCTIONS FOR ENTRANCE TEST

1. The candidates shall be admitted to the test only on the production of the Admit Card at the Test Centre. No candidate shall be allowed to take the test without the Admit Card under any circumstances. The candidates must retain the admit card with them till the admission process is over, since it will be required again at the time of counselling.
2. The E-Admit Cards will be issued to the candidates only provisionally, at their sole risk and responsibility subject to the final confirmation of their eligibility at the time of admission. It is further clarified that the candidates shall be taking the test at their own risk and responsibility as far as their eligibility is concerned and the University shall, in no way, be responsible if they are found to be ineligible, later, leading to cancellation of their result or any other consequence(s) emanating from the same.
3. No candidate be allowed to leave the examination hall/room before the expiry of the time allotted for the respective paper.
4. The medium of examination shall be ENGLISH only.
5. Forty minutes extra would be given to the visually handicapped/physically handicapped candidates (as approved by the Vice-Chancellor).

6. The candidates shall be required to hand over their OMR answer-sheets and the question paper in full to the Centre Superintendent. No page/part of the Question paper/OMR Answer Sheet is to be removed/torn/taken out of the Examination Centre under any circumstances, failing which the candidates shall be disqualified from the entire Entrance Test.
7. The candidates must bring their own stationary items such as **Black Gel Pen/ Ball point Pen**. Borrowing of material inside the Test Centre is strictly prohibited.
8. The test will be objective type only. Rough work should be done in the space provided for this purpose. No rough work shall be done on the OMR Answer Sheet under any circumstances.
9. There shall be no negative marking for wrong answers.
10. The candidate must ensure that the answers to the questions are attempted on the specifically prescribed answer sheet only. No answer attempted on the question booklet will be considered for evaluation. Only those questions answered on the answer sheet shall be taken into account.
11. Carrying of any communication equipment such as mobile phones / pager/ wireless set, scanner, camera or any such electronic / digital gadget etc in the examination hall is not permitted and will lead to disqualification. **The use of calculator is not allowed in the test.**
12. Candidates are not allowed to carry eatables, drinks etc. into the test centre. Smoking inside and around the Centre is not permitted.
13. Any candidate who creates disturbance of any kind during examination or otherwise misbehaves in or around the examination hall or refuses to obey the Superintendent/ Deputy Superintendent/Assistant Superintendent /any other official on examination duty or changes his/her seat with any other candidate or occupies any seat, other than the one allotted to him/her shall be expelled from the examination hall. (Expulsion for this purpose would mean cancellation of the Entire Entrance Test). The Centre Superintendent/Observer/ any other authorized University Officer/Official shall be competent to expel the candidate from the examination centre.
14. Any candidate having in his possession or accessible to him/her paper/books or notes which may possibly be of any assistance to him or is found giving or receiving assistance, or copying from any paper/book or note or from anywhere else or allowing any other candidate to copy from his/her answer book or found writing on any other paper, questions set in the question paper, during examination or using or attempting to use any other unfair means or indulging in any kind of misconduct shall be expelled from the examination hall. (Expulsion for this purpose would mean cancellation of the Entire Entrance Test). The Centre Superintendent/Observer/any other authorized University Officer/Official shall be competent to expel a candidate from the examination centre,
15. If any answer sheet of a candidate shows or it is otherwise established that he/she has received or attempted to receive help from any source in any manner or has given help or attempted to give help to any other candidate in any manner, the relevant answer-sheet shall be cancelled, The cancellation of the answer-sheet shall mean cancellation of all answer-sheets of the Common Entrance Test. The decision of the C.O.E., Panjab University, Chandigarh in this regard shall be final.
16. If a candidate writes his/her name or puts any kind of identification mark or discloses his/her identity by any method whatsoever on the cover or anywhere else in, the Question Booklet/Answer Sheet, the same shall be treated as cancelled. The cancellation of the answer sheet shall mean cancellation of all answer-sheets of the Entrance Test. The decision of the C.O.E., Panjab University, Chandigarh in this regard shall be final.
17. Any person who impersonates a candidate shall be disqualified from appearing in any University examination including this examination for a period of five years, if that person is

