

HALL TICKET NO:

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**Ph.D. Management Studies**  
**Entrance Examination – 2017**  
**(80 Marks)**

(Ph.D Admission - January '2018 Session)

**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 80 questions. Each question carries one (1) mark.
3. The questions contain in Part A (Q.No.1 to 40) cover area Research Methodology, Logical, Analytical, verbal reasoning, data analysis and interpretation. Part B (Q.No.41 to 80) contains questions in General Management, Marketing, Finance, Human Resource Management, Organizational Behavior, Operations Research and Operations Management.
4. **There is negative marking for part A only. 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. Action research means?  
(A) A longitudinal research  
(B) An applied research  
(C) A research initiated to solve an immediate problem  
(D) A research with socioeconomic objective
2. Camera, tape recorder, video tape etc. are..... devices of observation?  
(A) Casual            (B) Mechanical            (C) Technical            (D) Manual
3. The way or mode gathering data is?  
(A) Tool            (B) Method            (C) Technique            (D) Observation
4. In survey there is an enumerator and a.....?  
(A) Guide            (B) Respondent            (C) Supervisor            (D) Messenger
5. Questionnaire is .....?  
(A) Research method            (B) Measurement technique  
(C) Tool for data collection            (D) Data analysis technique
6. Bibliography means..?  
(A) Foot notes            (B) Quotations            (C) List of books            (D) Biography
7. Another name for a Likert scale is an?  
(A) Interview protocol            (B) Event sampling  
(C) Summated rating scale            (D) Ranking
8. What is studying different groups of children of different ages simultaneously and describing their developmental characteristics?  
(A) Longitudinal growth study            (B) Trend study  
(C) Time series study            (D) Cross-sectional growth study

9. "Theory" helps the researcher in?
- (A) Understanding the research procedure.
  - (B) Identifying the facts needed to be considered in the context of the research problem.
  - (C) Understanding the technical terms used in research.
  - (D) Determining how to make or record observations
10. Last step of problem formulation is?
- A) Survey      B) Discussion      C) Literature survey      D) Rephrasing the research problem
11. All research process start with?
- A) Hypothesis      B) Experiments to test hypothesis      C) Observation      D) All of these
12. The reasoning that uses specific observations to construct general principle is?
- A) Inductive      B) Deductive      C) Both A and B      D) Hypothetico-deductive method
13. Using multiple choice question or scale question is called?
- A) Open-ended questions      B) Closed- Ended Questions
  - C) Combined Question      D) Schedule
14. The search for answers to research questions is known as?
- A) Data analyzing      B) Data Collection      C) Coding      D) Experiment
15. Which of the following is an example of primary data?
- A) Book      B) Journal      C) News Paper      D) Census Report
16. The first variable is....variable?
- A) Abstract      B) Dependent      C) Separate      D) Independent
17. Hypothesis which explains relationship between two variables is?
- A) Casual      B) Rational      C) Descriptive      D) Tentative
18. ... ..... is a quality of good researcher.
- A) Scientific Temper      B) Age      C) Money      D) Time

19. Interview with a detailed standardized schedule is called?
- A) Clinical interview    B) Structural interview    C) Group interview    D) Direct interview
20. Which of the following is the first step in starting the research process?
- (A) Searching sources of information to locate problem.  
(B) Survey of related literature  
(C) Identification of problem  
(D) Searching for solutions to the problem

**The questions from 21 to 23 are based on the following information:**

A cube of 7 cm x 7 cm x 7 cm is kept the corner of a room and painted in the three different colours, each face in one colour. The cube is cut into 343 smaller but identical cubes.

21. How many smaller cubes do not have any face painted?
- A) 125                      B) 180                      C) 144                      D) 216
22. How many smaller cubes have exactly one colour on them?
- A) 108                      B) 72                      C) 36                      D) 24
23. How many smaller cubes have at the most two faces painted?
- A) 343                      B) 342                      C) 256                      D) 282

**The questions from 24 to 27 are based on the following information:**

In a tournament, each of the six teams played every other team. In a match between two teams, the winner got two points; the loser got zero points and if it was a draw, then each team got one point. Scores of R, S, T, U, V and W were 9, 8, 7, 3, 2 and 1 point respectively. There were exactly two draws.

24. U had a tie with which of the following teams?
- A) R                      B) T                      C) W                      D) Cannot be determined
25. R had a tie with which of the following teams?
- A) U                      B) T                      C) W                      D) Cannot be determined
26. Which of the following has lost the maximum number of matches?
- A) U                      B) V                      C) W                      D) Both V and W
27. Out of the following teams, R did not win against\_\_\_\_\_.
- A) S                      B) T                      C) U                      D) V

**The questions from 28 to 30 are based on the following information:**

Five boys – P, Q, R, S and T – are of different heights and are sitting in a row, in the decreasing order of their heights from left to right. Two persons sit in between R and T. T is shorter than at least two other boys. Q is neither the tallest nor the shortest. S is sitting adjacent to both Q and T.

