

(DO NOT OPEN THIS QUESTION BOOKLET BEFORE TIME OR UNTIL YOU ARE ASKED TO DO SO)

A**PHD-EE-2023-24****SET-Y****Management****10057**

Sr. No.

Time : 1¼ Hours

Max. Marks : 100

Total Questions : 100

Roll No. (in figures) _____ (in words) _____

Name _____ Date of Birth _____

Father's Name _____ Mother's Name _____

Date of Examination _____

(Signature of the Candidate)_____
(Signature of the Invigilator)**CANDIDATES MUST READ THE FOLLOWING INFORMATION/INSTRUCTIONS BEFORE STARTING THE QUESTION PAPER.**

1. **All questions are compulsory.**
2. The candidates **must return** the question booklet as well as OMR Answer-Sheet to the Invigilator concerned before leaving the Examination Hall, failing which a case of use of unfair-means / mis-behaviour will be registered against him / her, in addition to lodging of an FIR with the police. Further the answer-sheet of such a candidate will not be evaluated.
3. Keeping in view the transparency of the examination system, carbonless OMR Sheet is provided to the candidate so that a copy of OMR Sheet may be kept by the candidate.
4. Question Booklet along with answer key of all the A, B, C & D code shall be got uploaded on the University Website immediately after the conduct of Entrance Examination. Candidates may raise valid objection/complaint if any, with regard to discrepancy in the question booklet/answer key within 24 hours of uploading the same on the University Website. The complaint be sent by the students to the Controller of Examinations by hand or through email. Thereafter, no complaint in any case, will be considered.
5. The candidate **must not** do any rough work or writing in the OMR Answer-Sheet. Rough work, if any, may be done in the question booklet itself. Answers **must not** be ticked in the question booklet.
6. **There will be no negative marking. Each correct answer will be awarded one full mark. Cutting, erasing, overwriting and more than one answer in OMR Answer-Sheet will be treated as incorrect answer.**
7. Use only **Black or Blue Ball Point Pen** of good quality in the OMR Answer-Sheet.
8. **Before answering the questions, the candidates should ensure that they have been supplied correct and complete booklet. Complaints, if any, regarding misprinting etc. will not be entertained 30 minutes after starting of the examination.**

PHD-EE-2023-24/(Management)(SET-Y)/(A)

1. About communication barriers in an organization, match List A with List B :

List A		List B	
a.	Psychological Barrier	i.	Workplace Pressure
b.	Physical Barrier	ii.	Disruption due to thunder
c.	Cultural Barrier	iii.	Generation Gap
d.	Organizational Barrier	iv.	Resistance to Change

(1) a-i, b-ii, c-iii, d-iv

(2) a-ii., b-i, c-iii, d-iv

(3) a-iv, b-ii, c-iii, d-i

(4) a-i, b-iii, c-ii, d-iv

2. **Statement I** : Organizational Structure is the Formal Arrangement of Jobs in a Company.

Statement II : Organizational Structure involves making decisions regarding work specialization, departmentalization, chain of command, span of control

(1) Statement I is correct, Statement II is incorrect.

(2) Statement I is incorrect, Statement II is correct.

(3) Both Statements I and II are correct

(4) Both Statements I and II are incorrect

3. **Assertion (A)** : The law of diminishing marginal utility is derived from the law of demand.

Reasoning (R) : It follows that when the price of the goods falls, the consumer buys more goods to equate the marginal utility to the lower price.

(1) Both A and R are true.

(2) Both A and R are false.

(3) A is true. R is false.

(4) A is false, R is true.

4. **Statement I** : Conflicts of interest are critical factors in causing various ethical problems, not just in relation to the suppliers.

Statement II : Organizational Conflicts of Interest typically occur when a firm is employed as a supplier of professional services of one sort or another.

- (1) Statement I is correct, Statement II is incorrect
 (2) Statement I is incorrect, Statement II is correct
 (3) Both Statements I and II are correct
 (4) Both Statements I and II are incorrect

5. Match List A to List B:

List A		List B	
a.	Pre-Scientific Management Era	i.	Workplace Pressure
b.	Classical Management Era	ii.	Disruption due to thunder
c.	Neo-Classical Management Era	iii.	Generation Gap
d.	Modern Management Era	iv.	Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv
 (2) a-ii., b-i, c-iii, d-iv
 (3) a-iv, b-ii, c-iii, d-i
 (4) a-i, b-iii, c-ii, d-iv

6. If the Budget line becomes steeper on the X-axis with no change on the Y-interception, it is which of the following ?

- (1) An increase in the price of Goods X (2) An increase in the price of Goods Y
 (3) A decrease in the price of Goods X (4) A decrease in the price of Goods Y

7. **Statement I** : A satisfied employee may be highly dis-engaged.

Statement II : It is possible to feel engaged by the organization and not the job.

- (1) Statement I is correct, Statement II is incorrect.
 (2) Statement I is incorrect, Statement II is correct.
 (3) Both Statements I and II are correct
 (4) Both Statements I and II are incorrect

8. Match List A with List B :

List A		List B	
a.	Human Resource Approach	i.	Considers a system as an interrelated part that interacts with one another and functions as a whole.
b.	Contingency Approach	ii.	Concerned with the growth and development of people towards higher levels of competency.
c.	Productivity Approach	iii.	Implies that different situations require different behavioral practices for effectiveness.
d.	Systems Approach	iv.	It's the ratio that compares the units of outputs with the units of inputs.

(1) a-i, b-ii, c-iii, d-iv

(2) a-iv, b-ii, c-iii, d-i

(3) a-ii, b-iii, c-iv, d-i

(4) a-i, b-iii, c-ii, d-iv

9. In transition analysis, the leadership theory propagated by Blake and Mouton can be fruitfully practiced. Based on this, a manager who works in a 9:I position actually behaves in :

(1) Child to Parent ego state

(2) Adult ego state

(3) Adult to Parent ego state

(4) Parent to Child ego state

10. Assertion (A) : In the storming phase of group formation, the breaking up of the team is done.

Reason (R) : In the storming phase, members start competing for leadership and control over the group.

(1) Both A and R are true

(2) Both A and R are false

(3) A is true, R is false

(4) A is false, R is true

11. Which of the following describes the metamorphosis stage of employee socialization ?

(1) Employee joins the organization with his own values, attitudes and expectations.

(2) Employee studies the organization culture

(3) Employee evaluates the dichotomy between reality and expectations

(4) Employee becomes comfortable with the organization and adopts its norms

12. Match List A with List B :

List A		List B	
a.	Stimuli	i.	Grouping
b.	Organizing	ii.	Stereotyping
c.	Interpreting	iii.	Internal and External
d.	Reacting	iv.	Impression Formation

- (1) a-i, b-ii, c-iii, d-iv (2) a-iii, b-i, c-ii, d-iv
 (3) a-iv, b-ii, c-iii, d-i (4) a-i, b-iii, c-ii, d-iv

13. One assumption underlying the use of the cost of capital to analyze capital projects is that :

- (1) current costs will remain the same
 (2) capital structure will vary with the type of financing
 (3) different risk projects are required to diversify the firm
 (4) the analyzed projects are of comparable risk to existing projects

14. A high operating leverage indicates :

- (1) Highly favourable situation as it consists of low fixed costs.
 (2) Highly risky situation as it consists of large interest costs.
 (3) Highly favourable situation as it consists of higher EPS.
 (4) Highly risky situation as it consists of large fixed costs.

15. A firm has a Degree of Financial Leverage of 5.5. What does this tell us about the firm ?

- (1) If sales rise by 5.5%, then EBIT will rise by 1 %.
 (2) If EBIT rises by 5.5%, then EPS will rise by 1 %.
 (3) If EBIT rises by 1 %, then EPS will rise by 5.5%.
 (4) If sales rise by 1 %, then EBIT will rise by 5.5%.