a student on the rolls of a recognized School or College or University. But if the person is not on the rolls of a recognized School or College or University, he/she shall be declared as a person not fit and proper to be admitted to any examination of the University for a period of 5 years and the case, if necessary, shall also be reported to the police for any further action in the matter. The candidate who is being impersonated shall also be disqualified for a period of Five Years from appearing in any examination of this University apart from any other action which the University may take against him, as deemed fit.

18. If it is found that a candidate has knowingly or willfully concealed or suppressed any information/fact which renders him/her ineligible to take the Entrance Test, his/her result of the Test as also admission to the University School of Open Learning (USOL), if granted, shall stand cancelled and he/she shall have no claim whatsoever against the Institution/ Department/Centre concerned and the case, if necessary shall be reported to the police.
19. If a dispute or controversy of any kind arises before, during or after conduct of Entrance Test, the decision of the Chairperson (USOL)/Controller of Examinations, Panjab University, in all such cases, shall be final.
20. **If a candidate does not submit his/her application online in the prescribed Application Form, his/her Application form for appearing in the Entrance Test shall be summarily rejected. He / She shall not be allowed to take the test under any circumstances, whatsoever. No intimation in this regard shall be given.**
21. There shall be no re-evaluation/re-checking/re-assessment of answer-sheets under any circumstances. Request for seeing the Question Booklet/answer-sheets/answer books by the candidates shall not be entertained at all. The evaluation once done by the University shall be absolutely final.
22. Candidates securing equal marks will be bracketed together. Their inter-se merit will be determined by the USOL as per Panjab University norms.
23. Around 4-5 days after the test, the question paper and its key will be put on the website of Panjab University. The candidate can file their objections regarding discrepancies and accuracy of the key, in writing, within 48 hours of this announcement. The valid concerns, thus, expressed will be given due consideration while evaluation. If a candidate wishes to verify his/her result, he/she will be provided a photocopy of his/her Answer-Sheet on payment of Rs. 10,000/- within 10 days after the declaration of the entrance test result and the office should process the whole procedure within three working days. In case, a discrepancy is found in the result of the candidate, the result would accordingly be revised and the fee deposited will be refunded.
24. The candidates shall have to apply for Admission to MBA(Executive) after the declaration of the Entrance Test result, within the prescribed time limit.  
**At the time of declaration of result the detail of this procedure will be available at <http://mbausol.puchd.ac.in>.**  
**The procedure will involve filling admission forms, counselling, examination form etc. and payment of tuition fees etc.**
25. Ragging in any form is banned in educational institutions. If a student is found to have including in ragging, strict action will be taken against that student, which includes expulsion from the Institution.

## SAMPLE QUESTIONS

### Component-I: Data Interpretation and Problem Solving :

The Table given below gives information regarding combined receipts and disbursements of Central and State Governments (in Rs. crores) for two years 2007-08 and 2006-07. Read the Information contained in the table and answer the following questions from 1 to 5 :

Item	2007 -08	2006-07
Total Receipts (A+B)	2,92,876	2,67,958
A. Revenue Receipts (1 +2)	2,08,125	1,85,305
1. Tax Receipt (a+b)	1,65,052	1,44,180
(a) Direct Taxes	37,315	31,795
(b) Indirect Taxes	1,27,737	1,12,385
2. Non-tax receipts of which:	43,073	41,125
Interest receipts	10,277	10,109
B. Capital receipts of which:	84,751	82,653
(a) Provident funds	8,987	8,502
(b) Recovery of loans & advances	3,581	5,913
Total Disbursement (A+B+C)	3,00,149	2,74,165
A. Developmental Expenditure (a+b+c)	1,59,135	1,50,855
(a) Revenue	1,22,769	1,13,019
(b) Capital	22,529	23,927
(c) Loans and Advances	13,837	13,909
B. Non-Developmental Expenditure (a+b+c)	1,38,597	1,21,248
(a) Revenue of which:	1,29,517	1,12,821
Interest payments	60,963	51,954
(b) Capital	8,458	7,666
(c) Loans and Advances	622	761
C. Others	2,417	2,062

