

## ENTRANCE TEST FOR Ph.D. PROGRAMME, 2023

## MANAGEMENT STUDIES

Time : Three Hours

Maximum : 100 Marks

## Part A

*Answer all questions.**Each question carries 1 mark.**Choose the correct answer from the choices given.*

Choose the correct answer from the choices given :

1. Taylor began to develop his theory of \_\_\_\_\_ after a result of viewing workers in steel companies.  
(A) scientific management.                      (B) The functions of management.  
(C) Management skills.                              (D) Ethics-based management.
2. Resolving a conflict would be considered to fall under which managerial function ?  
(A) Controlling.                                      (B) Directing.  
(C) Planning.    (D) Leading.
3. A factory that has adhered to all pollution control standards has :  
(A) Been socially responsive.                      (B) Been ethical.  
(C) Been economically responsible.              (D) Met its social obligation.
4. A traditional "top down" organization is organization.  
(A) A largely decentralized.                      (B) An absolutely decentralized.  
(C) An absolutely centralized.                      (D) A largely centralized.
5. A theory that suggests that employees compare their inputs and outputs from a job to the ratio of relevant others is known as :  
(A) Action motivation.                              (B) Equity theory.  
(C) Goal setting.                                      (D) Reinforcement theory.
- 6 In path-goal theory, a directive leadership style works well in a situation in which tasks are :  
(A) Straightforward and unambiguous.  
(B) Highly structured.  
(C) Ambiguous and confusing.  
(D) Clearly defined.

Turn over

7. Which of the following is not a characteristic of an oligopolistic industry ?
- (A) Substantial barriers to entry.
  - (B) The output produced by the firms in the industry may be homogeneous or differentiated.
  - (C) One dominant firm and low entry barriers.
  - (D) A small number of large firms.
8. A production method that relies on large quantities of machines and equipment and smaller quantities of labor is referred to as a :
- (A) Technology-intensive method of production.
  - (B) Capital-intensive method of production.
  - (C) Variable-input-intensive method of production.
  - (D) Labour-intensive method of production.
9. The practice of charging different prices to various groups of customers that are not based on differences in the costs of production is referred to as :
- (A) Mark-up pricing.
  - (B) Predatory pricing.
  - (C) Discretionary pricing.
  - (D) Price discrimination.
10. The ability of a financial asset to be used to immediately make transactions is called :
- (A) Illiquidity.
  - (B) Medium of exchange.
  - (C) Store of value.
  - (D) Liquidity.
11. The cash conversion cycle (CCC) is defined as :
- (A) Inventory Days + Accounts Receivable Days + Accounts Payable Days.
  - (B) Inventory Days - Accounts Receivable Days - Accounts Payable Days.
  - (C) Inventory Days + Accounts Receivable Days - Accounts Payable Days.
  - (D) Inventory Days + Accounts Payable Days - Accounts Receivable Days.
12. The first stage in the consumer decision-making process is :
- (A) Product choice.
  - (B) Problem recognition.
  - (C) Evaluation of alternatives.
  - (D) Information search.

13. If a consumer admires the qualities of another person and copies his or her behaviours, the person that is copied is said to have \_\_\_\_\_ power.
- (A) Legitimate. (B) Referent.  
(C) Informational. (D) Coercive.
14. Culture is best described as society's :
- (A) Personality. (B) History.  
(C) Attitude. (D) Consciousness.
15. The width of a confidence interval estimate for a proportion will be \_\_\_\_\_.
- (A) Narrower when the sample proportion is 0.50 than when the sample proportion is 0.20.  
(B) Wider for a sample size of 100 than for a sample size of 50.  
(C) Narrower for 90 % confidence than for 95 % confidence.  
(D) Narrower for 99 % confidence than for 95 % confidence.
16. In a one-way ANOVA.
- (A) An interaction effect can be tested.  
(B) There is no interaction term.  
(C) An interaction term is present.  
(D) The interaction term has  $(c - 1)(n - 1)$  degrees of freedom.
17. The slope ( $b_1$ ) represents :
- (A) The predicted value of Y.  
(B) Predicted value of Y when  $X = 0$ .  
(C) Variation around the line of regression.  
(D) the estimated average change in Y per unit change in X.
18. The strength of the linear relationship between two numerical variables may be measured by the :
- (A) Co-efficient of correlation. (B) Y-intercept.  
(C) Slope. (D) Scatter diagram.
19. Simple probability is also called :
- (A) Joint probability. (B) Conditional probability.  
(C) Marginal probability. (D) Bayes' theorem.