16. An increase in the variable cost

- (1) Decreases the break-even point (2) Improves margin of safety
 (3) Improves the profit/volume ratio (4) All of the above

17. The sub-variance of material usage variance, known as Material mix variance is measured as :
- (1) Total standard cost - Total actual cost
 - (2) Standard cost of revised standard mix - Standard cost of actual mix
 - (3) (Standard unit price - Actual unit price) * Actual quantity used
 - (4) (Standard quantity - Actual quantity) * Unit standard price
18. Which of the following represents the CVP equations ?
- (1) Sales = Contribution margin + Fixed expenses + Profits
 - (2) Sales = Contribution margin ratio + Fixed expenses + Profits
 - (3) Sales = Variable expenses + Fixed expenses + Profits
 - (4) Sales = Variable expenses - Fixed expenses + Profits
19. Which of the following statements are true ?
- (1) P/v Ratio can never be used to measure break-even point
 - (2) Higher the P/v ratio less will be the profit and vice versa
 - (3) Concept of P/v ratio is also used to determine profit at a given volume of sales
 - (4) All of the above
20. Liquid assets are determined by :
- (1) Current assets-stock-Prepaid expenses
 - (2) Current assets+stock+prepaid expenses
 - (3) Current assets+Prepaid expenses
 - (4) None of the above
21. Quick ratio is 1.8:1, current ratio is 2.7:1 and current liabilities are Rs 60,000. Determine value of stock :
- | | |
|-----------------|-----------------------|
| (1) Rs 54,000 | (2) Rs 60,000 |
| (3) Rs 1,62,000 | (4) None of the above |

22. Marginal cost is computed as :
- (1) Prime cost + All Variable overheads
 - (2) Direct material + Direct labor + Direct Expenses + All variable overheads
 - (3) Total costs - All fixed overheads
 - (4) All of the above
23. During the year, a business was bought by issue of Rs 25,000 debentures and Rs. 25,000 shares. The business bought had machine worth Rs 20,000, Debtors Rs 15,000, Stock Rs 5,000 and Creditors Rs 5,000. Determine the effect of this transaction on flow of funds :
- (1) Net outflow of Rs 15,000
 - (2) Net inflow of Rs 15,000
 - (3) Neither inflow nor outflow
 - (4) None of the above
24. Calculate sales in rupees for desired profit if fixed cost is Rs 10,000, selling price is Rs 20 per unit, Variable cost is Rs 15 per unit and desired profit is Rs 1 per unit :
- (1) Rs 20,000
 - (2) Rs 50,000
 - (3) Rs 70,000
 - (4) Rs 10,000
25. Which one of the following increases the number of shares outstanding without increasing the value of the owners' equity ?
- (1) stock repurchase
 - (2) reverse stock split
 - (3) stock split
 - (4) liquidating dividend
26. If the company's Dividend payout ratio is 60% & ROI is 16%, what should be the growth rate ?
- (1) 5%
 - (2) 7%
 - (3) 6.4%
 - (4) 9.6%

27. According to the capital-asset pricing model (CAPM), a security's expected (required) return is equal to the risk-free rate plus a premium :
- (1) equal to the security's beta.
 - (2) based on the systematic risk of the security.
 - (3) based on the total risk of the security.
 - (4) based on the unsystematic risk of the security.
28. A measure of "risk per unit of expected return."
- (1) standard deviation
 - (2) coefficient of variation
 - (3) correlation coefficient
 - (4) beta
29. Consider the CAPM. The risk-free rate is 5% and the expected return on the market is 15%. What is the beta on a stock with an expected return of 12% ?
- (1) 0.5
 - (2) 0.7
 - (3) 1.2
 - (4) 1.4
30. Hedging risk for a long position is accomplished by :
- (1) taking another long position.
 - (2) taking a short position.
 - (3) taking additional long and short positions in equal amounts.
 - (4) taking a neutral position.
31. Which one of the following is *not* one of the arguments against social responsibility as used by economist Milton Friedman ?
- (1) Spending money for social responsibility is spending the stockholder's money for a general social interest.
 - (2) Businesses can actually do very little in terms of social responsibility.
 - (3) Spending money on social responsibility is acting from motives other than economic and may, in the long run, cause harm to the very society the firm is trying to help.
 - (4) There is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game.

32. Match Column I with Column II :

Column I		Column II	
a.	Divestitures	i.	The parent firm no longer exists.
b.	Pac-Man defence	ii.	Does not bring any cash to the parent company.
c.	Spin-off	iii.	Selling of some of assets of the firm.
d.	Split-up	iv.	Target company making a counter bid for raiders company.

Choose the *correct* answer.

- (1) a-iv, b-iii, c-ii, d-i (2) a-iii, b-iv, c-i, d-ii
 (3) a-i, b-ii, c-iii, d-iv (4) a-iii, b-iv, c-ii, d-i

33. When a corporation opts for a captive company strategy, what is the primary trade-off it accepts in exchange for secured operations ?

- (1) It gains a temporary increase in operational efficiency at the cost of long-term strategic flexibility.
 (2) It achieves short-term profitability by selling off its most profitable units.
 (3) It obtains a guarantee of sales or production in return for a significant dependence on another firm.
 (4) It surrenders market share for a quick influx of investment to fund immediate operational deficits.

34. Which type of chief executive officer with a great deal of experience in that particular industry would be appropriate for a corporation following a concentration strategy emphasizing vertical or horizontal growth ?

- (1) professional liquidator (2) dynamic industry expert
 (3) turnaround specialist (4) analytical portfolio manager

PHD/EE-2023-24/(Management)(SET-Y)/(A)

35. Which of the following is *not* a challenge presented by the product life cycle that a firm must face ?
- (1) All products eventually decline.
 - (2) Changing tastes, technologies, and competition affect the marketing of the product as it passes through lifecycle stages.
 - (3) A firm must be good at developing new products to replace aging ones.
 - (4) It is difficult to plot the stages as a product goes through them.
36. What is the name of the data visualization tool that depicts a logical arrangement of key words within a textual content ? The size of each word in the depiction usually indicates the frequency or importance of the word :
- (1) Heat Map
 - (2) Meta Tag
 - (3) Dendrogram
 - (4) Word Cloud
37. Arrange the following statements corresponding to different levels of Brand Dynamics Pyramid in a sequence starting with the base of the pyramid :
- (a) Belief that the brand delivers acceptable product performance and is on the consumer's short-list
 - (b) Rational and emotional attachments to the brand to the exclusion of most other brands
 - (c) Active familiarity with the brand based on post trial, saliency or knowledge of the brand promise
 - (d) Relevance of brand to consumer's needs in the right price range or in the consideration set
 - (e) Belief that the brand has an emotional or rational advantage over other brands in the category
- Choose the *correct* answer from the options given below :
- (1) c, d, a, e, b
 - (2) d, c, a, e, b
 - (3) d, c, a, b, e
 - (4) c, d, a, b, e

38. Brand genealogy is a managerial mindset introduced in the cultural branding model (Holt, 2004) where the brand manager uncovers :
- (1) The brand's history
 - (2) The brand's vision
 - (3) The brand's architecture
 - (4) The brand's relevance
39. Which of the following *correctly* explains the notion of consumer surplus ?
- (1) the difference between what consumers is willing to pay for a given quantity of goods and services and the amount they actually pay.
 - (2) the difference between what consumers is willing to buy given quantity of goods and services and the quantity they actually buy.
 - (3) the difference between what consumers is willing to plan to buy given quantity of goods and services and the quality they actually buy.
 - (4) the difference between total utility and addition to total utility from goods and services the consumers buy.
40. **Assertion (A)** : Brand dilution is a risk in brand extension strategies, potentially weakening consumer associations with the brand.
- Reason (R)** : Brand extensions that are inconsistent with the core values of the parent brand may confuse consumers and erode established brand equity.
- Choose the correct answer from the options given below :
- (1) Both A and R are true, and R is the correct explanation of A.
 - (2) Both A and R are true, but R is not the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.

