

ENTRANCE EXAMINATION FOR ADMISSION, MAY 2012.

Ph.D. (MANAGEMENT)

COURSE CODE : 117

Register Number :

*Signature of the Invigilator
(with date)*

COURSE CODE : 117

Time : 2 Hours

Max : 360 Marks

Instructions to Candidates :

1. Write your Register Number within the box provided on the top of this page and fill in the page 1 of the answer sheet using pen.
2. Do not write your name anywhere in this booklet or answer sheet. Violation of this entails disqualification.
3. Read each of the question carefully and shade the relevant answer (A) or (B) or (C) or (D) in the relevant box of the ANSWER SHEET using HB pencil.
4. Avoid blind guessing. A wrong answer will fetch you -1 mark and the correct answer will fetch 4 marks.
5. Do not write anything in the question paper. Use the white sheets attached at the end for rough works.
6. Do not open the question paper until the start signal is given.
7. Do not attempt to answer after stop signal is given. Any such attempt will disqualify your candidature.
8. On stop signal, keep the question paper and the answer sheet on your table and wait for the invigilator to collect them.
9. Use of Calculators, Tables, etc. are prohibited.

1. Which of the following is the purpose of operational plans?
 - (A) They focus on the broad future of the organization.
 - (B) They translate tactical plans into specific goals/actions for small organizational units.
 - (C) They underscore the interdependence of tactical and strategic plans.
 - (D) They align tactical planning with the overall strategic direction of the company.

2. Before upgrading your operating system, you should first:
 - (A) remove TSRs
 - (B) backup your hard drive
 - (C) run scandisk
 - (D) run chkdsk

3. A researcher is generally expected to:
 - (A) Study the existing literature in a field
 - (B) Generate new principles and theories
 - (C) Synthesize the ideas given by others
 - (D) Evaluate the findings of a study

4. The Government of India conducts Census after every 10 years. The method of research used in this process is:
 - (A) Case study
 - (B) Developmental
 - (C) Survey
 - (D) Experimental

5. NASDAQ is acronym for
 - (A) North American Share Dealers Association Quotes
 - (B) National Association of Securities Dealers Automated Quotations
 - (C) National All Stocks Dealers Automated Quotations
 - (D) Network of Acquired Securities Distribution Application Quotations

6. NSDL stands for
 - (A) Network of Securities Depository Limited
 - (B) Network of Stocks Directory Listing
 - (C) National Stock Directory Limited
 - (D) National Securities Depository Limited

7. In the context of Mutual Funds, SIP stands for
- (A) Systematic Investment Plan
 - (B) Scheduled Interest Plan
 - (C) Specific Insurance Plan
 - (D) Special Income Plan

Fill up the blanks with the pair of words given under A or B or C or D.

8. Employers who retire people who are willing and able to continue working should realize that ----- age is not an effective ----- in determining whether an individual is capable of working.
- (A) intellectual ----- criterion
 - (B) Chronological - ----criterion
 - (C) Physical ----- barrier
 - (D) deteriorating ----- value
9. Until the current warming trend exceeds the range of normal climatic fluctuations, there will be, among scientists, considerable ----- the possibility that increasing levels of atmosphere CO₂ can cause long term warming effects
- (A) interest in
 - (B) uncertainty about
 - (C) experimentation on
 - (D) enthusiasm for
10. In an effort to ----- its operations, the corporation announced it was acquiring a ----- company in a different type of manufacturing.
- (A) diversify --- subsidiary
 - (B) adumbrate ---- solvent
 - (C) multiply ---- protracted
 - (D) intensify ---- fluctuating
11. In Los Angeles, a political candidate who buys saturation radio advertising will get maximum name recognition.
- The statement above logically conveys which of the following?
- (A) Radio advertising is the most important factor in political campaigns in Los Angeles.
 - (B) Maximum name recognition in Los Angeles will help a candidate to win a higher percentage of votes cast in the city.
 - (C) Saturation radio advertising reaches every demographically distinct sector of the voting population of Los Angeles.
 - (D) For maximum name recognition a candidate need not spend on media channels other than radio advertising.

12. The increase in the number of newspaper articles exposed as fabrications serves to bolster the contention that publishers are more interested in boosting circulation than in printing the truth. Even minor publications have staffs to check such obvious fraud.