28. Who is the tallest person?  
 A) P                      B) R                      C) S                      D) Cannot be determined
29. Who is sitting exactly in the middle of the row?  
 A) R                      B) Q                      C) S                      D) Cannot be determined
30. Which of the following pairs of persons always sit adjacent to each other?  
 A) Q and S                      B) S and T                      C) R and Q                      D) All the above
31. Identify the incorrect sentence/sentences  
 i) Management decisions have to be guided by moral sense.  
 ii) It is this that makes the difference between merely a competent manager and great manager.  
 iii) All of us have this sense within us.  
 iv) We should not suppress it to get ahead.  
 A) Only i                      B) i and ii                      C) i, ii and iii                      D) i, ii, iii and iv
32. Identify the meaning of the word underlined in the sentence given below:  
 The nights are clear but suffused with sloth and sullen expectation.  
 A) Covered                      B) Coloured                      C) Filled                      D) Spread over
33. Identify the correct word for the expression which carries same meaning:  
 “Too many unnecessary words in speech or writing”  
 A) Extraneous                      B) Exfoliation                      C) Verbal                      D) Verbiage
34. Identify the word which is opposite in meaning the given word: Ossification  
 A) Liquefaction                      B) Flexibility                      C) Vigour                      D) Viability
35. Identify the pair which exhibits the same relationship as the capitalized pair of words shown below:  
 PENURIOUS: AFFLUENCE  
 A) Interrogation : Accusation                      B) Garnishment : Command  
 C) Taciturn: Verbosity                      D) Condemnation: Mischief

The questions from 36 to 38 are based on the following data:

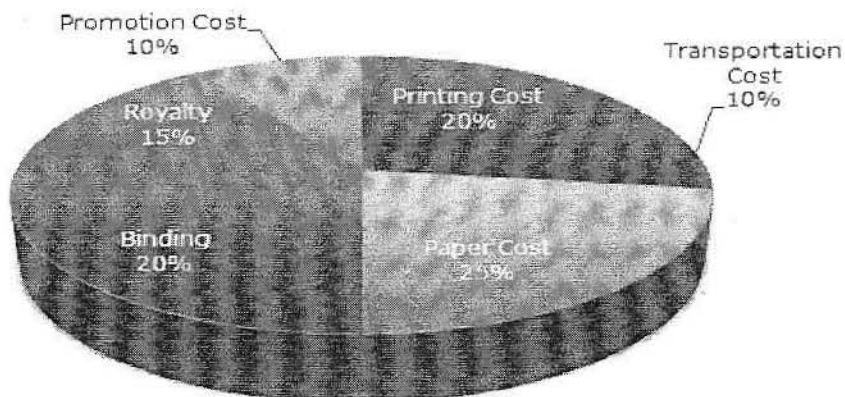
Year	Bullion Gold Index (BGI)	Bullion Silver Index (BSI)	Ratio of average price of Gold and Silver
2010-11	4642.8	624.4	1000
2011-12	5284.6	704.8	1150
2012-13	6942.5	812.2	1600
2013-14	6455.6	609.5	2100
2014-15	7000	990	3500

36. During which of the following years, is the BSI, expressed as a percentage of the BGI, the least?  
 A) 2011-12    B) 2014-15    C) 2013-14    D) 2012-13
37. The percentage increase of BGI for the given period is approximately what percentage more/less than the percentage increase of the BSI for the given period?  
 A) 30%    B) 13.5%    C) 83.33%    D) 50%
38. In which of the following years the average price of silver expressed as a percentage of the average price of gold the least?  
 A) 2012-13    B) 2014-15    C) 2013-14    D) 2010-11

The questions from 39 and 40 are based on the data given in the pie chart below:

The following pie-chart shows the percentage distribution of the expenditure incurred in publishing a book.

Various Expenditures (in percentage) Incurred in Publishing a Book



39. If for the certain quantity of books, the publisher has to pay Rs. 30,600 as printing cost, then what will be the amount of royalty to be paid for these books?