41. **Assertion (A)** : The use of a corporate umbrella brand name across an entire range of products can reduce development costs and enhance corporate image associations.

Reason (R) : Corporate branding leverages the company's general reputation, potentially accelerating acceptance and adoption of new product lines.

Choose the correct answer from the options given below :

- (1) Both A and R are true, and R is the correct explanation of A.
- (2) Both A and R are true, but R is not the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

42. **Assertion (A)** : The implementation of a Licensed Brand Strategy within CRM involves the brand owner relinquishing control over the manufacturing process.

Reason (R) : Licensing allows a brand to expand its market presence rapidly by leveraging the manufacturing capabilities and market access of the licensee, despite the potential dilution of brand control.

Choose the *correct* answer from the options given below :

- (1) Both A and R are true, but R is not the correct explanation of A.
- (2) A and R are true, and R is the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

43. Considering the principles of green marketing, which strategy most effectively aligns with achieving long-term consumer and societal welfare through environmental protection ?

- (1) Prioritizing cost-reduction over environmental impact in product development.
- (2) Implementing a marketing mix that emphasizes product disposability for convenience.
- (3) Focusing solely on the immediate financial benefits of green product marketing without regard to its ecological impact.
- (4) Designing products and services that minimize environmental harm through recycling, reuse and reduction of pollutants.

44. Match the following :

Column A		Column B	
a.	IMF	i.	Provides loans and grants for development projects in developing countries.
b.	World Bank	ii.	Focuses on private sector development in less developed countries.
c.	EXIM Bank	iii.	Facilitates international monetary cooperation and financial stability.
d.	SDRs	iv.	Offers financing, guarantees, and insurance to support national exporters.
e.	IFC	v.	International reserve asset created by the IMF.

Codes :

	A	B	C	D	E
(1)	i	v	iv	iii	ii
(2)	ii	v	i	iii	iv
(3)	ii	i	v	iii	iv
(4)	i	iii	iv	v	ii

45. In terms of the increasing competitions, among the MNCs, rank the followings in the ascending order :

- i. Mobile Technology
- ii. Business Intelligence
- iii. Cloud Computing
- iv. Social Media

Codes :

- | | |
|-----------------------|-----------------------|
| (1) i, ii, iii and iv | (2) iv, iii, ii and i |
| (3) iv, i, ii and iii | (4) i, ii, iv and iii |

46. Which of the following best describes the primary purpose of the financial account in the balance of payments ?
- (1) To track the export and import of goods and services
 - (2) To record transfers of ownership in financial assets and liabilities between a country and the rest of the world
 - (3) To measure a country's total income and expenditure
 - (4) To record compensation of employees and investment income
47. What does the Leontief Paradox challenge ?
- (1) The concept of free trade.
 - (2) The Factor Endowment Theory's predictions regarding the US trade pattern.
 - (3) The effectiveness of the World Trade Organization.
 - (4) The theory of absolute advantage.
48. The concept of "digital divide" in the context of globalization refers to :
- (1) The difference in internet speeds between countries.
 - (2) The divide in preference for digital vs. traditional business models.
 - (3) The economic gap between developed and developing countries.
 - (4) The gap between individuals who have access to modern information and communication technology and those who do not.

Match the following :

List-I (Developers)		List-II (Concepts)	
a.	Thompson and Strickland	i.	Superior performance
b.	Stoner and Freeman	ii.	Discontinuous process
c.	Kuratko, Hornsky	iii.	Organisational process
d.	Peter Kilby	iv.	Management system

Codes :

	A	B	C	D
(1)	i	ii	iv	iii
(2)	ii	i	iii	iv
(3)	i	ii	iii	iv
(4)	i	iii	ii	iv

- 50. Statement (I) :** Designing a distribution system for a service (for-profit or non-business context) involves to select the parties only through which ownership will pass.
Statement (II) : The ownership channel for most of the services is long and quite complex because of inseparability characteristic.
Statement (III) : Short channels usually mean more control on the part of the seller.
 Identify the correct code of being the statements correct or incorrect. These statements relate to channel strategies of products/services.
- (1) Statements (I) and (II) are correct but (III) is not correct.
 - (2) Statements (I) and (III) are correct but (II) is not correct.
 - (3) Statements (I) and (II) are not correct but (III) is correct.
 - (4) Statements (I), (II) and (III) all are not correct.
- 51. The G. E. Business Model is explained on which one of the following parameters ?**
- (1) Market Attractiveness and Business Position.
 - (2) Business Attractiveness and Market Position.
 - (3) Industry Growth rate and Company's Market share.
 - (4) Company's Growth rate and Industry's Position.
- 52. First industrial estate in India was established by SSIB in 1955 at :**
- (1) Rajkot in Gujarat
 - (2) Okhla in Delhi
 - (3) Ghaziabad in Uttar Pradesh
 - (4) Sannat Nagar in Jammu & Kashmir
- 53. From the following, identify the decision-support systems :**
- i. Status inquiry system
 - ii. Data analysis system
 - iii. Accounting system
 - iv. Information system
- Codes :**
- (1) i, ii and iii
 - (2) ii, iii and iv
 - (3) only iii
 - (4) i, ii, iii and iv

54. TePP stands for :

- (1) Technology for Promotion and Production
- (2) Trade for Profitability and Productivity
- (3) Technopreneur Promotion Programme
- (4) None of the above

55. The entrepreneurial process consists of the following steps :

- i. Management of the resulting enterprise.
- ii. Determination of the required resources.
- iii. Identification and evaluation of the opportunity.
- iv. Development of the business plan.

Indicate the **correct** sequence.

Codes :

(1) iii, iv, i, ii

(2) iv, i, iii, ii

(3) iii, iv, ii, i

(4) iv, i, ii, iii

56. Match the items of List-I and List-II :

List-I		List-II	
a.	UNCTAD I	i.	India
b.	UNCTAD II	ii.	Brazil
c.	UNCTADX	iii.	Thailand
d.	UNCTADXI	iv.	Switzerland

Codes :

- | | A | B | C | D |
|-----|-----|---|-----|-----|
| (1) | iv | i | iii | ii |
| (2) | iii | i | iv | ii |
| (3) | ii | i | iii | iv |
| (4) | iv | i | ii | iii |

57. An analysis of percentage financial statement where all the Balance Sheet items are divided by the total assets and all the income statement items are divided by net sales or revenue is known as :
- (1) Index Analysis (2) Trend Analysis
(3) Ration Analysis (4) Common size Analysis
58. The basic purpose of using Analysis of Variance in research studies is
- (1) For equating groups on one or more variables
(2) For determining the significance of differences among standard deviations
(3) For determining the significance of differences among means
(4) For measuring the proficiency level of student
59. **Statement I** : Stratified Sampling is used in situations where the population can easily be divided into groups.
Statement II : Elements within a group have heterogeneous characteristics.
- (1) Statement I is correct but Statement II is wrong
(2) Statement I is wrong but Statement II is correct
(3) Both the statements are correct
(4) Both the statements are wrong
60. Regarding the difference between the two groups when comparing proportions, is the.
- (1) Values of the population standard deviation
(2) Degrees of Freedom
(3) The coefficient of Determination
(4) Sampe Size
61. Which of the following statements is *not true* for ERP ?
- (1) ERP systems use TCP/IP protocol
(2) ERP systems can include modules for customer relationship management (CRM), inventory control and supply chain management (SCM).
(3) All financial and business information can be automatically generated from the centralized database of the ERP system.
(4) Cross-platform protocol cannot be used in ERP systems.