The argument above assumes that

- (A) newspaper stories exposed as fabrications are a recent phenomenon.
 - (B) everything a newspaper prints must be factually verifiable.
 - (C) only recently have newspapers admitted to publishing intentionally fraudulent stories.
 - (D) the publishers of newspapers are the people who decide what to print in their newspapers.
13. Time and again it has been shown that students who attend colleges with low faculty/student ratios get the most well-rounded education. As a result, when my children are ready to attend college, I'll be sure they attend a school with a very small student population.

Which of the following, if true, identifies the greatest flaw in the reasoning above?

- (A) A low faculty/student ratio is the effect of a well-rounded education, not its source.
 - (B) Intelligence should be considered the result of childhood environment, not advanced education.
 - (C) A very small student population does not by itself, ensure a low faculty/student ratio.
 - (D) Parental desires and preferences rarely determines a child's choice of a college or university.
14. Our work proves to be very successful. In the past three years, each of our five clients has experienced the fastest growth of sales in their history. Therefore, if your company wants to increase sales, do not hesitate to call Sigma & Max, since we are the solution.

Which of the following, if true, most seriously jeopardizes the validity of the argument by the speaker above?

- (A) Most of the consultants at Sigma & Max hold MBA degrees.
- (B) Even without the help of Sigma & Max, the five clients of Sigma & Max will achieve the same growth rate in sale.
- (C) Sigma & Max is one of the five leading management consulting companies.
- (D) Sigma & Max uses an updated accounting approach to help companies to cut cost.

15. Stock analyst: "We believe Company A's stock will appreciate at 35% a year for the next 5 to 7 years. Company A just became the leader in its industry and we expect its sales to grow at 8% a year."

Commentator: "But how can the stock's price be expected to grow more quickly than the company's underlying sales?"

Which of the following facts would best support the stock analyst?

- (A) The company's expenses will be declining over the next 5 to 10 years.
 - (B) The company just won a patent on a new product.
 - (C) Company A's stock is currently overvalued by a significant amount.
 - (D) The 5 to 7 year time frame is too long for anyone to accurately forecast.
16. Most citizens are very conscientious about observing a law when they can see the reason behind it. For instance, there has been very little need to actively enforce the recently-implemented law that increased the penalty for motorists caught leaving a gas station without paying for gas they had pumped into their vehicles. This is because citizens are very conscientious of the high cost of gasoline and they know that stealing gas will only further increase the price of gasoline for everyone.

Which of the following statements would the author of this passage be most likely to believe?

- (A) The increased penalty alone is a significant motivation for most citizens to obey the law.
 - (B) There are still too many inconsiderate citizens in the local community.
 - (C) High gasoline prices can be brought down if everyone does his or her part and pays for the gasoline they use at the pumps.
 - (D) Society should make an effort to teach citizens the reasons for its laws. People would be more likely to speed on a stretch of deserted highway than to not pay for gasoline.
17. Nearly one in three subscribers to Financial Forecaster is a millionaire, and over half are in top management.

Shouldn't you subscribe to Financial Forecaster now?

A reader who is neither a millionaire nor in top management would be most likely to act in accordance with the advertisement's suggestion if he or she drew which of the following questionable conclusions invited by the advertisement?

- (A) Among finance-related periodicals, Financial Forecaster provides the most detailed financial information.
- (B) Top managers cannot do their jobs properly without reading Financial Forecaster.
- (C) The advertisement is placed where those who will be likely to read it are millionaires.
- (D) The subscribers mentioned were helped to become millionaires or join top management by reading Financial Forecaster.

18. Ross: The profitability of Company X, restored to private ownership five years ago, is clear evidence that businesses will always fare better under private than under public ownership.

Julia: Wrong. A close look at the records shows that X has been profitable since the appointment of a first-class manager, which happened while X was still in the public sector.

Which of the following best describes the weak point in Ross's claim on which Julia's response focuses?

