

HALL TICKET NO.

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SCHOOL OF MANAGEMENT STUDIES
Ph.D. Management Studies
Entrance Examination-2015
(75 Marks)

INSTRUCTIONS:

1. Write your Hall Ticket Number in the OMR Answer sheet given to you. Also write the Hall Ticket Number in the space provided above.
2. The question paper booklet consists of Part A and B which carries 75 questions. Each question carries one (1) mark.
3. The questions contains in **Part A** cover areas of Research Methodology, Managerial Economics, Strategic and General Management (1-25 questions) and **Part B** contains questions in Marketing, Finance, Human Resource Management, Organizational Behavior, and Operations Management (26-75 questions). Each question carry one (1) Mark.
4. There is negative marking for **Part A**. Each wrong answer carries **-0.33 marks**.
5. Answers are to be marked on the OMR answer sheet following the instructions provided there upon.
6. Hand over the OMR answer sheet to the invigilator before leaving the examination hall.
7. No additional sheets will be provided. Rough work can be done in the question paper itself or in the space provided at the end of the booklet.
8. Calculators, mobile phones and electronic gadgets are not allowed.

Part-A

1. Strategy refers to the
 - A. Process by which top management determines the goals.
 - B. Ideas, plans and actions taken by firms and people to compete successfully In the organization
 - C. A process which allows to evaluate goals
 - D. Specific short term action plans to implement policy

2. A Plan is a
 - A. Guideline to be evaluated.
 - B. Statement of how objectives are achieved.
 - C. Basis for determining the organization
 - D. Concrete formulations of goals

3. One of the following is a Strategy Guru
 - A. Gary Hamel
 - B. Peter Drucker
 - C. Warren Bennis
 - D. Neil Armstrong

4. What is social loafing?
 - A. A process where individuals work harder when they are in teams.
 - B. When someone hangs around with others and enjoys the camaraderie of being part of a team.
 - C. Team building activities
 - D. A process where individuals in teams work less hard than they would individually.

5. What does Milton Friedman believe to be the sole responsibility of business?
 - A. Managers should act in ways that balance the interest of society and shareholders.
 - B. The only social responsibility of business is to its shareholders.
 - C. The primary responsibility organizations have is to its employees.
 - D. The primary responsibility organizations have is to its stakeholders.

6. Henry Fayol belonged to
 - A. The USA
 - B. France
 - C. Germany
 - D. The Netherlands

7. What is valence?
 - A. The value of an object to a person
 - B. The satisfaction of a job well done
 - C. The importance of doing something well
 - D. The value or importance an individual places on a reward

8. Delegation is
 - A. Assignment of duties with formal authority
 - B. Assignment of duties without authority
 - C. Assignment of duties to a subordinate
 - D. Dispersal of authority.

9. Leadership is
 - A. A process of showing the choices
 - B. An ability to share work
 - C. A set of behaviors
 - D. A process of influence

10. Which of the following would be classified by Herzberg as a hygiene factor?
 - A. Company Policy
 - B. Promotion
 - C. Responsibility
 - D. Personal growth

11. The key to profit maximization is that the firms must choose that price-output combination where the marginal revenue.
 - A. Exceeds the marginal cost
 - B. Is equal to the marginal cost
 - C. Is less than the marginal cost
 - D. Independent of the marginal cost

12. Which of the following do not follow price discrimination.
 - A. Electricity
 - B. Railways
 - C. Airways
 - D. Roadways

13. Statement(A): The excess price which a man is willing to pay rather than going without the thing, over that he actually does pay is the consumer's surplus.

Reason(R): the basic reason for consumer's surplus is law of diminishing marginal utility.

- A. Both A and R are true but R is not the correct explanation of A.
- B. A is true but R is false.
- C. Both A and R are true and R is the correct explanation of A.
- D. Both A and R are true.