62. Processes that operate with "Six Sigma Quality" over the short term are assumed to produce long-term defect levels below defects per million opportunities (DPMO).
 (1) 2 (2) 2.4 (3) 3 (4) 3.4
63. Which of the following represents Deming's 4-step cycle for improvement ?
 (1) Plan, Do, Check, Act (2) Schedule, Do, Act, Check
 (3) Do, Act, Check, Monitor (4) Plan, Control, Act, Sustain
64. Match the following components of remuneration with their inclusions.
 a. Fringe Benefits i. Stock option
 b. Job Context ii. Challenging job responsibilities
 c. Perquisites iii. Group Plans
 d. Incentives iv. Medical Care
- Codes :**
 (1) a-iv, b-ii, c-i, d-iii (2) a-ii., b-i, c-iii, d-iv
 (3) a-i, b-iii, c-iv, d-ii (4) a-iii, b-ii, c-iv, d-i
65. It is advisable to have management from all levels participate in the strategy formulation process :
 (1) because it is a legal requirement.
 (2) because collective bargaining agreements often mandate worker participation.
 (3) to gain an insight as to what work needs to be done and to gain cooperation in the implementation of the strategy.
 (4) because it is part of their job responsibilities to provide input regarding their respective area of expertise.
66. The Heckscher-Ohlin model of international trade suggests that a country will export goods that :
 (1) Are labor-intensive, regardless of the country's labor abundance
 (2) Are in high demand in the domestic market
 (3) Use its abundant factors of production more intensively
 (4) It can produce using outdated technologies

67. What is a unique feature of the IMF's Special Drawing Rights (SDRs) ?
- (1) They serve as an international reserve asset and can be exchanged among governments and the IMF for freely usable currencies.
 - (2) They can be used by any individual or corporation for international transactions.
 - (3) They are backed by a physical commodity, such as gold or silver.
 - (4) They are the primary currency used in international trade and finance.
68. Entrepreneurial success has been significant because of the culture and the political and economic system in
- (1) European countries
 - (2) Asian countries
 - (3) Transition economies
 - (4) Middle east
69. The 'Grameen Bank' model is affectively used by which of the following institute ?
- (1) Education sector
 - (2) Finance Sector
 - (3) Rural Sector
 - (4) NGOs
70. Considering the advanced CRM strategies focused on creating new value for customers through customization and collaboration, which principle underlines the strategic shift from transactional to relational engagement in customer relationship management ?
- (1) Prioritizing operational efficiency over customer interaction to streamline cost management.
 - (2) Emphasizing product-centric marketing strategies to maximize short-term sales volume.
 - (3) Leveraging technology to automate customer service processes, minimizing human intervention.
 - (4) Integrating customer feedback into product development and service delivery to foster a proactive, co-creative relationship with customers.
71. According to Porter's Diamond Model, which of the following is *not* a determinant of national competitive advantage ?
- (1) Firm strategy, structure, and rivalry
 - (2) Demand conditions
 - (3) Related and supporting industries
 - (4) The country's size in terms of population

A

72. Which of the following is **not** a characteristic of a normal distribution ?
- (1) The mean and median may be different.
 - (2) It is a symmetrical distribution.
 - (3) Skewness is the measure of the thickness of its tail.
 - (4) The Normally distributed 'curve is bell-shaped.
73. In which sampling does a researcher include those individuals who are willing and readily available ?
- (1) Snowball Sampling
 - (2) Incidental Sampling
 - (3) Simple Random Sampling
 - (4) Systematic Sampling
74. According to the New Trade Theory, what role do economies of scale play in international trade ?
- (1) They are irrelevant.
 - (2) They lead to increased global competition.
 - (3) They enable countries to specialize in the production of certain goods, leading to increased variety and reduced costs.
 - (4) They discourage countries from participating in international trade.
75. A college principal is interested in conducting an ethnographic probe into problems faced by tribal students. Which sampling technique will be most appropriate ?
- (1) Random Sampling Technique
 - (2) Cluster Sampling Technique
 - (3) Stratified Sampling Technique
 - (4) Systematic Sampling Technique
76. Which of the following statements is **true** for Random sampling error ?
- (1) is the difference between a survey that includes only those who responded and a survey that also includes those who failed to respond.
 - (2) is a function of sample size.
 - (3) results from the nature of a study's design and the inappropriate or random administration of the sampling process.
 - (4) does not occur in non-probability samples

77. Kaizen is a process, the purpose of which goes beyond simple productivity improvement.
- (1) Weekly (2) Daily
(3) Monthly (4) Annual
78. Assertion (A) : Employee development is more future-oriented and more concerned with education than employee training.
Reason (R) : An apprenticeship program is one of the widely used off-the-job training methods.
- (1) (A) and (R) both are correct. (2) (A) and (R) both are incorrect.
(3) (A) is correct but (R) is incorrect. (4) (A) is incorrect but (R) is correct.
79. A strike called by a section of workers/union members without authorisation from proper authority of the union is called :
- (1) Sectional strike (2) Jurisdictional strike
(3) Wild cat strike (4) Sympathetic strike
80. helps to improve the communication skills of the employees and develops them into a good listener.
- (1) Team development (2) Sensitivity training
(3) OD exercises (4) All of the above
81. Collective bargaining may take place at the which of the following ?
- (1) National level (2) Industry level
(3) Enterprise level (4) All of the above
82. Which of the following demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors ?
- (1) Behavior modeling (2) Cognitive learning
(3) Role-playing (4) Self-learning

83. Research suggests that strategic management evolves through four sequential phases in corporations. The first phase is :
- (1) externally oriented planning. (2) basic financial planning.
 (3) internally oriented planning. (4) forecast-based planning.
84. Which of the following statements does *not* stand as a principle of compensation administration ?
- (1) An enterprise should have a clear-cut plan to determine differential pay level in terms of divergent job requirements.
 (2) People and jobs should never be mingled.
 (3) The compensation system should be designed with subjectivity with respect to individual skill sets exercised from time to time.
 (4) There should be established wage grievance handling procedures.
85. Who said - "An entrepreneur always searches for change, responds to it and exploit it as an opportunity" ?
- (1) James Burna (2) McClelland
 (3) Robert C. Ronstadt (4) Peter F. Drucker
86. If larger units have a greater probability of their inclusion in the sample it is known as ?
- (1) Selection with replacement
 (2) Selection with probability proportion to size
 (3) Selection with constant probability
 (4) Probability Selection
87. What does "S" stands for in SMART Goals ?
- (1) Solution (2) Specific
 (3) Soft (4) Standard

- 88. Statement I :** 'Trade creation' and 'Trade Diversion' both, have welfare implications
Statement II : Regional partners should be competitive, and not complementary, for the purpose of the most efficient use of economic resources within a Customs Union.
Codes :
- (1) Statement I is true, but statement II is false.
 - (2) Statement II is true, but statement I is false.
 - (3) Both the statements I and II are true.
 - (4) Both the statements I and II are false.
- 89.** What strategy do multinational enterprises use to maintain competitive advantage in the international marketplace ?
- (1) Sole reliance on home country's economic policies
 - (2) Use of triad/regional strategies
 - (3) Avoidance of direct investment in technology sectors
 - (4) Focus exclusively on expanding local markets without foreign direct investment
- 90.** In case of Net Income approach the cost of equity is :
- (1) Constant
 - (2) Fixed
 - (3) Increasing
 - (4) Decreasing
- 91.** Frequent revision of budgets will.....
- (1) affects its reliability
 - (2) increase the accuracy
 - (3) both
 - (4) subjective matter
- 92.** The BCG Growth-Share Matrix uses market share and industry growth rate as axes to classify business units. Which of the following statements best encapsulates a critical limitation of this model ?
- (1) It assumes a static market condition, disregarding potential strategic changes by competitors or the company itself.
 - (2) It heavily relies on past sales data, ignoring the potential for future market disruptions or technological innovations.
 - (3) It recognizes only the market leader's share and overlooks the growth of smaller competitors with increasing market shares.
 - (4) It exclusively focuses on cash flow generation as the determinant of a business unit's success, ignoring market presence.

93. "The entrepreneur is more than a manager. He or (she) is an innovator and promoter as well." Who said it ?