- (A) The evidence Ross cites comes from only a single observed case, that of Company X.
 - (B) The profitability of Company X might be only temporary.
 - (C) Ross's statement leaves open the possibility that the cause he cites came after the effect he attributes to it.
 - (D) No mention is made of companies that are partly government owned and partly privately owned.
19. In a political system with only two major parties, the entrance of a third-party candidate into an election race damages the chances of only one of the two major candidates. The third-party candidate always attracts some of the voters who might otherwise have voted for one of the two major candidates, but not voters who support the other candidate. Since a third-party candidacy affects the two major candidates unequally, for reasons neither of them has any control over, the practice is unfair and should not be allowed.

If the factual information in the passage above is true, which of the following can be most reliably inferred from it?

- (A) If the political platform of the third party is a compromise position between that of the two major parties, the third party will draw its voters equally from the two major parties.
- (B) If, before the emergence of a third party, voters were divided equally between the two major parties, neither of the major parties is likely to capture much more than one-half of the votes.
- (C) A third-party candidate will not capture the votes of new voters who have never voted for candidates of either of the two major parties.
- (D) The founders of a third party are likely to be a coalition consisting of former leaders of the two major parties.

20. Companies considering new cost-cutting manufacturing processes often compare the projected results of making the investment against the alternative of not making the investment with costs, selling prices, and share of market remaining constant.

Which of the following, assuming that each is a realistic possibility, constitutes the most serious disadvantage for companies of using the method above for evaluating the financial benefit of new manufacturing processes?

- (A) The costs of materials required by the new process might not be known with certainty.
 - (B) In several years interest rates might go down, reducing the interest costs of borrowing money to pay for the investment.
 - (C) Some cost-cutting processes might require such expensive investments that there would be no net gain for many years, until the investment was paid for by savings in the manufacturing process.
 - (D) Competitors that do invest in a new process might reduce their selling prices and thus take market share away from companies that do not.
21. After the national speed limit of 55 miles per hour was imposed in 1974, the number of deaths per mile driven on a highway fell abruptly as a result. Since then, however, the average speed of vehicles on highways has risen, but the number of deaths per mile driven on a highway has continued to fall.

Which of the following conclusions can be properly drawn from the statements above?

- (A) The speed limit alone is probably not responsible for the continued reduction in highway deaths in the years after 1974.
 - (B) People have been driving less since 1974.
 - (C) Driver-education courses have been more effective since 1974 in teaching drivers to drive safely.
 - (D) In recent years highway patrols have been less effective in catching drivers who speed.
22. Mr. Lawson: We should adopt a national family policy that includes legislation requiring employers to provide paid parental leave and establishing government-sponsored day care. Such laws would decrease the stress levels of employees who have responsibility for small children. Thus, such laws would lead to happier, better-adjusted families.

Which of the following, if true, would most strengthen the conclusion above?

- (A) An employee's high stress level can be a cause of unhappiness and poor adjustment for his or her family.
- (B) People who have responsibility for small children and who work outside the home have higher stress levels than those who do not.
- (C) The goal of a national family policy is to lower the stress levels of parents.
- (D) Any national family policy that is adopted would include legislation requiring employers to provide paid parental leave and establishing government-sponsored day care.

In the following, sentence correction question presents a sentence, all or part of which is underlined. Beneath the sentence you will find five ways of phrasing the underlined part. The first of these repeats the original; the other three are different. If you think the original is best, choose the first answer; otherwise choose one of the others.

23. Researchers at Cornell University have demonstrated that homing pigeons can sense changes in the earth's magnetic field, see light waves that people cannot see, detect low-frequency sounds from miles away, sense changes in air pressure, and can identify familiar odors.
- (A) sense changes in air pressure, and can identify familiar odors
(B) can sense changes in air pressure, and can identify familiar odors
(C) sense changes in air pressure, and identify familiar odors
(D) air pressure changes can be sensed, and familiar odors identified
24. One of every two new businesses fail within two years.
- (A) fail (B) fails
(C) should fail (D) may have failed
25. Even today, a century after Pasteur developed the first vaccine, rabies almost always kills its victims unless inoculated in the earliest stages of the disease.
- (A) its victims unless inoculated
(B) its victims unless they are inoculated
(C) its victims unless inoculation is done
(D) the victims unless there is an inoculation
26. A product strategy that seeks new products to make prior products unusable, usually applied to a product category in which annual product changes make prior years' models less desirable is termed
- (A) Planned obsolescence (B) Product up-gradation
(C) Product Substitution (D) Planned Production
27. The phenomenon of products used by lower social socio-economic classes becoming popular in the higher classes is called
- (A) Trickle-down (B) Status Float
(C) Mass appeal (D) Reverse action
28. Pick out the answer that best describes 'Franchising':
- (A) A Vertical Marketing System (B) Secondary sales dealership
(C) An exclusive retail outlet (D) A branch sales office