Turn over

20. In its standardized form, the normal distribution :
- (A) Has an area equal to 0.5.
  - (B) Has a mean of 1 and a variance of 0.
  - (C) Has a mean of 0 and a standard deviation of 1.
  - (D) Cannot be used to approximate discrete probability distributions.
21. A \_\_\_\_\_ consists of a group of customers who share a similar set of needs and wants.
- (A) Market level.
  - (B) Market slice.
  - (C) Market segment.
  - (D) Market group.
22. A \_\_\_\_\_ is a set of procedures and sources managers use to obtain everyday information about developments in the marketing environment.
- (A) Product management system.
  - (B) Vertical system.
  - (C) Marketing information system.
  - (D) Marketing intelligence system.
23. All marketing strategy is built on STP- segmentation, targeting, and \_\_\_\_\_.
- (A) Promotion.
  - (B) Performance.
  - (C) Positioning.
  - (D) Product.
24. When initiating self-service technologies, some companies have found that the biggest obstacle is not the technology itself, but \_\_\_\_\_ customers to use it.
- (A) Enticing.
  - (B) Utilizing.
  - (C) Adapting.
  - (D) Convincing.
25. Which of the following would be an example of a "pure service" ?
- (A) Airlines.
  - (B) Car dealer.
  - (C) Copier company.
  - (D) Insurance.
26. The activities that must be completed prior to the start of an activity in question are called the immediate of the activity in question.
- (A) Successors and predecessors.
  - (B) Followers.
  - (C) Predecessors.
  - (D) Successors.
27. A dummy activity is used to show a precedence relationship, but it does not represent a :
- (A) Relationship between activities.
  - (B) Passage of time.
  - (C) Change in relationship.
  - (D) Real activity.

28. What is not considered a measure of system performance in a queuing analysis ?
- (A) System utilization. (B) Average number in the system.  
(C) Service time. (D) Average number waiting in line.
29. In a zero sum game, one player's gains represent another's exact :
- (A) Gains or losses. (B) Losses.  
(C) Gains. (D) Gains and losses.
30. In order for an optimization problem to have multiple optimal solutions :
- (A) Two or more of the constraints must not have intersection points.  
(B) The objective function and one constraint must have the same slope.  
(C) The objective function and one constraint must have the same y-intercept.  
(D) Two or more of the constraints must have the same slope.
31. All of the following topics are typically addressed during employee orientation EXCEPT :
- (A) Personnel policies. (B) Wage curves.  
(C) Daily routine. (D) Employee benefits.
32. Which of the following terms refers to the process of evaluating an employee's current and/or past performance relative to his or her performance standards ?
- (A) Employee selection. (B) Performance appraisal.  
(C) Organizational development. (D) Employee orientation.
33. What term is used to describe any abnormal condition or disorder caused by exposure to environmental factors associated with employment ?
- (A) On-the-job accident. (B) Work-related disease.  
(C) Chronic condition. (D) Occupational illness.
34. When an interview is used to predict future job performance on the basis of an applicant's oral responses to oral inquiries, it is called a(n) \_\_\_\_\_ interview.
- (A) Group. (B) Background.  
(C) Selection. (D) Benchmark.
35. Which of the following is a true statement regarding HR management at small businesses ?
- (A) Owners of firms with less than 100 employees usually handle HR tasks.  
(B) Human resources activities in small firms tend to be extremely formal.  
(C) In most cases, firms with at least 30 employees can afford an HR specialist.  
(D) Firms with less than ten employees do not have any human resources tasks.