- The increase in Indirect taxes in 2007-08 over the previous years was  
 (A) 18.2%                      (B) 12.5%                      (C) 13.7%                      (D) 15.7%
- Total disbursements in 2007-08 were more than total receipts by  
 (A) 7273                      (B) 7263                      (C) 7723                      (D) 2773
- Interest payments were up in 2007-08 over the previous year by  
 (A) 14.8%                      (B) 17.3%                      (C) 10.3%                      (D) 13.7%
- Section ABC in the figure represents number of first class students in a class of 800. if the angle ABC is  $36^\circ$ , the number of first class students in the class is :  
 (A) 80                      (B) 90                      (C) 100                      (D) 150
- In the histogram given here the number of students who spend Rs. 400-Rs. 500 on cinema every month is 50. The number of students spending Rs. 600-Rs. 700 is :  
 (A) 40                      (B) 30                      (C) 20                      (D) 20

## Component -II: Numerical Ability

- The circumference of a circle is 154 dm.  
The area is :  
(A) 1888.5 dm<sup>2</sup>      (B) 2200 dm<sup>2</sup>      (C) 8881 dm<sup>2</sup>      (D) None of these
- How many terms are there in the sequence  
 $1 + 5 + 9 + 13 + 101$ ?  
(A) 25      (B) 23      (C) 26      (D) 24
- The derivative of  $10^x$  with respect to  $x$  is  
(A)  $x \cdot 10^{x-1}$       (B)  $10 \cdot 9^x$       (C)  $10^x \log_{10} 10$       (D)  $10^x$
- By selling a watch for Rs. 144, a man loses 10%. At what price should he sell it in order to gain 15%.  
(A) Rs. 180      (B) Rs. 184      (C) Rs. 182.60      (D) Rs. 184.40
- If the sum of the interior angles of a polygon is double the sum of its exterior angles, then it is a  
(A) Hexagon      (B) Decagon      (C) Pentagon      (D) Heptagon
- A milkman mixes 20 litres of water with 80 litres of milk. After selling one-fourth of this mixture, he adds water to replenish the quantity that he has sold. What is the current proportion of water to milk?  
(A) 2:3      (B) 1:2      (C) 1:3      (D) 3:4
- Deepu, Rahul and Amit start a business by investing Rs 2,700, Rs 8, 100 and Rs 7,200 respectively. At the end of one year, the profit was distributed. If Rahul's share was Rs 3,600, their total profit was  
(A) Rs 7,000      (B) Rs 8,000      (C) Rs 9,000      (D) Rs 9,500
- A tap can empty a tank in one hour and another tap can empty in 30 minutes. If both the taps operate simultaneously, how much time is needed to empty the tank?  
(A) 20 minutes      (B) 30 minutes      (C) 40 minutes      (D) 45 minutes
- If one-fourth of one-fifth of a number is 7, three-fourteenth of that number will be  
(A) 42      (B) 60      (C) 30      (D) 70
- A solid cylinder has a total surface area of 231 cm<sup>2</sup>. Its curved surface area is  $\frac{1}{3}$  of the total surface area. What is the volume of the cylinder?  
(A) 154 cm<sup>3</sup>      (B) 308 cm<sup>3</sup>      (C) 269.5 cm<sup>3</sup>      (D) 370 cm<sup>3</sup>