- (1) George Gilder (2) Forrest H. Frantz
(3) Joseph A. Schumpeter (4) Peter F. Drucker

94. Which statement is *true* ?

- (1) The term economic organisation means an organisation whose purpose is to allocate scarce resources
(2) The term creation implies a founding an origin
(3) Entrepreneurship is the creation of an innovative economic organisation for the purpose of gain or growth under conditions of risk and uncertainty
(4) All of the above

95. Companies often fail to integrate their various communications to consumers because

- (1) historically, consumers have been able to distinguish between message sources
(2) advertising departments are reluctant to work with public relations professionals
(3) communications often come from different parts of the company
(4) personal selling and sales promotion are in direct conflict

96. Which statement below is not true of strategy implementation ?

- (1) It is the process by which strategies and policies are put into action through the development of programs/tactics, budgets, and procedures.
(2) Implementation is often considered after strategy has been formulated.
(3) Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan.
(4) Strategy implementation should be kept separate and distinct from that of strategic management.

97. Which of the following is *not* a reason why the growth strategy is so desirable ?
- (1) There are more opportunities for advancement and promotion.
 - (2) A corporation that experiences successful growth is thought of positively by the marketplace and potential investors.
 - (3) A large and growth-oriented corporation has more clout and influence.
 - (4) A large and growing firm attracts more acquisition offers.
98. is an approach to cost reduction in which components are studied carefully to determine if they can be redesigned, standardized, or made by less costly methods of production.
- (1) Cost analysis
 - (2) Order analysis
 - (3) Product analysis
 - (4) Value analysis
99. **Assertion (A) :** Placing a product or service directly in front of the consumer in the hope of raising brand awareness to make a sale is known as push strategy.
Reason (R) : When consumers are aware of the brand and its reputation, push strategy is not necessary.
- (1) A is true but R is false
 - (2) Both A and R are true and R is the correct explanation of A
 - (3) Both A and R are false
 - (4) A is false but R is true
100. What is *not* one of the three key flows integrated in Supply Chain Management (SCM) ?
- (1) Products/Materials flow
 - (2) Information flow
 - (3) Funds flow
 - (4) Energy flow

Total No. of Printed Pages : 25

(DO NOT OPEN THIS QUESTION BOOKLET BEFORE TIME OR UNTIL YOU ARE ASKED TO DO SO)

B

PHD-EE-2023-24

SET-Y

Management

10058

Sr. No.

Time : 1¼ Hours

Max. Marks : 100

Total Questions : 100

Roll No. (in figures) _____ (in words) _____

Name _____ Date of Birth _____

Father's Name _____ Mother's Name _____

Date of Examination _____

(Signature of the Candidate)

(Signature of the Invigilator)

CANDIDATES MUST READ THE FOLLOWING INFORMATION/INSTRUCTIONS BEFORE STARTING THE QUESTION PAPER.

1. **All questions are compulsory.**
2. The candidates **must return** the question booklet as well as OMR Answer-Sheet to the Invigilator concerned before leaving the Examination Hall, failing which a case of use of unfair-means / mis-behaviour will be registered against him / her, in addition to lodging of an FIR with the police. Further the answer-sheet of such a candidate will not be evaluated.
3. Keeping in view the transparency of the examination system, carbonless OMR Sheet is provided to the candidate so that a copy of OMR Sheet may be kept by the candidate.
4. Question Booklet along with answer key of all the A, B, C & D code shall be got uploaded on the University Website immediately after the conduct of Entrance Examination. Candidates may raise valid objection/complaint if any, with regard to discrepancy in the question booklet/answer key within 24 hours of uploading the same on the University Website. The complaint be sent by the students to the Controller of Examinations by hand or through email. Thereafter, no complaint in any case, will be considered.
5. The candidate **must not** do any rough work or writing in the OMR Answer-Sheet. Rough work, if any, may be done in the question booklet itself. Answers **must not** be ticked in the question booklet.
6. **There will be no negative marking. Each correct answer will be awarded one full mark. Cutting, erasing, overwriting and more than one answer in OMR Answer-Sheet will be treated as incorrect answer.**
7. Use only **Black or Blue Ball Point Pen** of good quality in the OMR Answer-Sheet.
8. **Before answering the questions, the candidates should ensure that they have been supplied correct and complete booklet. Complaints, if any, regarding misprinting etc. will not be entertained 30 minutes after starting of the examination.**

PHD-EE-2023-24/(Management)(SET-Y)/(B)

SEAL

1. **Assertion (A)** : The use of a corporate umbrella brand name across an entire range of products can reduce development costs and enhance corporate image associations.

Reason (R) : Corporate branding leverages the company's general reputation, potentially accelerating acceptance and adoption of new product lines.

Choose the correct answer from the options given below :

- (1) Both A and R are true, and R is the correct explanation of A.
- (2) Both A and R are true, but R is not the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

2. **Assertion (A)** : The implementation of a Licensed Brand Strategy within CRM involves the brand owner relinquishing control over the manufacturing process.

Reason (R) : Licensing allows a brand to expand its market presence rapidly by leveraging the manufacturing capabilities and market access of the licensee, despite the potential dilution of brand control.

Choose the *correct* answer from the options given below :

- (1) Both A and R are true, but R is not the correct explanation of A.
- (2) A and R are true, and R is the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

3. Considering the principles of green marketing, which strategy most effectively aligns with achieving long-term consumer and societal welfare through environmental protection ?

- (1) Prioritizing cost-reduction over environmental impact in product development.
- (2) Implementing a marketing mix that emphasizes product disposability for convenience.
- (3) Focusing solely on the immediate financial benefits of green product marketing without regard to its ecological impact.
- (4) Designing products and services that minimize environmental harm through recycling, reuse and reduction of pollutants.

4. Match the following :

Column A		Column B	
a.	IMF	i.	Provides loans and grants for development projects in developing countries.
b.	World Bank	ii.	Focuses on private sector development in less developed countries.
c.	EXIM Bank	iii.	Facilitates international monetary cooperation and financial stability.
d.	SDRs	iv.	Offers financing, guarantees, and insurance to support national exporters.
e.	IFC	v.	International reserve asset created by the IMF.

Codes :

	A	B	C	D	E
(1)	i	v	iv	iii	ii
(2)	ii	v	i	iii	iv
(3)	ii	i	v	iii	iv
(4)	i	iii	iv	v	ii

5. In terms of the increasing competitions, among the MNCs, rank the followings in the ascending order :

- i. Mobile Technology
- ii. Business Intelligence
- iii. Cloud Computing
- iv. Social Media

Codes :

- | | |
|-----------------------|-----------------------|
| (1) i, ii, iii and iv | (2) iv, iii, ii and i |
| (3) iv, i, ii and iii | (4) i, ii, iv and iii |

6. Which of the following best describes the primary purpose of the financial account in the balance of payments ?
- (1) To track the export and import of goods and services
 - (2) To record transfers of ownership in financial assets and liabilities between a country and the rest of the world
 - (3) To measure a country's total income and expenditure
 - (4) To record compensation of employees and investment income
7. What does the Leontief Paradox challenge ?
- (1) The concept of free trade.
 - (2) The Factor Endowment Theory's predictions regarding the US trade pattern.
 - (3) The effectiveness of the World Trade Organization.
 - (4) The theory of absolute advantage.
8. The concept of "digital divide" in the context of globalization refers to :
- (1) The difference in internet speeds between countries.
 - (2) The divide in preference for digital vs. traditional business models.
 - (3) The economic gap between developed and developing countries.
 - (4) The gap between individuals who have access to modern information and communication technology and those who do not.