29. Market Specialization is the strategy of
- (A) Offering a product to a niche' market
 - (B) Offering many products to a single market
 - (C) Offering specially designed product to every customer
 - (D) Serving a customer through a technical specialist
30. Buzz Marketing is best described as the process of
- (A) Relying largely on word-of-mouth to build brand awareness
 - (B) Releasing an advertisement in parts to trigger curiosity
 - (C) Marketing through the telephone
 - (D) Placing the product in very selective locations
31. The most likely relationship between sales potential and market potential for a company's product offering is
- (A) Market potential is less than sales potential
 - (B) Sales potential is a subset of market potential
 - (C) Market potential and sales potential are the same
 - (D) Market potential is a subset of sales potential
32. Introduction, Growth, Maturity and Decline are stages that describe
- (A) Marketing research cycle
 - (B) Product planning cycle
 - (C) Product life cycle
 - (D) Sales life cycle
33. A survey recently conducted revealed that marriage is fattening. The survey found that on an average, women gained 23 pounds and men gained 18 pounds during 13 years of marriage. The answer to which among the following questions would be the most appropriate in evaluating the reasoning presented in the survey?
- (A) Why is the time period of the survey 13 years, rather than 12 or 14 ?
 - (B) Did any of the men surveyed gain less than 18 pounds during the period they were married ?
 - (C) How much weight is gained or lost in 13 years by a single people of comparable age to those studied in the survey?
 - (D) When the survey was conducted were the women as active as the men?

34. It is popularly believed that teachers are more or less indifferent about the microcomputer technology. This assumption is false, or at least dated. A survey recently conducted indicated that 80 percent of the 7,000 surveyed teachers revealed a high level of interest in microcomputers.
- Among the following statements which would most damage the above argument if proved to be true?
- (A) There was no attempt made in the survey to ascertain whether the surveyed teachers had any previous exposure to microcomputers.
 - (B) Teachers interested in microcomputer technology were more likely to complete and return the questionnaires than others.
 - (C) Irrespective of their subject area, their expertise and their teaching experience questionnaires were received by the teachers.
 - (D) After the survey results were tabulated there have been many developments in the applications of microcomputer technology.
35. As any economist knows, healthy people pose less of an economic burden to society than unhealthy people. Not surprisingly, then, every dollar our state government spends on prenatal care for undocumented immigrants will save taxpayers of this state three dollars.
- Which of the following, if true, would best explain why the statistics cited above are not surprising?
- (A) The state's taxpayers pay for prenatal care of all immigrants.
 - (B) Babies born in this state to undocumented immigrant parents are entitled to infant care benefits from the state.
 - (C) State benefits for prenatal care serve to promote undocumented immigration.
 - (D) Pregnant women who do not receive prenatal care are more likely to experience health problems than other pregnant women.
36. A commercial that is very similar in appearance to a news program, talk show, or other non-advertising program content is termed as
- (A) Documentary
 - (B) News story
 - (C) Infomercial
 - (D) All the above
37. The placement of advertising messages on items like calendars, coffee cups, pens, t-shirts, etc is called
- (A) Item advertising
 - (B) Specialty advertising
 - (C) Complimentary advertising
 - (D) All of the above
38. Umbrella Branding is the strategy of
- (A) Using a different brand name for each product of a company
 - (B) Having many brands in the same product line
 - (C) Using the same brand name for all products of a company
 - (D) All of the above

