

HALL TICKET NO.

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SCHOOL OF MANAGEMENT STUDIES**Ph. D Management Studies****ENTRANCE EXAMINATION****(June 4, 2011: 2.00-4.00 P.M)****(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 Part B which carries 75 questions. Each question carries one (1) mark.*
 3. *The Questions contains in Part A cover areas of Research Methodology and General Management (1-35 questions) and Part B contains questions in Marketing, Finance, HRM, and Operations Management/Research (36-75 questions). Each question carries one (1) Mark.*
 4. *There is negative marking for Part A . Each wrong answer carries -0.33 mark.*
 5. *Answers are to be marked on the OMR answer sheet following the instructions provided thereupon.*
 6. *Hand over both the question paper booklet and OMR answer sheet at the end of the examination to the invigilator.*
 7. *No additional sheet(s) 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. *Calculator ,mobile phones and electronic gadgets are not allowed.*
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PART – A

GENERAL MANAGEMENT & RESEARCH METHODOLOGY

- 1) Which of the following are not managerial skills.
 - A) Conceptual Skills
 - B) Professional Skills
 - C) Human Skills
 - D) Technical Skills
- 2) Universal management principles apply to –
 - A) Non-Strategic Organisations
 - B) Non-Specialised Organisations
 - C) Non-profit Organisations
 - D) Strategic Organisations
- 3) The Gilbreths are the followers of –
 - A) Henry Fayol
 - B) Elton Mayo
 - C) F.W.Taylor
 - D) Henry Gantt
- 4) Hawthorne Experiments were conducted in
 - A) Harvard Business School
 - B) Elton Mayo's Office
 - C) Western Electric Company
 - D) Chicago, USA
- 5) A Strategic Plan is a –
 - A) Tactical Plan
 - B) Operational Plan
 - C) Short Range Plan
 - D) Integrated Plan
- 6) The 'Excellence' Paradigm was proposed by
 - A) Jim Collins
 - B) Tom Peters & Waterman
 - C) Peter Drucker
 - D) Herzberg
- 7) Which of the following is not included in the communication process
 - A) Encoding
 - B) Decoding
 - C) Sender
 - D) Structure
- 8) Blake and Mouton proposed the following leadership theory
 - A) Systems Theory
 - B) Managerial Grid Theory
 - C) Path-Goal Theory
 - D) Contingency Theory

- 17) Which scientific method is a bottom-up or generative approach to research?
- A) Deductive method
 - B) Inductive method
 - C) Hypothesis method**
 - D) Pattern method
- 18) The statement of purpose in a research study should:
- A) Identify the design of the study
 - B) Identify the intent or objective of the study
 - C) Specify the type of people to be used in the study
 - D) Describe the study
- 19) Sources of researchable problems can include:
- A) Researchers' own experiences as educators
 - B) Practical issues that require solutions
 - C) Theory and past research
 - D) All of the above
- 20) Which scale is the simplest form of measurement?
- A) Nominal
 - B) Ordinal
 - C) Interval
 - D) Ratio
- 21) Reliability is most simply known as which of the following?
- A) Consistency or stability
 - B) Appropriateness of interpretations on the basis of test scores
 - C) Ways in which people are the same
 - D) A rank order of participants on some characteristic
- 22) An ordinal scale is:
- A) The simplest form of measurement
 - B) A rank-order scale of measurement
 - C) A scale with equal intervals between adjacent numbers
 - D) A scale with an absolute zero point
- 23) Which of the following are principles of questionnaire construction?
- A) Consider using multiple methods when measuring abstract constructs
 - B) Use multiple items to measure abstract constructs
 - C) Avoid double-barreled questions
 - D) All of the above

- 24) Another name for a Likert Scale is a(n):
- A) Interview protocol
 - B) Event sampling
 - C) Summated rating scale
 - D) Ranking
- 25) The type of interview in which the specific topics are decided in advance but the sequence and wording can be modified during the interview is called:
- A) The interview guide approach
 - B) The informal conversational interview
 - C) A closed quantitative interview
 - D) The standardized open-ended interview
- 26) When each member of a population has an equally likely chance of being selected, this is called:
- A) Nonrandom sampling method
 - B) A quota sample
 - C) A snowball sample
 - D) Random sampling method
- 27) Which of the following would generally require the largest sample size?
- A) Cluster sampling
 - B) Simple random sampling
 - C) Systematic sampling
 - D) Proportional stratified sampling
- 28) Which of the following types of sampling involves the researcher determining the appropriate sample sizes for the groups identified as important, and then taking convenience samples from those groups?
- A) Proportional stratified sampling
 - B) Quota sampling
 - C) One-stage cluster sampling
 - D) Two-stage cluster sampling
- 29) The use of multiple observers to allow cross-checking of observations to make sure that the investigators agree with what took place is known as _____.
- A) Interpretive validity
 - B) Researcher bias
 - C) Multiple operationalism
 - D) Investigator triangulation