Match the following :

List-I (Developers)		List-II (Concepts)	
a.	Thompson and Strickland	i.	Superior performance
b.	Stonerand Freeman	ii.	Discontinuous process
c.	Kuratko, Hornsky	iii.	Organisational process
d.	Peter Kilby	iv.	Management system

Codes :

	A	B	C	D
(1)	i	ii	iv	iii
(2)	ii	i	iii	iv
(3)	i	ii	iii	iv
(4)	i	iii	ii	iv

10. **Statement (I)** : Designing a distribution system for a service (for-profit or non-business context) involves to select the parties only through which ownership will pass.
Statement (II) : The ownership channel for most of the services is long and quite complex because of inseparability characteristic.
Statement (III) : Short channels usually mean more control on the part of the seller.
Identify the correct code of being the statements correct or incorrect. These statements relate to channel strategies of products/services.
- (1) Statements (I) and (II) are correct but (III) is not correct.
 - (2) Statements (I) and (III) are correct but (II) is not correct.
 - (3) Statements (I) and (II) are not correct but (III) is correct.
 - (4) Statements (I), (II) and (III) all are not correct.
11. According to Porter's Diamond Model, which of the following is **not** a determinant of national competitive advantage ?
- (1) Firm strategy, structure, and rivalry
 - (2) Demand conditions
 - (3) Related and supporting industries
 - (4) The country's size in terms of population
12. Which of the following is **not** a characteristic of a normal distribution ?
- (1) The mean and median may be different.
 - (2) It is a symmetrical distribution.
 - (3) Skewness is the measure of the thickness of its tail.
 - (4) The Normally distributed 'curve is bell-shaped.
13. In which sampling does a researcher include those individuals who are willing and readily available ?
- (1) Snowball Sampling
 - (2) Incidental Sampling
 - (3) Simple Random Sampling
 - (4) Systematic Sampling

14. According to the New Trade Theory, what role do economies of scale play in international trade ?
- (1) They are irrelevant.
 - (2) They lead to increased global competition.
 - (3) They enable countries to specialize in the production of certain goods, leading to increased variety and reduced costs.
 - (4) They discourage countries from participating in international trade.
15. A college principal is interested in conducting an ethnographic probe into problems faced by tribal students. Which sampling technique will be most appropriate ?
- (1) Random Sampling Technique
 - (2) Cluster Sampling Technique
 - (3) Stratified Sampling Technique
 - (4) Systematic Sampling Technique
16. Which of the following statements is *true* for Random sampling error ?
- (1) is the difference between a survey that includes only those who responded and a survey that also includes those who failed to respond.
 - (2) is a function of sample size.
 - (3) results from the nature of a study's design and the inappropriate or random administration of the sampling process.
 - (4) does not occur in non-probability samples
17. Kaizen is a process, the purpose of which goes beyond simple productivity improvement.
- (1) Weekly
 - (2) Daily
 - (3) Monthly
 - (4) Annual
18. **Assertion (A) :** Employee development is more future-oriented and more concerned with education than employee training.
Reason (R) : An apprenticeship program is one of the widely used off-the-job training methods.
- (1) (A) and (R) both are correct.
 - (2) (A) and (R) both are incorrect.
 - (3) (A) is correct but (R) is incorrect.
 - (4) (A) is incorrect but (R) is correct.

19. A strike called by a section of workers/union members without authorisation from proper authority of the union is called :
- (1) Sectional strike
(2) Jurisdictional strike
(3) Wild cat strike
(4) Sympathetic strike
20. helps to improve the communication skills of the employees and develops them into a good listener.
- (1) Team development
(2) Sensitivity training
(3) OD exercises
(4) All of the above
21. Frequent revision of budgets will.....
- (1) affects its reliability
(2) increase the accuracy
(3) both
(4) subjective matter
22. The BCG Growth-Share Matrix uses market share and industry growth rate as axes to classify business units. Which of the following statements best encapsulates a critical limitation of this model ?
- (1) It assumes a static market condition, disregarding potential strategic changes by competitors or the company itself.
(2) It heavily relies on past sales data, ignoring the potential for future market disruptions or technological innovations.
(3) It recognizes only the market leader's share and overlooks the growth of smaller competitors with increasing market shares.
(4) It exclusively focuses on cash flow generation as the determinant of a business unit's success, ignoring market presence.
23. "The entrepreneur is more than a manager. He or (she) is an innovator and promoter as well." Who said it ?
- (1) George Gilder
(2) Forrest H. Frantz
(3) Joseph A. Schumpeter
(4) Peter F. Drucker

24. Which statement is *true* ?
- (1) The term economic organisation means an organisation whose purpose is to allocate scarce resources
 - (2) The term creation implies a founding an origin
 - (3) Entrepreneurship is the creation of an innovative economic organisation for the purpose of gain or growth under conditions of risk and uncertainty
 - (4) All of the above
25. Companies often fail to integrate their various communications to consumers because
- (1) historically, consumers have been able to distinguish between message sources
 - (2) advertising departments are reluctant to work with public relations professionals
 - (3) communications often come from different parts of the company
 - (4) personal selling and sales promotion are in direct conflict
26. Which statement below is not true of strategy implementation ?
- (1) It is the process by which strategies and policies are put into action through the development of programs/tactics, budgets, and procedures.
 - (2) Implementation is often considered after strategy has been formulated.
 - (3) Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan.
 - (4) Strategy implementation should be kept separate and distinct from that of strategic management.
27. Which of the following is *not* a reason why the growth strategy is so desirable ?
- (1) There are more opportunities for advancement and promotion.
 - (2) A corporation that experiences successful growth is thought of positively by the marketplace and potential investors.
 - (3) A large and growth-oriented corporation has more clout and influence.
 - (4) A large and growing firm attracts more acquisition offers.

28. is an approach to cost reduction in which components are studied carefully to determine if they can be redesigned, standardized, or made by less costly methods of production.

- (1) Cost analysis (2) Order analysis
(3) Product analysis (4) Value analysis

29. Assertion (A) : Placing a product or service directly in front of the consumer in the hope of raising brand awareness to make a sale is known as push strategy.

Reason (R) : When consumers are aware of the brand and its reputation, push strategy is not necessary.

- (1) A is true but R is false
(2) Both A and R are true and R is the correct explanation of A
(3) Both A and R are false
(4) A is false but R is true

30. What is *not* one of the three key flows integrated in Supply Chain Management (SCM) ?

- (1) Products/Materials flow (2) Information flow
(3) Funds flow (4) Energy flow

31. About communication barriers in an organization, match List A with List B :

List A		List B	
a.	Psychological Barrier	i.	Workplace Pressure
b.	Physical Barrier	ii.	Disruption due to thunder
c.	Cultural Barrier	iii.	Generation Gap
d.	Organizational Barrier	iv.	Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv (2) a-ii, b-i, c-iii, d-iv
(3) a-iv, b-ii, c-iii, d-i (4) a-i, b-iii, c-ii, d-iv

32. **Statement I** : Organizational Structure is the Formal Arrangement of Jobs in a Company.
Statement II : Organizational Structure involves making decisions regarding work specialization, departmentalization, chain of command, span of control
- (1) Statement I is correct, Statement II is incorrect.
 (2) Statement I is incorrect, Statement II is correct.
 (3) Both Statements I and II are correct
 (4) Both Statements I and II are incorrect

33. **Assertion (A)** : The law of diminishing marginal utility is derived from the law of demand.
Reasoning (R) : It follows that when the price of the goods falls, the consumer buys more goods to equate the marginal utility to the lower price.
- (1) Both A and R are true. (2) Both A and R are false.
 (3) A is true. R is false. (4) A is false, R is true.