14. The pricing practice used by firms in which a product is priced low to take care of the demand of other products is called

- A. Full cost pricing
- B. Marginal cost pricing
- C. Administered pricing
- D. Loss leader pricing

15. Revealed preference theory is propounded by

- A. Leontiff
- B. Walras
- C. Samuelson
- D. Alfred Marshall

16. If the level of significance of a hypothesis test is raised from .01 to .05, the probability of Type II error

- A. will also increase from .01 to .05
- B. will not change
- C. will decrease
- D. will increase

17. The ANOVA test is based on which assumptions?

- I. the sample are randomly selected
- II. the population variances are all equal to some common variance
- III. the populations are normally distributed
- IV. the populations are statistically significant

- A. All of the above
- B. II and III only
- C. I, II, and III only
- D. I, and III only

18. What is meta-analysis?
- A. A technique of correcting for the errors in individual studies within a survey of a large number of studies, to demonstrate the effect of a particular variable
 - B. A process of secondary-data gathering to assemble all the possibilities for a variable's effects
 - C. A substitute for original research, which is justified by constraints of time or money
 - D. A specialized step in a computer software program (e.g. SPSS)
19. "Internal validity" refers to:
- A. Whether or not there is really a causal relationship between two variables
 - B. Whether or not the findings are relevant to the participants' everyday lives
 - C. The degree to which the researcher feels that this was a worthwhile project
 - D. How accurately the measurements represent underlying concepts
20. Which of the following is *not* a type of non-probability sampling?
- A. Snowball sampling
 - B. Stratified random sampling
 - C. Quota sampling
 - D. Convenience sampling
21. Which of the following is *not* a criticism of qualitative research?
- A. The approach is too rigid and inflexible
 - B. The studies are difficult to replicate
 - C. There is a lack of transparency
 - D. The accounts are too subjective and impressionistic
22. Research that is done to examine the findings of someone else using the "same variables but different people" is which of the following?
- A. Replication
 - B. Exploration
 - C. Hypothesis
 - D. Empiricism
23. What is the basis of the Scientific Method?
- A. To test hypotheses in conditions that are conducive to its success.
 - B. To formulate a research problem, test the hypothesis in carefully controlled conditions that challenge the hypothesis.
 - C. To formulate a research problem and disprove the hypothesis.
 - D. To test hypotheses and if they are disproved, they should be abandoned completely.

24. A mean, median and mode are all examples of
- A. measures of central tendency
 - B. measures of enumeration
 - C. measures of coefficients
 - D. measures of variation
25. If the research study is repeated over an extended period, then the study is called as
- A. Cross sectional study
 - B. Descriptive study
 - C. Time series analysis/study
 - D. Longitudinal study

Part-B

26. The facility decision process to expand or contract the operation of an organization does not include _____ and _____ in their four step model:
- A. customer appreciation of product, generation of alternatives
 - B. management of plant , organization capacity
 - C. comparison of capacity, future demand
 - D. consideration of risk, decision making of final plan
27. The master production schedule is a useful tool for managers. What is NOT an advantage using the MPS:
- A. helps to assess different schedules
 - B. gives specific information on past needs
 - C. helps to determine required materials
 - D. helps to assess staffing needs
28. Modern firms increasingly rely on other firms to supply goods and services instead of doing these tasks themselves. This increased level of _____ is leading to increased emphasis on _____ management.
- A. Outsourcing, supply chain
 - B. Offshoring, lean
 - C. Downsizing, total quality
 - D. Optimizing, inventory
29. The person who developed the Economic Order Quantity model was:
- A. Walter Shewhart
 - B. George Dantzig
 - C. Frederick W. Taylor
 - D. Ford Harris

30. ABC Co. produces cast bronze valves on an assembly line, currently producing 1600 valves each 8-hour shift. If the productivity is increased by 10%, it would then be
- A. 1760 valves/hr
 - B. 880 valves/hr
 - C. 220 valves/hr
 - D. 200 valves/hr 180 valves/hr
31. Which of the following would be the best illustration of a pure service?
- A. water pick for cleaning teeth
 - B. a doctor's exam
 - C. a waiter taking your order in a restaurant
 - D. flying on an airline
32. Which of the following are important in customers' perception of quality?
- I. Appearance II. Operation III. Liability
- A. I only
 - B. II only
 - C. I and II only
 - D. I, II, and III
33. In the basic EOQ model, if the lead time increases from 2 to 4 days, the EOQ will:
- A. double
 - B. increase, but not double.
 - C. remain constant
 - D. decrease by a factor of two
34. The initial solution of a transportation problem can be obtained by applying any known method. But the only condition is
- A. The solution be optimal
 - B. The rim conditions are satisfied
 - C. The solution not be degenerate
 - D. All of the above
35. Which of the following criterion is not used for decision making under uncertainty?
- A. Maximin
 - B. Maximax
 - C. Minimax
 - D. Minimize expected loss

