

Business & Management: second-round sample tasks

The demo contains sample tasks, evaluation criteria, maximum possible scores and answer keys. If an assignment is graded by a member of the jury in Business and Management, the correct answer is provided.

Difficulty level	Task	Evaluation criteria	Maximum points	Answer / a variant of the correct answer
Entry-level 1	A procedure that details how to take an inventory is an example of a(n) _____ plan, while a promotional advertisement is an example of a(n) _____ plan: a) strategic, tactical b) tactical, operational c) single-use, ongoing d) ongoing, single-use e) operational, single-use	Correct answer - 2 points; wrong answer - 0 points	2 points	d) ongoing, single-use
Entry-level 2	A production manager is organising the production of a new modification of machine building equipment. The costs for maintenance of production facilities, land rent, depreciation of equipment, and management costs are planned at \$5,000,000 per year. The costs for production, labor costs, raw materials and components, and electricity are estimated at an average of \$10,000 per unit. The price is planned at 20 thousand dollars. Calculate what minimum production level will allow the manager to avoid losses from the new production. a) 500 b) 800 c) 250 d) 166,6 e) 2500	Correct answer - 2 points; wrong answer - 0 points	2 points	a) 500
Entry-level 3	Which motivation theory suggests that it is essential to first establish the hygienic factors at a satisfactory level before investing in motivating factors that provide additional incentives to enhance the productivity of staff members? a) Herzberg's Two-Factor Theory b) Taylor's Scientific Management Theory c) Douglas McGregor's Theory X and Theory Y d) Abraham Maslow's Hierarchy of Needs Theory e) Elton Mayo's Hawthorne Effect Theory	Correct answer - 2 points; wrong answer - 0 points	2 points	a) Herzberg's theory
Entry-level 4	Which type of organizational structure presumes double subordination – to the linear manager and to the project manager?	Correct answer - 2 points;	2 points	d) matrix

	<ul style="list-style-type: none"> a) linear b) functional c) divisional d) matrix e) project 	wrong answer - 0 points		
Entry-level 5	<p>In which product life cycle stages are sales promotion tools most effective?</p> <ul style="list-style-type: none"> a) introduction stage b) growth stage c) maturity stage d) introduction and growth stages e) growth and maturity stages 	Correct answer - 2 points; wrong answer - 0 points	2 points	e) growth and maturity stages
Entry-level 6	<p>A pricing strategy entails setting prices below a given economic value of a product, aiming to generate increased sales and gain a larger share of the market.</p> <ul style="list-style-type: none"> a) skimming strategy b) market penetration strategy c) fixed costs strategy d) discrimination strategy e) priority pricing strategy 	Correct answer - 2 points; wrong answer - 0 points	2 points	b) market penetration strategy
Entry-level 7	<p>What is a substitute product?</p> <ul style="list-style-type: none"> a) A competitor's product that is similar to the company's product and can be bought instead b) A product of the same seller that complements the main product c) A product of another seller, which can completely or to a large extent replace the product of the company and at the same time it is not its complete analogue d) A product of the same seller, an improved model of the previous version of the product e) Services required to support the sale of goods and after-sales service 	Correct answer - 2 points; wrong answer - 0 points	2 points	c) the goods of another seller, which can completely or to a large extent replace the goods of the company and at the same time they are not its complete analogue
Entry-level 8	<p>The evaluation of preferred shares is based on:</p> <ul style="list-style-type: none"> a) the principle of economic feasibility b) the impact of the dividend policy on the book value c) the determination of the term of dividend payment d) the principle of the indefinite existence of an economic entity e) the principle of self-sufficiency 	Correct answer - 2 points; wrong answer - 0 points	2 points	d) the principle of the indefinite existence of an economic entity
Entry-level 9	<p>An indicator that assesses the degree of sensitivity of profit before interest and taxes (gross income) of an organization to changes in production volume is:</p>	Correct answer - 2 points;	2 points	d) production leverage