- 30) A cell is a combination of two or more _____ in a factorial design.
- A) Research designs
 - B) Research measurements
 - C) Dependent variables
 - D) Independent variables
- 31) Which test is applied in statistics to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution?
- A) ANOVA
 - B) T- test
 - C) Chi Square
 - D) F-test
- 32) Which statistical test will be used, in case of sample size is below 30?
- A) Z- test
 - B) T-test
 - C) F-test
 - D) Sample test
- 33) The mean marks of 90 students were found to be 32. Later on it was discovered that a score of 61 was misread as 81. Find the correct mean corresponding to the correct score
- A) 32.7
 - B) 31.7
 - C) 39.8
 - D) 39.9
- 34) Which measure the relative peakedness or flatness of the curve defined by the frequency distribution?
- A) Skewness
 - B) Quartile
 - C) Kurtosis
 - D) Median
- 35) Which examines associative relationships between a metric dependent variable and one or more independent variables
- A) Regression analysis
 - B) Correlation analysis
 - C) Chi-square
 - D) T-test

PART B

- 36) Basic objective of Financial Management is:
- A) Maximization of profits
 - B) Maximization of shareholders' wealth
 - C) Ensuring financial discipline in the organisation
 - D) Keeping accurate and authentic financial records
- 37) The cash flows after the pay-off period are not considered in case of
- A) Pay-back method
 - B) Internal rate of return method
 - C) Present value index method
 - D) All of the above
- 38) In Pay-back method, the mutually exclusive decision involves
- A) Choosing that project which has the shortest payback period amongst the Acceptable projects
 - B) Choosing project with longest payback
 - C) Choosing project which have a payback period shorter than the target payback period
 - D) None of the above
- 39) Decision Tree/conditional Probability approach to obtaining NPV is used when:
- A) The cash flows are independent of each other
 - B) The cash flows of subsequent years are conditional to cash flows in the Previous years
 - C) Cash flows are non-conventional
 - D) None of the above
- 40) Non-conventional cash flows refer to a situation where
- A) A single outflow is followed by a single inflow
 - B) A single outflow is followed by series of inflows
 - C) Inflows and Outflows occur intermittently
 - D) Cash flows are uni-directional
- 41) Receiving a required inventory item at the exact time needed is referred
- A) ABC
 - B) JIT
 - C) FOB
 - D) PERT

- 42) **Capital Structure is**
- A) Same as financial structure
 - B) Component of financial structure
 - C) More comprehensive than financial structure
 - D) None of the above
- 43) **Equity Capitalisation refers to**
- A) Cost of Equity
 - B) Cost of Debt
 - C) Overall cost of Capital
 - D) None of the above
- 44) **Profitability Index is different from NPV because**
- A) While NPV gives absolute value, P I gives relative value
 - B) While NPV gives relative value, P I gives absolute value
 - C) Both NPV and P I give different values absolutely
 - D) None of the above
- 45) **Debt is a cheaper source of finance because**
- A) It gives a tax shield
 - B) Risk is lesser than in the case of equity
 - C) Both A and B
 - D) None of the above
- 46) **A movement that is defined as seeking to increase the rights and powers of buyers in relation to sellers is**
- A) Consumerism
 - B) Customer Relationship Management
 - C) Emotional Engagement
 - D) None of the above
- 47) **The set of all brands and brand lines a particular firm offers for sale to buyers in a particular category is**
- A) Brand Portfolio
 - B) Brand Extension
 - C) Umbrella Branding
 - D) None of the above

- 48) The various activities a firm undertakes to build mutually satisfying long term relations with key partners such as Suppliers, Distributors, Advertisement agencies and Marketing Research Suppliers is
- A) Supply Chain Management
 - B) Partner Relationship Management
 - C) Market build up method
 - D) None of the above
- 49) A visual representation of positioning that locates a brand or organisations relative to alternatives
- A) Positioning
 - B) Perceptual map
 - C) Both A and B
 - D) None of the above
- 50) The series of life stages that a family goes through starting with young single people, progressing through married stages with young and then older children, and ending with older married and single people is
- A) Forecast Demand
 - B) Family Life-Cycle Stage
 - C) Family Adoption Process
 - D) None of the above
- 51) A category of consumer tangible products that consists of new products the consumer is not yet aware of or products the consumer is aware of but does not want right now
- A) Unsought goods
 - B) Style Obsolescence
 - C) Recipient Market
 - D) None of the above
- 52) In a Growth – Share Matrix “STAR” indicates
- A) High Business Growth – High Market Share
 - B) High Business Growth – Low Market Share
 - C) High Business Growth – High Market Share
 - D) Low Business Growth – Low Market Share
- 53) Which of the following coined the term 4P's of Marketing
- A) Philip Kotler
 - B) Stanton
 - C) Mc. Carthy
 - D) Theodore Levitt