**Component-III: Verbal Ability/Reasoning**

1. The conclusion of the statement "The hammer is either in the tool box or in the Kitchen. the Kitchen because it is not in the tool box."  
(A) The hammer is either in the tool box                      (B) or, the hammer is in the Kitchen  
(C) It must be in the Kitchen                                      (D) Because it is not in the tool box
2. Which of the pairs of words expresses the relationship that is MOST similar to that of Pedant: Erudition  
(A) Diplomat: Tactless    (B) Enemy: Friendly  
(C) Rude: Politeness    (D) Prude: Modesty
3. Exempt to obliged is as  
(A) Affluent to fluent    (B) Valiant to mighty  
(C) Immune to susceptible                                        (D) Steadfast to reputed
4. Which of the following words is closest in meaning to the word STAID?  
(A) Old                                      (B) Prudent                                      (C) Unsteady                                      (D) Sedate
5. Fill in the blank with the most suitable alternative  
He shouted\_\_\_\_\_at the subordinate:  
(A) Loud                                      (B) Loudly                                      (C) Loudedly                                      (D) Loudingly
6. What is the missing number in the circle?  
(A) 30                                      (B) 213                                      (C) 743                                      (D) 347
7. Select from the four alternative diagrams, the diagram, the one that best illustrates the relationship among the following three classes:  
Crow  
Birds  
Dogs  
6J  
AB, I
8. In a certain code SCULPTOR is written as TORPLUCS. How will you write ELECTRICITY  
(A) CITYELECTRI    (B) YTICIRTCELE    (C) ITYCIRTCELE    (D) TRICITYLECE
9. Look at the following set of data  
14,5,15,16.5,17,15,20,25,26,29,40,35,18, 11, 15,29,29,40, 35,29,29, 30,41,29,40  
The difference between smallest and largest observations is:  
(A) 29                                      (B) 30                                      (C) 31                                      (D) 20
10. In the data for the above question, the modal observations is less than the largest observation by:  
(A) 12                                      (B) 10                                      (C) 11                                      (D) 13
11. Five persons G, H, I, J are K are standing in a row. G is to the right of I, H is to the left of K, I is to the right of J and H is to the right of G. Who is standing on the extreme left?  
(A)                                      (B)                                      (C)                                      (D)  
J                                      I                                      H                                      K

## Component –IV : General English & Comprehension

**Please read the following passage and answer questions 1 to 7 based on it**

The now always looks so small, so puny, so unpromising next to the size and performance of maturity. Anything truly new that looks big is indeed to be distrusted. The odds are heavily against its succeeding. And yet successful innovators, as we argued earlier, start small and above, all simple.

The claim of so many businesses, "Ten years from now, ninety per cent of our revenues will come from products that do not even exist today" is largely boasting. Modifications of existing products, yes; variations, yes; even extensions of existing products into new markets and new end uses with or without modifications. But the truly new venture tends to have a longer lead time. Successful businesses, that are today in the right markets with the right products or services, are likely ten years hence to get three-quarters of their revenues from products and services that exist today, or from their linear descendants. In fact, if today's products or services do not generate a continuing and large revenue stream, the enterprise will not be able to make the substantial investment in tomorrow that innovation requires.

It thus takes special effort for the existing business to become entrepreneurial and innovative. The "normal" reaction is to allocate productive resources to the existing business, to the daily crisis, and to getting a little more out of what we already have. The temptation in the existing business is always to feed yesterday and to starve tomorrow.

It is, of course, a deadly temptation. The enterprise that does not innovate inevitably ages and declines and in a period of rapid change such as the present, an entrepreneurial period, the decline will be fast. Once an enterprise or an industry has started to look back, turning it around is exceedingly difficult, if it can be done at all. But the obstacle to entrepreneurship and innovation which the success of the present business! Constitutes is a real one. The problem is precisely that the enterprise is so successful, that it is "healthy"

I rather than degenerately diseased by bureaucracy, red tape, or complacency.