39. Strategy Formulation involves
- (A) Environment Scan (B) Management
(C) Trade Union Participation (D) SWOT Analysis
40. Bell-shaped curve represents
- (A) Uniform distribution of data (B) Un-validated data
(C) Normal distribution (D) Log distribution of data
41. F.W.Taylor is known as the father of
- (A) Human relations approach or theory of management
(B) Quantitative approach to management
(C) Scientific management approach
(D) General and Industrial management
42. Which one of the following is Hygene factor (Herzberg's theory)?
- (A) Recognition (B) Achievement
(C) Job satisfaction (D) Job security
43. Lockout means
- (A) The temporary closing of a place of employment
(B) An anti theses of strike
(C) Refusal by an employer to continue to employ any number of persons employed by him
(D) All of these
44. "Business entity concept" in accounting means
- (A) Business will continue indefinitely
(B) Business will always make profit
(C) Business is different from the owners / shareholders
(D) Business entity relies only on equity
45. The range of correlation coefficient is
- (A) 0 to 100 (B) 0 to 1
(C) 100 to + 100 (D) -1 to + 1
46. What does MBO stand for?
- (A) Management By Observation (B) Management By Orders
(C) Management By Officials (D) Management By Objectives

47. Selection process
(A) Helps in locating candidates
(B) Determines the suitability of the candidates
(C) Prepares employers for training
(D) None
48. Span of control relates to the
(A) Number of persons to be supervised (B) Delegation of authority
(C) Division of responsibilities (D) None
49. For an educational Institution, which one of the following is a cost?
(A) Tuition fees (B) Insurance premium for the assets
(C) Consultancy income (D) Revenue from canteen
50. Which of the following is a staff function?
(A) Selling (B) Accounting
(C) Production (D) Project Management
51. The term current asset includes
(A) Bills payable (B) Bills receivable
(C) Land and building (D) All the above
52. Long Term Solvency is indicated by
(A) Current Ratio (B) Debt Equity Ratio
(C) Net Profit Ratio (D) Liquidity Ratio
53. "Delegation"
(A) Only authority is delegated, not responsibility
(B) Both authority and responsibility are delegated
(C) Only responsibility is delegated, not authority
(D) Neither responsibility, nor authority is delegated
54. The difference between the actual sales and breakeven sales is called
(A) Contribution (B) Profit
(C) Margin of safety (D) Fixed cost
55. The first Universal Bank in India is
(A) IDBI Bank (B) ICICI Bank
(C) HDFC Bank (D) None of the above

56. If P/V is 30%, what is Variable Cost Ratio?
 (A) 75% (B) 40% (C) 70% (D) 60%
57. Applying debt finance in the capital structure is called as
 (A) Operating leverage (B) Financial leverage
 (C) Combined leverage (D) None of the above
58. Accounting Equation is
 (A) Capital + Liabilities = Assets (B) Capital = Assets + Liabilities
 (C) Assets = Capital - Liabilities (D) None of the above
59. One firm buying another firm and keeping its identity is called as
 (A) Merger (B) Takeover
 (C) Amalgamation (D) Consolidation
60. If a project with 10 years of life needs an investment of Rs. 1,00,000 and the cash inflows expected each year are Rs. 25,000, the payback period is
 (A) 5 years (B) 4 years (C) 3 years (D) 10 years
61. If re-order level is 8000 units, normal consumption is 2000 units and normal re-order period is 2 weeks, the minimum stock will be
 (A) 1000 units (B) 2000 units (C) 3000 units (D) 4000 units
62. If first period sales is Rs. 7,00,000 and profit is Rs. 1,20,000; second period sales is Rs. 9,00,000 and profit is 2,40,000; the P/V ratio will be
 (A) 70% (B) 60% (C) 80% (D) 40%
63. Turnover ratios help the management in
 (A) Managing resources (B) Managing debt
 (C) Evaluating performance (D) None of the above
64. Inability to pay dues to financial institutions can be found by
 (A) Fixed asset turnover ratio (B) Debt equity ratio
 (C) Debt coverage ratio (D) Debtors turnover ratio
65. The region which satisfies all of the constraints in a graphical linear programming problem is called the _____.
 (A) optimal solution space (B) region of non-negativity
 (C) region of optimality (D) feasible solution space