- A) Rs. 19,450      B) Rs. 21,200      C) Rs. 22,950      D) Rs. 26,150

40. What is the central angle (in degrees) of the sector corresponding to the expenditure incurred on royalty?

- A) 15      B) 24      C) 54      D) 48

### PART – B

41. Which of the following statements are correct:

- i. Decentralisation and delegation are closely interrelated
- ii. Delegation and decentralisation both are desirable
- iii. Decentralisation is not suitable for large organisation
- iv. Delegation is not possible in the case of small organisations

- A) i and iv are correct      B) ii and iii are correct  
C) i,ii and iv are correct      D) i and ii are correct

42. What is the correct sequence of the following functions of a manager in an organisation?

1. Motivation      2. Controlling      3. Organising      4. Planning

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

43. Delegation of authority is linked to

- (A) Managerial planning      (B) Management Coordination  
(C) Management control      (D) Scientific management

44. Staffing includes

- i. Training      ii. Appraisal      iii. Placement      iv. Directing

Choose the correct answer using the codes given below

- A) i and iii      B) ii and iii      C) i,ii and iii      D) i,ii,iii and iv

45. Who said, "Management is a multiple purpose organ that manages a business, manages a manager and manages workers and work"?
- (A) Harold Konntz (B) Kenneth O 'Donell (C) Peter Drucker (D) Anonymous
46. The Law of Demand assuming other things to remain constant, establishes the relationship between
- (A) Income of the consumer and the quantity of a good demanded by him  
 (B) Price of a good and the quantity demanded  
 (C) Price of a good and the demand for its substitute  
 (D) Quantity demanded of a good and the relative prices of its complimentary goods.
47. The aggregate production function for real business cycle models is shown as
- (A)  $Y_t = F(K_t, N_t)$  (B)  $Y_t = Z_t F(K_t - N_t)$  (C)  $Y_t = Z_t F(K_t, N_t)$  (D)  $Y_t = Z_t / (K_t, N_t)$
48. When the demand curve is a rectangular hyperbola, it represents
- (A) Perfectly elastic demand (B) Unitary elastic demand  
 (C) Perfectly inelastic demand (D) Relatively elastic demand
49. Other things being equal, a decrease in the quantity supplied to the market at given prices leads to
- (A) A higher price and a contraction of demand  
 (B) A lower price and a contraction of demand  
 (C) A higher price and an expansion of demand  
 (D) A lower price and an expansion of demand
50. A perfectly competitive firm will always expand output as long as
- (A) Rising marginal cost is less than the average cost  
 (B) Rising marginal cost is less than the marginal revenue  
 (C) Rising marginal cost is less than price  
 (D) None of the above



51. Assertion (A). Selling is important not merely for increasing the profits of businessmen, but also for making goods and services available to the consumers in society.

Reason (R). It is the process whereby goods and services finally flow to the consumers who need them and the firm performs its functions of distributing its products among consumers.

- (A) Assertion (A) and Reason (R) both are true
- (B) Assertion (A) is true but Reason (R) is not true
- (C) Assertion (A) is not true but Reason (R) is true
- (D) Assertion (A) and Reason (R) are true and Reason (R) is the reason of Assertion (A)
52. If a firm is practicing \_\_\_\_\_, the firm is training and effectively motivating its customer-contact employees and all of the supporting service people to work as a team to provide customer satisfaction.
- (A) Double-up marketing                      (B) Interactive marketing
- (C) Service marketing                      (D) Internal marketing
53. An increasingly large number of firms are changing their organizational focus from \_\_\_\_\_ to \_\_\_\_\_.
- A) Brand management; customer relationship management
- B) Product management; functional management
- C) Global management; regional management
- D) Territory management; functional management
54. The demand for a product is \_\_\_\_\_ when price cut causes revenue to increase.
- A) Income elastic
- B) Price elastic
- C) Cross elastic
- D) None of the above
55. "Better products, Better value, Better living" is the mission statement of which company:
- A) VICCO
- B) HUL
- C) P&G
- D) NIRMA
56. For a healthy business the current ratio lies between
- A) 0 to 1.5    B) 1.5 to 3    C) 3 to 4.5    D) 4.5 to 6

57. The symptom of large inventory accumulation in anticipation of price rise in future will be indicated by
- A) Asset turnover ratio
  - B) Working Capital turnover ratio
  - C) Inventory turnover ratio
  - D) All of the above
58. If the Present Value of Cash Inflows are greater than the Present Value of Cash Outflows, the project would be
- A) Rejected
  - B) Rejected with condition
  - C) Accepted
  - D) Rejected with approval
59. Which of the following rules stands true while preparation of Schedule of changes in working capital?
- i) An increase in current assets increases working capital.
  - ii) An increase in current assets decreases working capital.
  - iii) An increase in current liabilities decreases working capital.
  - iv) An increase in current liabilities increases working capital.
- A) i and iii
  - B) i and iv
  - C) ii and iv
  - D) i, ii, iii and iv
60. Type of financial markets in which corporations issues new funds to raise funds is classified as
- A) Flow market
  - B) Primary markets
  - C) Secondary markets
  - D) Funding markets
61. Planning function of management process involves
- A) Developing employees
  - B) Evaluating performance
  - C) Establishing departments
  - D) Establishing goals