34. **Statement I** : Conflicts of interest are critical factors in causing various ethical problems, not just in relation to the suppliers.
Statement II : Organizational Conflicts of Interest typically occur when a firm is employed as a supplier of professional services of one sort or another.
- (1) Statement I is correct, Statement II is incorrect
 (2) Statement I is incorrect, Statement II is correct
 (3) Both Statements I and II are correct
 (4) Both Statements I and II are incorrect

35. Match List A to List B:

List A		List B	
a.	Pre-Scientific Management Era	i.	Workplace Pressure
b.	Classical Management Era	ii.	Disruption due to thunder
c.	Neo-Classical Management Era	iii.	Generation Gap
d.	Modern Management Era	iv.	Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv (2) a-ii., b-i, c-iii, d-iv
 (3) a-iv, b-ii, c-iii, d-i (4) a-i, b-iii, c-ii, d-iv

36. If the Budget line becomes steeper on the X-axis with no change on the Y-interception, it is which of the following ?

- (1) An increase in the price of Goods X (2) An increase in the price of Goods Y
(3) A decrease in the price of Goods X (4) A decrease in the price of Goods Y.

37. **Statement I :** A satisfied employee may be highly dis-engaged.

Statement II : It is possible to feel engaged by the organization and not the job.

- (1) Statement I is correct, Statement II is incorrect.
(2) Statement I is incorrect, Statement II is correct.
(3) Both Statements I and II are correct
(4) Both Statements I and II are incorrect

38. Match List A with List B :

List A		List B	
a.	Human Resource Approach	i.	Considers a system as an interrelated part that interacts with one another and functions as a whole.
b.	Contingency Approach	ii.	Concerned with the growth and development of people towards higher levels of competency.
c.	Productivity Approach	iii.	Implies that different situations require different behavioral practices for effectiveness.
d.	Systems Approach	iv.	It's the ratio that compares the units of outputs with the units of inputs.

(1) a-i, b-ii, c-iii, d-iv

(2) a-iv, b-ii, c-iii, d-i

(3) a-ii, b-iii, c-iv, d-i

(4) a-i, b-iii, c-ii, d-iv

39. In transition analysis, the leadership theory propagated by Blake and Mouton can be fruitfully practiced. Based on this, a manager who works in a 9:1 position actually behaves in :

(1) Child to Parent ego state

(2) Adult ego state

(3) Adult to Parent ego state

(4) Parent to Child ego state

40. **Assertion (A) :** In the storming phase of group formation, the breaking up of the team is done.

Reason (R) : In the storming phase, members start competing for leadership and control over the group.

- (1) Both A and R are true (2) Both A and R are false
(3) A is true, R is false (4) A is false, R is true

41. The G. E. Business Model is explained on which one of the following parameters ?

- (1) Market Attractiveness and Business Position.
(2) Business Attractiveness and Market Position.
(3) Industry Growth rate and Company's Market share.
(4) Company's Growth rate and Industry's Position.

42. First industrial estate in India was established by SSIB in 1955 at :

- (1) Rajkot in Gujarat (2) Okhla in Delhi
(3) Ghaziabad in Uttar Pradesh (4) Sannat Nagar in Jammu & Kashmir

43. From the following, identify the decision-support systems :

- i. Status inquiry system
ii. Data analysis system
iii. Accounting system
iv. Information system

Codes :

- (1) i, ii and iii (2) ii, iii and iv
(3) only iii (4) i, ii, iii and iv

44. TePP stands for :

- (1) Technology for Promotion and Production
(2) Trade for Profitability and Productivity
(3) Technopreneur Promotion Programme
(4) None of the above

45. The entrepreneurial process consists of the following steps :

- i. Management of the resulting enterprise.
- ii. Determination of the required resources.
- iii. Identification and evaluation of the opportunity.
- iv. Development of the business plan.

Indicate the *correct* sequence.

Codes :

- | | |
|--------------------|--------------------|
| (1) iii, iv, i, ii | (2) iv, i, iii, ii |
| (3) iii, iv, ii, i | (4) iv, i, ii, iii |

46. Match the items of List-I and List-II :

List-I		List-II	
a.	UNCTAD I	i.	India
b.	UNCTAD II	ii.	Brazil
c.	UNCTADX	iii.	Thailand
d.	UNCTADXI	iv.	Switzerland

Codes :

- | | | | | |
|-----|-----|---|-----|-----|
| | A | B | C | D |
| (1) | iv | i | iii | ii |
| (2) | iii | i | iv | ii |
| (3) | ii | i | iii | iv |
| (4) | iv | i | ii | iii |

47. An analysis of percentage financial statement where all the Balance Sheet items are divided by the total assets and all the income statement items are divided by net sales or revenue is known as :

- | | |
|---------------------|--------------------------|
| (1) Index Analysis | (2) Trend Analysis |
| (3) Ration Analysis | (4) Common size Analysis |

48. The basic purpose of using Analysis of Variance in research studies is
- (1) For equating groups on one or more variables
 - (2) For determining the significance of differences among standard deviations
 - (3) For determining the significance of differences among means
 - (4) For measuring the proficiency level of student
49. **Statement I :** Stratified Sampling is used in situations where the population can easily be divided into groups.
Statement II : Elements within a group have heterogeneous characteristics.
- (1) Statement I is correct but Statement II is wrong
 - (2) Statement I is wrong but Statement II is correct
 - (3) Both the statements are correct
 - (4) Both the statements are wrong
50. Regarding the difference between the two groups when comparing proportions, is the.
- (1) Values of the population standard deviation
 - (2) Degrees of Freedom
 - (3) The coefficient of Determination
 - (4) Sample Size
51. Which of the following statements is *not true* for ERP ?
- (1) ERP systems use TCP/IP protocol
 - (2) ERP systems can include modules for customer relationship management (CRM), inventory control and supply chain management (SCM).
 - (3) All financial and business information can be automatically generated from the centralized database of the ERP system.
 - (4) Cross-platform protocol cannot be used in ERP systems.
52. Processes that operate with "Six Sigma Quality" over the short term are assumed to produce long-term defect levels below defects per million opportunities (DPMO).
- (1) 2
 - (2) 2.4
 - (3) 3
 - (4) 3.4

53. Which of the following represents Deming's 4-step cycle for improvement ?

- | | |
|-----------------------------|---------------------------------|
| (1) Plan, Do, Check, Act | (2) Schedule, Do, Act, Check |
| (3) Do, Act, Check, Monitor | (4) Plan, Control, Act, Sustain |

54. Match the following components of remuneration with their inclusions.

- | | |
|--------------------|--------------------------------------|
| a. Fringe Benefits | i. Stock option |
| b. Job Context | ii. Challenging job responsibilities |
| c. Perquisites | iii. Group Plans |
| d. Incentives | iv. Medical Care |

Codes :

- | | |
|----------------------------|-----------------------------|
| (1) a-iv, b-ii, c-i, d-iii | (2) a-ii., b-i, c-iii, d-iv |
| (3) a-i, b-iii, c-iv, d-ii | (4) a-iii, b-ii, c-iv, d-i |

55. It is advisable to have management from all levels participate in the strategy formulation process :

- (1) because it is a legal requirement.
- (2) because collective bargaining agreements often mandate worker participation.
- (3) to gain an insight as to what work needs to be done and to gain cooperation in the implementation of the strategy.
- (4) because it is part of their job responsibilities to provide input regarding their respective area of expertise.