	<ul style="list-style-type: none"> a) financial leverage b) income-costs indicator c) profitability of production activities d) production leverage e) breakeven point 	wrong answer - 0 points		
Entry-level 10	<p>What form of strategic partnership implies industrial cooperation while maintaining legal independence?</p> <ul style="list-style-type: none"> a) merger b) strategic alliance c) holding d) concern e) joint venture 	<p>Correct answer - 2 points;</p> <p>wrong answer - 0 points</p>	2 points	b) strategic alliance
Entry-level 11	<p>Which principles of organization are classified by the method of implementation?</p> <ul style="list-style-type: none"> a) only with human participation (individual or collective activity) b) customary c) universal d) general e) scientific 	<p>Correct answer - 2 points;</p> <p>wrong answer - 0 points</p>	2 points	a) only with human participation (individual or collective activity)
Entry-level 12	<p>One of the main disadvantages of the functional organizational structure is:</p> <ul style="list-style-type: none"> a) isolation of departments b) high demands on the qualifications of managers c) difficulty in separating overhead and calculating costs d) complicated, cumbersome and expensive to implement and operate e) double reporting system 	<p>Correct answer - 2 points;</p> <p>wrong answer - 0 points</p>	2 points	a) isolation of departments
Entry-level 13	<p>Which of Porter's basic strategies pertains to a company's desire for niche market leadership within a specific segment</p> <ul style="list-style-type: none"> a) differentiation strategy b) cost focus strategy c) differentiation focus strategy d) follower strategy 	<p>Correct answer - 2 points;</p> <p>wrong answer - 0 points</p>	2 points	b) cost focus strategy
Entry-level 14	<p>Which of the following is part of a company's business diagnostics?</p> <ul style="list-style-type: none"> a) analysis of the effectiveness of the current strategy. b) creating a strategic group map c) analysis of key success factors d) analysis of industry competition e) competitive intelligence 	<p>Correct answer - 2 points;</p> <p>wrong answer - 0 points</p>	2 points	a) analysis of the effectiveness of the current strategy
Entry-level 15	<p>Company A has established a goal of boosting sales by 25-30%. What aspect of this goal does it lack according to the SMART goal criteria for quality?</p> <ul style="list-style-type: none"> a) the goal is unspecific b) the goal is unambitious c) the goal is not flexible d) the goal is not time-bound 	<p>Correct answer - 2 points;</p>	2 points	d) the goal is not time-bound

	e) the goal is immeasurable			
Entry-level 16	Agency costs: a) arise as a result of the payment of commission by the commission agent b) caused by a gap between the interests of the company's owners and the top management's interests c) arise due to the risk aversion of investors d) can be minimized by hedging risks e) correspond to production costs	Correct answer - 2 points; wrong answer - 0 points	2 points	b) caused by a gap between the interests of the company's owners and the top management's interests
Entry-level 17	Identify one of the basic systemic properties of an organization: a) emergence b) communicativeness c) equifinality d) historicity e) uniqueness	Correct answer - 2 points; wrong answer - 0 points	2 points	a) emergence
Entry-level 18	Identify a subjective element of organizational culture: a) values b) symbols c) interior design d) appearance of buildings e) design of workspace	Correct answer - 2 points; wrong answer - 0 points	2 points	a) values
Intermediate level 1	In management, the planning function focuses on (select 2 answers): a) defining goals for future organizational performance b) grouping tasks into departments c) deciding on the tasks and resources needed to attain them d) assigning tasks e) allocating resources to departments	Selection of only 1 correct answer – 2 points; Selection of 2 correct answers – 4 points; Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options); 0 points in all other cases	4 points	a) defining goals for future organizational performance c) deciding on the tasks and resources needed to attain them
Intermediate level 2	The company "AAA" operates within the Asia-Pacific region, providing food, clothing, and	Selection of only 1	4 points	a) the company