This is what makes the examples of existing businesses that do manage successfully to innovate so important, and especially the examples of existing large and fair-sized businesses that are also successful entrepreneurs and innovators. These businesses show that the obstacle of success, the obstacle of the existing, can be overcome. And it can be overcome in such a way that both the existing and the new, the mature and the infant, benefit and prosper. The large companies that are successful entrepreneurs and innovators—Johnson & Johnson, Hoechst, ASEA, 3M, or the one hundred middle-sized "growth" companies clearly know how to do it.

Where the conventional wisdom goes wrong is in its assumption that entrepreneurship and innovation are natural, creative, or spontaneous. If entrepreneurship and innovation do not well up in an organization, something must be stifling them. That only a minority of existing successful businesses are entrepreneurial and innovative is thus seen as conclusive evidence that existing businesses quench the entrepreneurial spirit. .

1. Johnson and Johnson, Hoechst, ASEA, know how: i. To overcome obstacle of success  
ii. To overcome obstacle of existing; iii. To innovate.
  - (A) i and ii only
  - (B) ii and iii only
  - (C) i, ii and iii
  - (D) i and iii only
  
2. The enterprise that does not innovate
  - (A) Stagnates
  - (B) Ages and declines
  - (C) Does not grow steadily
  - (D) Grows
  
3. To make substantial investment required for innovation
  - (A) Existing products should generate a continuing and large revenue stream.
  - (B) Entrepreneurs should borrow heavily
  - (C) Entrepreneurs should sell of their existing business
  - (D) Entrepreneurs should generate funds from the capital market
  
4. The major subject with which the passage is connected is
  - (A) Starting a small business.
  - (B) Entrepreneurship and innovation
  - (C) Expanding a small business
  - (D) Bureaucracy and red tapism.
  
5. Once an enterprise has started looking back
  - (A) There will be no need to turn it around
  - (B) It can be turned around very easily
  - (C) It can be turned around with great difficulty
  - (D) It can not be turned around at all.
  
6. The word 'Complacency' in the above passage means
  - (A) Carelessness
  - (B) Self satisfaction
  - (C) Ignorance
  - (D) Conspicuous
  
7. Choose the option in which the usage of the word 'FALLOUT' is incorrect
  - (A). Nagasaki suffered from the fallout of nuclear radiation.
  - (B) People believed that the political fallout of the scandal would be insignificant.
  - (C). Who can predict the environmental fallout of the WTO agreements?
  - (D) The headmaster could not understand the fallout of several of his good students in the examination.



8. The British retailer, M&S, today formally admitted its defeat in its attempt to acquire Kingo, its US subsidiary, since no potential purchasers were ready to cough up the necessary cash.
- (A) admitted, acquire
  - (B) conceded, offload
  - (C) announced, dispose
  - (D) ratified, auction
9. From the choices given, choose the one which would best replace the underlined part. Victory is everything in the Indian universe and M.S. Dhoni will be expected to translate his genius to that effect. To contemplate any other option is to contemplate the risk of failure.
- (A) To contemplate any other action is to contemplate the risk of failure.
  - (B) Failure is not an action that can be contemplated.
  - (C) Any other action has the potential of failure.
  - (D) Failure is not an option.
10. Identify the incorrect sentence or sentences.
- P. Harish told Raj to plead guilty.
  - Q. Raj pleaded guilty of stealing money from the shop.
  - R. The court found Raj guilty of all the crimes he was charged with.
  - S. He was sentenced for three years in jail. .
- (A) P and R
  - (B) Q & S
  - (C) P, R and S
  - (D) Q, R and S

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The Institute shall be imparting instructions in English mainly through the study material. There shall be approximate 10-15 lecture-scripts for each subject strictly according to the syllabus. The study material would be extensively supplemented with case studies which would give the student more practical exposure and understanding of the managerial concepts and applications, which shall be supplemented by Personal Contact Programmes to be held at USOL, on Saturdays and Sundays only (weekend classes). The detailed list of papers with detailed syllabus is available on University website.

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