Turn over

36. Typically, a questionnaire is only one element of a data-collection package that might also include all of the following *except* \_\_\_\_\_.
- (A) A data code book. (B) Some reward.  
(C) Communication aids. (D) Fieldwork procedures.
37. "Do not summarize or paraphrase the respondent's answers." would be instructions included in the \_\_\_\_\_ aspect of field worker training?
- (A) Recording the answer. (B) Asking questions  
(C) Terminating the interview. (D) Probing.
38. \_\_\_\_\_ is the assignment of a code to represent a specific response to a specific question along with the data record and column position that code will occupy.
- (A) Data cleaning. (B) Assignment of missing values.  
(C) Coding. (D) Editing.
39. Which of the following is not a personal interview method?
- (A) e-mail.  
(B) Computer-assisted personal interview (CAPI).  
(C) In-home.  
(D) Mall intercept.
40. Which of the following tasks is not a component of research design?
- (A) Develop hypotheses.  
(B) Specify the sampling process and sample size.  
(C) Design the exploratory, descriptive, and/or causal phases of the research.  
(D) Construct and pre-test a questionnaire (interviewing form) or an appropriate form for data collection.
41. The primary objective of \_\_\_\_\_ is to provide insights into, and an understanding of, the problem confronting the researcher.
- (A) Conclusive research. (B) Causal research.  
(C) Exploratory research. (D) Descriptive research.

42. \_\_\_\_\_ is the element of the promotion mix that involves direct interaction between a company representative and a customer.
- (A) Advertising. (B) Personal selling.  
(C) Word-of-mouth communication. (D) Sales promotion.
43. Which of the following is the series of firms or individuals that facilitate(s) the movement of a product from the producer to the final customers ?
- (A) The retailer chain.  
(B) The channel of distribution.  
(C) The conventional marketing system.  
(D) The multilevel network.
44. Facebook, Twitter, and virtual worlds are all examples of :
- (A) Social media. (B) Traditional media.  
(C) Virtual worlds. (D) Geospatial platforms.
45. A \_\_\_\_\_ is a loyal customer who works for a brand for free.
- (A) Brand ambassador. (B) Brand avatar.  
(C) Stealth marketer. (D) Relationship manager.
45. The set of financial activities that support the OPERATIONS of a business is best described by which main area of finance ?
- (A) International finance.  
(B) Corporate finance.  
(C) Investments.  
(D) Financial institutions and markets.
47. \_\_\_\_\_ is simply the interest earned in subsequent periods on the interest earned in prior periods.
- (A) Compound interest. (B) Simple interest.  
(C) Anticipated interest. (D) Quoted interest.
48. \_\_\_\_\_ is at the heart of corporate finance, because it is concerned with making the best choices about project selection.
- (A) Capital budgeting. (B) Short-term budgeting.  
(C) Payback period. (D) Capital structure.

Turn over

49. The degree of risk associated with the project is typically at its highest during the :
- (A) Conceptualization phase.                      (B) Planning phase.  
 (C) Execution phase.                                (D) Termination phase.
50. Which of the following is a direct cost ?
- (A) Rent.    (B) Depreciation on equipment.  
 (C) Labor.    (D) Health benefits.

(50 × 1 = 50 marks)

**Part B**

*Answer any ten questions.  
 Each question carries 5 marks.*

51. Define human factors and discuss their impact on project success ?
52. Alloy Supply Co. has a new project that will require the company to borrow \$3,000,000. Acme has made an agreement with three lenders for the needed financing. First National Bank will give \$1,500,000 and wants 6 % interest on the loan. Banner Bank will give \$1,000,000 and wants 9% interest on the loan. Western National Bank will give \$ 5,00,000 and wants 7 % interest on the loan. What is the weighted average cost of capital to acquire the \$ 3,000,000 ?
53. Discuss the cognitive dissonance theory. How do individuals seek consistency among their attitudes, and between their attitudes and their behavior ?
54. On any given day, a salesman can earn \$0 with a 20% probability, \$100 with a 40% probability, or \$300 with a 20% probability. Calculate the expected value and variance of his earnings, and interpret.
55. Suppose a monopolist has  $TC = 100 + 10Q + 2Q^2$ , and the demand curve it faces is  $p = 90 - 2Q$ . What will be the price, quantity, and profit for this firm ?
56. Compare and contrast efficient versus responsive supply chains.
57. What are the differences between heuristics, simulation, and optimization ?
58. Which forecasting technique would you consider for technological forecasts ?
59. Discuss at least five potential advantages to initiating, continuing, and/or expanding international operations.
60. Describe the differences between traditional marketing communication strategies and service business communication strategies.
61. Under what conditions is it appropriate for companies to adopt individual incentive pay plans ?
62. Name and describe the five most common decision variables in the selection of an in-house versus external advertising agency.
63. Briefly discuss problem definition and why it is the most important task in the marketing research project.
64. What is the appropriate way to assess the internal consistency of a multi-item scale with sets of items designed to measure different aspects of a multi-dimensional construct ?

(10 × 5 = 50 marks)