	<p>shoes to these countries. Its organizational structure encompasses the division of units that specialize in distinct product markets. Each unit possesses its own dedicated production, marketing, investment, financial, and HR departments.</p> <p>Choose two correct statements about this company's organizational structure (select 2 answers):</p> <p>a) the company has a divisional structure b) the company has a matrix structure c) this organizational structure of the company allows it to optimize transports costs d) this organizational structure of the company allows for the economic autonomy of the divisions e) this organizational structure allows flexible project management</p>	<p>correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p> <p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>		<p>has a divisional structure d) this organizational structure of the company allows for the economic autonomy of the divisions</p>
Intermediate level 3	<p>The laws of organizational development include (select 2 answers):</p> <p>a) the law of synergy b) the law of composition and proportionality (harmony) c) the law of social harmony d) the law of the stability of information e) the law of differentiation and universalization of functions</p>	<p>Selection of only 1 correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p> <p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>	4 points	<p>c) the law of social harmony d) the law of the stability of information</p>
Intermediate level 4	<p>Which statements are NOT correct? (select 2 answers)</p> <p>a) B2C has a larger number of potential buyers than B2B. b) In B2C, the purchase decision is typically made by a single consumer.</p>	<p>Selection of only 1 correct answer – 2 points;</p>	4 points	<p>c) In B2B, a purchase is usually a multi-step process.</p>

	<p>c) In B2B, a purchase is usually a multi-step process.</p> <p>d) The sales cycle in B2C is generally shorter than in B2B.</p> <p>e) B2C marketing is typically more innovative than B2B.</p>	<p>Selection of 2 correct answers – 4 points;</p> <p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>		<p>d)The sales cycle in B2C is generally shorter than in B2B.</p>
Intermediate level 5	<p>Low-context cultures can be characterized by the following statements (select 2 answers):</p> <p>a) words are more important than body language</p> <p>b) non-verbal communication is more important than words</p> <p>c) main attention is paid to the social status of a speaker</p> <p>d) facts are more important than intuition in the decision-making process</p> <p>e) use of feelings to present ideas on social media.</p>	<p>Selection of only 1 correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p> <p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>	4 points	<p>a) words are more important than body language</p> <p>d) facts are more important than intuition in the decision-making process</p>
Intermediate level 6	<p>Which of the management principles were proposed by Fayol (select 2 answers):</p> <p>a) assign each employee a task that they can become proficient at</p> <p>b) be honest and trustworthy</p> <p>c) employees should know where they stand in the organization's hierarchy and who to speak to within a chain of command</p>	<p>Selection of only 1 correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p>	4 points	<p>a) assign each employee a task that they can become proficient at</p> <p>c) employees</p>

	<p>d) staff members' satisfaction depends on emotional balance and relations among the team members</p> <p>e) by taking some downtime you can pace yourself and improve the productivity</p>	<p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>		<p>should know where they stand in the organization's hierarchy and who to speak to within a chain of command</p>
Intermediate level 7	<p>According to Greiner's theory of the organizational life cycle, the crisis of control characterizes the transition between two successive stages. What are these stages (select 2 answers)?</p> <p>a) growth through creativity b) growth through management c) growth through delegation d) growth through coordination e) growth through collaboration</p>	<p>Selection of only 1 correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p> <p>selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>	4 points	<p>c) growth through delegation</p> <p>d) growth through coordination</p>
Intermediate level 8	<p>Which type of strategy does the decision to expand the company through unrelated diversification fall under?</p>	<p>selection of only 1 correct answer – 2 points;</p> <p>selection of 2 correct answers – 4 points;</p> <p>selection of 2 correct answers and 1 wrong answer – 2</p>	4 points	Corporate strategy