66. _____ is value of the variable w.r.t. the maximum frequency.
- (A) Arithmetic mean (B) Median
(C) Mode (D) Geometric mean
67. Which of the following activities is not fieldwork?
- (A) A telephone interviewer calling from a central location
(B) A worker mailing questionnaires from an office
(C) A statistician analyzing the results of a survey
(D) An observer counting customers in a particular section of a store
68. For _____ distribution, the mean and variance are one and the same.
- (A) Uniform (B) Exponential (C) Poisson (D) Chi-square
69. A work breakdown structure breaks down a project into_____.
- (A) Tasks (B) Activities
(C) subcomponents and components (D) All of the above
70. _____ aims at studying the effect of two or more predictor variables on certain evaluation criterion.
- (A) Factor analysis (B) Cluster analysis
(C) Conjoint analysis (D) None of the above
71. _____ is used to deal with the measure of customer preference on product profiles.
- (A) Factor analysis (B) Cluster analysis
(C) Conjoint analysis (D) Correlation analysis
72. The scale descriptors "very bad," "bad," "neither bad nor good," "good," and "very good" are commonly used when studying the _____ construct (Table 9.3 in the text).
- (A) purchase frequency (B) satisfaction
(C) attitude (D) purchase intent
73. A _____ is a seven point rating scale with endpoints associated with bi-polar labels that have semantic meaning.
- (A) Stapel scale (B) Likert scale
(C) Continuous rating scale (D) Semantic differential scale

74. _____ helps to assign the variables to columns with better discrimination.
- (A) Cluster analysis (B) Discriminant analysis
(C) Factor rotation (D) None of the above
75. Tertiary function of painting a bus is _____.
- (A) to impart brilliant appearance to the bus
(B) to identify the company to which the bus belongs by the colour of the paint
(C) to avoid corrosion
(D) none of the above
76. _____ means mistake proofing.
- (A) Kaizen (B) Six Sigma (C) TPM (D) Poka Yoke
77. The range of smoothing constant in exponential smoothing method is _____.
- (A) 0.01 to 0.03 (B) 0.1 to 0.3
(C) 1 to 3 (D) None of the above
78. A summary measure that is computed to describe a characteristic of an entire population is called _____.
- (A) a census (B) a statistic
(C) the scientific method (D) a parameter
79. The condition to check degeneracy in transportation problem is _____.
- (A) $m - n + 1$ (B) $m + n + 1$
(C) $m + n - 1$ (D) None of the above
80. _____ distribution is a function of its upper limit and lower limit.
- (A) Normal distribution (B) Poisson distribution
(C) Uniform distribution (D) T-distribution
81. _____ is a conversion process in which successive units of output undergo the same sequence of operations, using specialized equipments usually positioned along a production line.
- (A) Flow shop (B) Job shop
(C) Project (D) None of the above
82. The formula to compute F_t in exponential smoothing method is _____.
- (A) $F_{t-1} + \alpha(D_{t-1} + F_{t-1})$ (B) $F_{t-1} + \alpha(D_{t-1} - F_{t-1})$
(C) $F_{t-1} + \alpha(F_{t-1} - D_{t-1})$ (D) None of the above

83. _____ layout is used when machines and auxiliary services are located according to the processing sequence of the product.
- (A) Process (B) Product
(C) Group technology (D) Fixed position
84. In ALDEP, the relationship value for any pair of undesirable neighbourhood departments is _____.
- (A) A (B) E (C) X (D) O
85. Master production scheduling gives top level input to _____.
- (A) Assembly line balancing (B) Layout design
(C) MRP (D) None of the above
86. Johnson's rule gives the sequence of jobs with the optimal makespan for flow shop scheduling problem with _____ machines and _____ jobs.
- (A) 1, n (B) 2, n
(C) 4, n (D) None of the above
87. The formula for total float of the activity i-j is _____.
- (A) $TF_{ij} = LC_j + ES_i - D_{ij}$ (B) $TF_{ij} = LC_j - ES_i + D_{ij}$
(C) $TF_{ij} = LC_j - ES_i - D_{ij}$ (D) None of the above
88. Normal time is the multiple of cycle time and _____.
- (A) allowance factor (B) performance rating
(C) both (A) and (B) (D) none of the above
89. The range between _____ is called indifference quality zone.
- (A) AQL and LTPD (B) Type I error and Type II error
(C) Producer's risk and Consumer's risk (D) None of the above
90. "Kaizen" is a Japanese term meaning
- (A) a foolproof mechanism (B) just-in-time(JIT)
(C) a fishbone diagram (D) continuous improvement