36. Cognitive dissonance occurs in which stage of the buyer decision process model?
- A. Need recognition
 - B. Information search
 - C. Evaluation of alternatives
 - D. Post-purchase behavior
37. _____ are products bought by individuals and organizations for further processing or for use in conducting a business.
- A. Consumer products
 - B. Services
 - C. Industrial products
 - D. Specialty products
38. Anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need is called a(n):
- A. demand.
 - B. idea
 - C. product.
 - D. service.
39. _____ is the process of evaluating each market segment's attractiveness and selecting one or more segments to enter.
- A. Mass marketing
 - B. Market segmentation
 - C. Market targeting
 - D. Market positioning
40. The fact that services are sold, produced, and consumed at the same time refers to which of the following service characteristics?
- A. Intangibility
 - B. Inseparability
 - C. Variability
 - D. Perishability
41. All of the following are criticisms leveled against marketing by critics EXCEPT:
- A. Harming Consumers Through High Prices.
 - B. Harming Consumers Through Deceptive Practices.
 - C. Harming Consumers Through High-Pressure Selling.
 - D. Harming Consumers Through Too Many Product Choices.

42. The fact that services cannot be stored for later use or sale is evidence of their:
- A. Intangibility.
 - B. Inseparability.
 - C. Variability.
 - D. Perishability.
43. If Honda uses its company name to cover such different products as its automobiles, lawn mowers, and motorcycles, it is practicing which of the following strategies?
- A. New Brand Strategy
 - B. Line Extension Strategy
 - C. Multibrand Strategy
 - D. Brand Extension Strategy
44. If advertising constantly sends out messages about materialism, sex, power, and status, which of the following categories of social criticism most closely matches this problem?
- A. Too Much Advertising.
 - B. Too Few Social Goods.
 - C. Cultural Pollution.
 - D. Too Much Political Power.
45. When personal interviewing involves inviting six to ten people to gather for a few hours with a trained interviewer to talk about a product, service, or organization, the method is called:
- A. Selective Sponsorship.
 - B. Probing.
 - C. Focus Group Interviewing.
 - D. The Delphi Method.
46. Who said that the human personality is composed of elements like *Id*, *Ego*, and *Super Ego* ?
- A. McClelland
 - B. Freud
 - C. Eric Berne
 - D. Skinner
47. One of them is a work related attitude
- A. Organizational Commitment
 - B. Job behavior
 - C. Personal involvement
 - D. Job Attitudes

48. One of the following is not an element in the perceptual process

- A. Environmental Stimuli
- B. Observation
- C. Interpretation
- D. Personal Perception

49. Motivation is

- A. A perceptual process
- B. A psychological process
- C. A hierarchical process
- D. A higher level process

50. Alderfer, Maslow, and Herzberg belong to

- A. Process theory
- B. Attribution theory
- C. Content Theory
- D. Behavioral Theory

51. Job enrichment is

- A. Giving the employee the entire job
- B. Broadening the scope of work
- C. Increasing the depth and responsibility
- D. Shifting the person from job to job

52. Role play is a

- A. Traditional method of training
- B. Modern method of training
- C. Popular method of training
- D. Innovative method of training

53. In which method the ratings of employees are distributed in a bell curve

- A. The ranking distribution method
- B. The rating distribution method
- C. Forced distribution method
- D. Critical Incident method

54. Variable pay is
- A. Indirect compensation
 - B. Direct compensation
 - C. Mixed compensation
 - D. Benefit based compensation
55. OSHA regulations concern
- A. Safety related issues
 - B. Environment related issues
 - C. Social related issues
 - D. Standard related issues
56. _____ is the step in the selling process in which the salesperson learns as much as possible about a prospective customer before making a sales call.
- A. Pre-approach
 - B. Prospecting
 - C. Approach
 - D. Handling objections
57. _____ is a person's distinguishing psychological characteristics that lead to relatively consistent and lasting responses to his or her own environment.
- A. Personality
 - B. Psychographics
 - C. Demographics
 - D. Lifestyle
58. The _____ holds that consumers will favor products that are available and highly affordable (therefore, work on improving production and distribution efficiency).
- A. product concept
 - B. production cost expansion concept
 - C. marketing concept
 - D. production concept
59. The _____ is a person within a reference group who, because of special skills, knowledge, personality, or other characteristics, exerts influence on others.
- A. facilitator
 - B. referent actor
 - C. opinion leader
 - D. social role player