		points (when a participant selects 3 options); 0 points in all other cases											
Intermediate level 9	<p>The management of sources of financing includes (select 2 answers):</p> <p>a) searching for financial resources b) determination of the optimal structure of funding sources c) determination of investment directions d) determination of the optimal dividend policy e) analysis of the composition and structure of short-term funding sources</p>	<p>Selection of only 1 correct answer – 2 points;</p> <p>Selection of 2 correct answers – 4 points;</p> <p>Selection of 2 correct answers and 1 wrong answer – 2 points (when a participant selects 3 options);</p> <p>0 points in all other cases</p>	4 points	<p>a) searching of financial resources b) determination of the optimal structure of funding sources</p>									
Advanced level 1	<p>Examine the table containing the company's data and calculate the financial leverage.</p> <table border="1" data-bbox="411 1444 1007 1653"> <tr> <td>Authorized capital</td> <td>RUR thousand</td> <td>12 000</td> </tr> <tr> <td>Retained Profit</td> <td>RUR thousand</td> <td>3 000</td> </tr> <tr> <td>Long-term Debts (Loans)</td> <td>RUR thousand</td> <td>9 200</td> </tr> </table> <p>Solution: Financial leverage = <i>Total Debts/ own equity</i> Own equity = 12000 + 3000 = 15000 Financial leverage = 9200/15000 = 0,61</p> <p>Answer: Financial leverage = 0,61</p>	Authorized capital	RUR thousand	12 000	Retained Profit	RUR thousand	3 000	Long-term Debts (Loans)	RUR thousand	9 200	<p>Correct use of the financial leverage formula – 3 points.</p> <p>Correct calculation of the company's equity – 3 points.</p> <p>Correct calculation of all relevant figures – 10 points.</p>	10 points	Financial Leverage = 0,61
Authorized capital	RUR thousand	12 000											
Retained Profit	RUR thousand	3 000											
Long-term Debts (Loans)	RUR thousand	9 200											

		Correct calculation of financial leverage – 4 points. Incorrect answers or no answers - 0 points.											
Advanced level 2	<p>Examine the table with the data of a company. Calculate Total Assets.</p> <table border="1" style="margin-left: 20px;"> <tr> <td>Authorized capital</td> <td>RUR thousand</td> <td>12 000</td> </tr> <tr> <td>Retained Profit</td> <td>RUR thousand</td> <td>3 000</td> </tr> <tr> <td>Long term Debts (Loans)</td> <td>RUR thousand</td> <td>9 200</td> </tr> </table> <p>Solution: Total Assets = 12000+3000+9200 = 24200 RUR thousand</p> <p>Answer: Total Assets = 24200 RUR thousand</p>	Authorized capital	RUR thousand	12 000	Retained Profit	RUR thousand	3 000	Long term Debts (Loans)	RUR thousand	9 200	Correct answer – 8 points; wrong answer – 0 points	8 points	Total Assets = 24200 RUR thousand
Authorized capital	RUR thousand	12 000											
Retained Profit	RUR thousand	3 000											
Long term Debts (Loans)	RUR thousand	9 200											
Difficult 3	<p>For the purpose of brand valuation, the following data is provided:</p> <ul style="list-style-type: none"> • sales volume (in items): 10 000 • price per unit of branded product (in RUR): 100 • price per unit of generic product (in RUR): 60 • branding costs (in RUR): 100 000 <p>Calculate: Sales of branded product, RUR – 3 points Sales of generic product, RUR – 3 points Brand value (using market-based approach) – 4 points</p> <p>Calculus: Brand value = RUR 100 * 10 000 (Sales of branded product) – RUR 60 * 10 000 (Sales of generic product) – RUR 100 000 = RUR 300 000 Answer: RUR 300 000</p>	<p>Sales of branded products in RUR – 3 points.</p> <p>Sales of generic products in RUR – 3 points.</p> <p>Brand value calculated using the market-based approach – 4 points.</p> <p>Incorrect calculations for all three metrics or no calculation</p>	10 points	<p>Sales of branded product = 1 000 000 RUR</p> <p>Sales of generic product = 600 000 RUR</p> <p>Brand value (using market-based approach) = 300 000 RUR</p>									

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