62. Handling labour relations and safety laws for company's labour is part of
- A) Line functions
  - B) Staff functions
  - C) Coordinative functions
  - D) Both (A) and (C)
63. Arrange the following staffing procedure in the correct sequence
- (i) Determining sources of personnel supply
  - (ii) Preparing personnel specifications
  - (iii) Selection of personnel
  - (iv) Determining Personnel Characteristics
- A) (ii), (i), (iv) and (iii)
  - B) (i), (ii), (iii) and (iv)
  - C) (ii), (i), (iii) and (iv)
  - D) (ii), (iii), (i) and (iv)
64. Apprenticeship Training Act passed on
- A) 1941
  - B) 1961
  - C) 1951
  - D) 1971
65. The three important components in aligning business strategy with HR practice:
- A) Business Strategy, Human Resource Practices, Organisational Capabilities
  - B) Marketing Strategy, Human Resource Practices, Organisational Capabilities
  - C) Business Strategy, Human Resource Practices, Organisational structure
  - D) Marketing Strategy, Human Resource Practices, Organisational structure
66. Identify the steps involved in achieving improvement in communication within the organization.
- (A) Sending messages, Use of multiple channels, Promoting inter-group communication
  - (B) Simple messages, Use of multiple channels, promoting inter-group interaction
  - (C) Simple messages, Use of multiple channels, promoting inter-group communication
  - (D) Simple messages, Use of multiple methods, promoting inter-group communication

67. Resistance to Cultural Change is directly depends on
- (A) Magnitude of change (B) Strength of the prevailing culture  
(C) Both 'A' and 'B' (D) None of the above
68. A manager often checks on the work of his subordinates. According to him, he needs to do so, otherwise they do not do the work they should be doing. Furthermore, he assumes that people are generally quite lazy and irresponsible. Which philosophy of management is used by this manager?
- A) Theory X B) Theory Y C) Theory Z D) Theory of organizational behaviour
69. Zuzanna is observing group functioning as part of her OB studies. The group she's observing seems to be fairly cohesive, is developing close interpersonal relationships and a feeling of camaraderie. Furthermore, group members seem to have a keen interest in finding mutually agreeable solutions and try to agree on a common set of expectations that constitutes an acceptable way of doing things. In what stage of group development is this group, according to the Five-Stage model of group development?
- A) Forming B) Storming C) Norming D) Performing
70. Employee's Motivational Technique is
- (A) To select and apply the appropriate motivations  
(B) To prepare a set of motivational tools  
(C) To ascertain motivational needs  
(D) All of the above
71. The quantitative approach to decision analysis is a \_\_\_\_\_.
- A) Logical approach B) Rational approach C) Scientific approach D) All the above
72. Which of the following is not the characteristic of linear programming \_\_\_\_\_.
- A) Resources must be limited  
B) Only one objective function  
C) Parameters value remains constant during the planning period  
D) The problem must be of minimization type
73. A variable which does not appear in the basic variable column of simplex table is \_\_\_\_\_
- A) Never equals to zero B) always equals to zero  
C) Called a basic variable D) none of the above

74. Which of the following methods is used to verify the optimality of the current solution of the transportation problem,
- A) Least cost method                      B) Vogel's approximation method
- C) Modified distribution method      D) All of the above
75. The method used for solving an assignment problem is called \_\_\_\_\_
- A) Reduced matrix method              B) MODI method
- C) Hungarian method                      D) None of the above
76. If small orders are placed frequently (rather than placing large orders infrequently), then the total inventory cost \_\_\_\_\_.
- A) Increases                      B) Reduces                      C) Either increases or reduces      D) Is minimized
77. In PERT the span of time between optimistic and pessimistic time estimates of an activity is
- A)  $3\sigma$                                       B)  $6\sigma$                                       C)  $12\sigma$                                       D) None of the above
78. The average annual cost will be minimized by replacing a machine when \_\_\_\_\_
- A) Average cost to date is equal to the current maintenance cost
- B) Average cost to date is greater than the current maintenance cost
- C) Average cost to date is less than the current maintenance cost
- D) None of the above
79. A lot-sizing technique that generates exactly what was required to meet the plan is
- A) Part period balancing                      B) Economic order quantity
- C) Lot - for - lot                                      D) The Wagner-Whitin algorithm
80. A production facility wants to determine the number of Kanbans necessary for one of the parts used to make its most popular model of razor. This part's daily demand is 200; it has a production lead time of 1/2 day; its safety stock is 1/4 day, and the container size is 10. How many Kanbans are needed?
- A) 5                                      B) 15                                      C) 50                                      D) 10