- 54) Segmentation of consumers based on factors like climatic conditions and regions is known as
- A) Demographic Segmentation
 - B) Geographic Segmentation
 - C) Cultural Segmentation
 - D) Psychographic Segmentation
- 55) Industrial Marketing involves
- A) Business to Business
 - B) Customers to Customers
 - C) Online Marketing
 - D) Customers to Business
- 56) Which of the following relates to the Strategic HR?
- A) It is transformational in nature and acts as a change agent ensuring that the new organisational systems and structures help employees achieve their goals
 - B) Changes are slow and fragmented
 - C) It does not interact with other departments of the organisation
 - D) It is transactional in nature
- 57) Which one of the following is a tool for enhancing vertical integration in organisations?
- A) Management information systems (MIS)
 - B) Liaison officers
 - C) Task forces
 - D) Cross-infunctional teams
- 58) Human resource forecasting does not enable which of these?
- A) Estimation of skill sets needed
 - B) Estimation of the number of employees needed
 - C) Estimation of the recruitment budget
 - D) Development of good employee relations
- 59) An individual's ability to store, retrieve, acquire and use information is called
- A) Cognitive ability
 - B) Performance ability
 - C) Memorizing ability
 - D) Conscientiousness
- 60) Which of the following is not a recruitment method?
- A) Promoting internal candidates
 - B) Contacting hiring organisations
 - C) Attending trade shows
 - D) Performing background checks

- 61) Reward system in an organization includes
- A) Monetary payment
 - B) Non monetary payment
 - C) Recognition for work
 - D) Monetary, Non-monetary and psychological payments for work
- 62) A training programme seeks to
- A) To attain enhanced performance
 - B) Skill development
 - C) Competence development
 - D) None of the above
- 63) One of the methods of On- the- Job training is
- A) External training
 - B) Class room training
 - C) Demonstration
 - D) T – training
- 64) Executive Development programmes are also known as
- A) Executive education programme
 - B) Management development programme
 - C) Coaching
 - D) None of the above
- 65) The content of appraisal comprises of
- A) Behavioural measures
 - B) Efficiency related measures
 - C) Effectiveness
 - D) Quality measures
- 66) Most operations produce a mixture of both products and services. Which of the following businesses is closest to producing “pure” services
- A) Restaurant
 - B) Steel Company
 - C) Counsellor/Therapist
 - D) IT Company

- 67) Which of the following activities is not a direct responsibility of operations management?
- A) Designing the operation's products, services and processes
 - B) Planning and controlling the operation
 - C) Developing an operations strategy for the operation
 - D) Determining the exact mix of products and services that customers will want
- 68) Who among the following is associated with contributions to quality control in operations management?
- A) Charles Babbage
 - B) Henry Ford
 - C) Frank Gilbreth
 - D) W. Edwards Deming
- 69) Which is not true regarding differences between goods and services?
- A) Services are generally produced and consumed simultaneously, tangible goods are not
 - B) Services tend to be more knowledge-based than products
 - C) Services tend to have a more inconsistent product definition than goods
 - D) Goods tend to have higher customer interaction than services
- 70) A control chart is established within ± 2 standard errors for use in monitoring of size $n=20$. Assume the process to be control. What is the likelihood of sample mean falling outside the control limits?
- A) 97.7%
 - B) 95.5%
 - C) 4.5%
 - D) 2.3%
- 71) Low volume, high variety processes are known as
- A) Continuous processes
 - B) Intermittent processes
 - C) Repetitive processes
 - D) Product focused
- 72) Which of the following best describes the concept of the value chain?
- A) adding financial value to an organization through the acquisition of other firms
 - B) the step-wise increases in product prices as raw materials are turned into goods/services
 - C) the steps in manufacturing that add value to finished products
 - D) all steps in the transformation process that add value even if they don't come from manufacturing

- 73) A Gantt chart –
- A) Represents an important event in the completion of a project
 - B) Relates interdependent activities to their completion time
 - C) Uses footstones and inchstones to represent events of lesser importance
 - D) Is used to schedule independent activities
- 74) Which statement on reengineering and process improvement is best?
- A) Only process improvement programs make use of cross-functional teams
 - B) Process improvement focuses only on critical or core processes such as order fulfilment
 - C) Reengineering starts with a “clean slate” whereas process improvement looks for ways to incrementally improve
 - D) Only reengineering focuses on business processes
- 75) The process structure that best describes a waiter’s position at a restaurant would be classified as:
- A) Front office
 - B) Back office
 - C) Hybrid office
 - D) Inner office