60. The last stage in the selling process is the _____ stage.
- A. approach
 - B. handling objections
 - C. closing
 - D. follow-up
61. In a CPM/PERT network, an event refers to
- A. the occurrence of a delay in the project
 - B. an activity inserted into the network to show a precedence relationship with no passage of time
 - C. the beginning or completion of an activity or project
 - D. the earliest an activity can start
62. A project has three paths: A—B—C has a length of 25 days. A—D—C has a length of 15 days. A—E—C has a length of 20 days. Which of the following statements is correct?
- A. A—D—C is the critical path.
 - B. A—B—C has the most slack.
 - C. The expected duration of the project is 25 days.
 - D. The expected duration of this project is 60 days.
63. The type of layout which features departments or other functional groupings in which similar activities are performed is
- A. process
 - B. product
 - C. fixed-position
 - D. mass
64. Quality assurance is: Select correct option:
- A. Detection based
 - B. Inspection based
 - C. Prevention based
 - D. People based
65. Labor productivity will increase if the _____ increases or _____.
- A. Quantity of labor per unit of capital; technological change occurs.
 - B. quantity of capital per hour worked; immigration increases while capital is held fixed.
 - C. quantity of capital per hour worked; technological change occurs.
 - D. quantity of labor per unit of capital; immigration increases while capital is fixed.

66. The market price of a share of common stock is determined by:
- A. The board of directors of the firm
 - B. The stock exchange on which the stock is listed
 - C. The president of the company
 - D. Individuals buying and selling the stock
67. To increase the present value, the discount rate should be adjusted
- A. Upward
 - B. Fred
 - C. True
 - D. Downward
68. This type of risk is avoidable through proper diversification.
- A. portfolio risk
 - B. systematic risk
 - C. unsystematic risk
 - D. total risk
69. A line that describes the relationship between an individual security's returns and returns on the market portfolio.
- A. characteristic line
 - B. security market line
 - C. capital market line
 - D. beta
70. The greater the beta, the _____ of the security involved.
- A. greater the unavoidable risk
 - B. greater the avoidable risk
 - C. less the unavoidable risk
 - D. less the avoidable risk
71. Which of the following statements (in general) is correct?
- A. A low receivables turnover is desirable.
 - B. The higher the tax rate for a firm, the lower the interest coverage ratio.
 - C. An increase in net profit margin with no change in sales or assets means a poor ROI.
 - D. The lower the total debt-to-equity ratio, the lower the financial risk for a firm.
72. If $EOQ = 360$ units, order costs are Rs.5 per order, and carrying costs are Rs.20 per unit, what is the usage in units?
- A. 129,600 units
 - B. 2,592 units
 - C. 25,920 units
 - D. 18,720 units

73. Assume that a firm has accurately calculated the net cash flows relating to an investment proposal. If the net present value of this proposal is greater than zero and the firm is not under the constraint of capital rationing, then the firm should:
- A. Calculate the IRR of this investment to be certain that the IRR is greater than the cost of capital.
 - B. Compare the profitability index of the investment to those of other possible investments.
 - C. Calculate the payback period to make certain that the initial cash outlay can be recovered within an appropriate period of time.
 - D. Accept the proposal, since the acceptance of value-creating investments should increase shareholder wealth.
74. An EBIT-EPS indifference analysis chart is used for _____
- A. Evaluating the effects of business risk on EPS.
 - B. Examining EPS results for alternative financing plans at varying EBIT levels.
 - C. Determining the impact of a change in sales on EBIT.
 - D. Showing the changes in EPS quality over time.
75. A way to analyze whether debt or lease financing would be preferable is to:
- A. compare the net present values under each alternative, using the cost of capital as the discount rate.
 - B. compare the net present values under each alternative, using the after-tax cost of borrowing as the discount rate.
 - C. compare the payback periods for each alternative.
 - D. compare the effective interest costs involved for each alternative.