56. The Heckscher-Ohlin model of international trade suggests that a country will export goods that :

- (1) Are labor-intensive, regardless of the country's labor abundance
- (2) Are in high demand in the domestic market
- (3) Use its abundant factors of production more intensively
- (4) It can produce using outdated technologies

B

57. What is a unique feature of the IMF's Special Drawing Rights (SDRs) ?
- (1) They serve as an international reserve asset and can be exchanged among governments and the IMF for freely usable currencies.
 - (2) They can be used by any individual or corporation for international transactions.
 - (3) They are backed by a physical commodity, such as gold or silver.
 - (4) They are the primary currency used in international trade and finance.
58. Entrepreneurial success has been significant because of the culture and the political and economic system in
- (1) European countries
 - (2) Asian countries
 - (3) Transition economies
 - (4) Middle east
59. The 'Grameen Bank' model is affectively used by which of the following institute ?
- (1) Education sector
 - (2) Finance Sector
 - (3) Rural Sector
 - (4) NGOs
60. Considering the advanced CRM strategies focused on creating new value for customers through customization and collaboration, which principle underlines the strategic shift from transactional to relational engagement in customer relationship management ?
- (1) Prioritizing operational efficiency over customer interaction to streamline cost management.
 - (2) Emphasizing product-centric marketing strategies to maximize short-term sales volume.
 - (3) Leveraging technology to automate customer service processes, minimizing human intervention.
 - (4) Integrating customer feedback into product development and service delivery to foster a proactive, co-creative relationship with customers.
61. Quick ratio is 1.8:1, current ratio is 2.7:1 and current liabilities are Rs 60,000. Determine value of stock :
- (1) Rs 54,000
 - (2) Rs 60,000
 - (3) Rs 1,62,000
 - (4) None of the above

62. Marginal cost is computed as :
- (1) Prime cost + All Variable overheads
 - (2) Direct material + Direct labor + Direct Expenses + All variable overheads
 - (3) Total costs - All fixed overheads
 - (4) All of the above
63. During the year, a business was bought by issue of Rs 25,000 debentures and Rs. 25,000 shares. The business bought had machine worth Rs 20,000, Debtors Rs 15,000, Stock Rs 5,000 and Creditors Rs 5,000. Determine the effect of this transaction on flow of funds :
- (1) Net outflow of Rs 15,000
 - (2) Net inflow of Rs 15,000
 - (3) Neither inflow nor outflow
 - (4) None of the above
64. Calculate sales in rupees for desired profit if fixed cost is Rs 10,000, selling price is Rs 20 per unit, Variable cost is Rs 15 per unit and desired profit is Rs 1 per unit :
- (1) Rs 20,000
 - (2) Rs 50,000
 - (3) Rs 70,000
 - (4) Rs 10,000
65. Which one of the following increases the number of shares outstanding without increasing the value of the owners' equity ?
- (1) stock repurchase
 - (2) reverse stock split
 - (3) stock split
 - (4) liquidating dividend
66. If the company's Dividend payout ratio is 60% & ROI is 16%, what should be the growth rate ?
- (1) 5%
 - (2) 7%
 - (3) 6.4%
 - (4) 9.6%

B

67. According to the capital-asset pricing model (CAPM), a security's expected (required) return is equal to the risk-free rate plus a premium :
- (1) equal to the security's beta.
 - (2) based on the systematic risk of the security.
 - (3) based on the total risk of the security.
 - (4) based on the unsystematic risk of the security.
68. A measure of "risk per unit of expected return."
- (1) standard deviation
 - (2) coefficient of variation
 - (3) correlation coefficient
 - (4) beta
69. Consider the CAPM. The risk-free rate is 5% and the expected return on the market is 15%. What is the beta on a stock with an expected return of 12% ?
- (1) 0.5
 - (2) 0.7
 - (3) 1.2
 - (4) 1.4
70. Hedging risk for a long position is accomplished by :
- (1) taking another long position.
 - (2) taking a short position.
 - (3) taking additional long and short positions in equal amounts.
 - (4) taking a neutral position.
71. Which of the following describes the metamorphosis stage of employee socialization ?
- (1) Employee joins the organization with his own values, attitudes and expectations.
 - (2) Employee studies the organization culture
 - (3) Employee evaluates the dichotomy between reality and expectations
 - (4) Employee becomes comfortable with the organization and adopts its norms

77. The sub-variance of material usage variance, known as Material mix variance is measured as :

- (1) Total standard cost - Total actual cost
- (2) Standard cost of revised standard mix - Standard cost of actual mix
- (3) (Standard unit price - Actual unit price) * Actual quantity used
- (4) (Standard quantity - Actual quantity) * Unit standard price

78. Which of the following represents the CVP equations ?

- (1) Sales = Contribution margin + Fixed expenses + Profits
- (2) Sales = Contribution margin ratio + Fixed expenses + Profits
- (3) Sales = Variable expenses + Fixed expenses + Profits
- (4) Sales = Variable expenses - Fixed expenses + Profits

79. Which of the following statements are true ?

- (1) P/v Ratio can never be used to measure break-even point
- (2) Higher the P/v ratio less will be the profit and vice versa
- (3) Concept of P/v ratio is also used to determine profit at a given volume of sales
- (4) All of the above

80. Liquid assets are determined by :

- (1) Current assets-stock-Prepaid expenses
- (2) Current assets+stock+prepaid expenses
- (3) Current assets+Prepaid expenses
- (4) None of the above

81. Collective bargaining may take place at the which of the following ?

- (1) National level
- (2) Industry level
- (3) Enterprise level
- (4) All of the above

82. Which of the following demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors ?
- (1) Behavior modeling (2) Cognitive learning
(3) Role-playing (4) Self-learning
83. Research suggests that strategic management evolves through four sequential phases in corporations. The first phase is :
- (1) externally oriented planning. (2) basic financial planning.
(3) internally oriented planning. (4) forecast-based planning.
84. Which of the following statements does *not* stand as a principle of compensation administration ?
- (1) An enterprise should have a clear-cut plan to determine differential pay level in terms of divergent job requirements.
(2) People and jobs should never be mingled.
(3) The compensation system should be designed with subjectivity with respect to individual skill sets exercised from time to time.
(4) There should be established wage grievance handling procedures.
85. Who said - "An entrepreneur always searches for change, responds to it and exploit it as an opportunity" ?
- (1) James Burna (2) McClelland
(3) Robert C. Ronstadt (4) Peter F. Drucker
86. If larger units have a greater probability of their inclusion in the sample it is known as ?
- (1) Selection with replacement
(2) Selection with probability proportion to size
(3) Selection with constant probability
(4) Probability Selection

87. What does "S" stands for in SMART Goals ?

- (1) Solution (2) Specific
(3) Soft (4) Standard

88. Statement I : 'Trade creation' and 'Trade Diversion' both, have welfare implications
Statement II : Regional partners should be competitive, and not complementary, for the purpose of the most efficient use of economic resources within a Customs Union.

Codes :

- (1) Statement I is true, but statement II is false.
(2) Statement II is true, but statement I is false.
(3) Both the statements I and II are true.
(4) Both the statements I and II are false.

89. What strategy do multinational enterprises use to maintain competitive advantage in the international marketplace ?

- (1) Sole reliance on home country's economic policies
(2) Use of triad/regional strategies
(3) Avoidance of direct investment in technology sectors
(4) Focus exclusively on expanding local markets without foreign direct investment

90. In case of Net Income approach the cost of equity is :

- (1) Constant (2) Fixed (3) Increasing (4) Decreasing

91. Which one of the following is *not* one of the arguments against social responsibility as used by economist Milton Friedman ?

- (1) Spending money for social responsibility is spending the stockholder's money for a general social interest.
(2) Businesses can actually do very little in terms of social responsibility.
(3) Spending money on social responsibility is acting from motives other than economic and may, in the long run, cause harm to the very society the firm is trying to help.
(4) There is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game.

95. Which of the following is *not* a challenge presented by the product life cycle that a firm must face ?
- (1) All products eventually decline.
 - (2) Changing tastes, technologies, and competition affect the marketing of the product as it passes through lifecycle stages.
 - (3) A firm must be good at developing new products to replace aging ones.
 - (4) It is difficult to plot the stages as a product goes through them.

96. What is the name of the data visualization tool that depicts a logical arrangement of key words within a textual content ? The size of each word in the depiction usually indicates the frequency or importance of the word :

- | | |
|----------------|----------------|
| (1) Heat Map | (2) Meta Tag |
| (3) Dendrogram | (4) Word Cloud |

97. Arrange the following statements corresponding to different levels of Brand Dynamics Pyramid in a sequence starting with the base of the pyramid :

- (a) Belief that the brand delivers acceptable product performance and is on the consumer's short-list
- (b) Rational and emotional attachments to the brand to the exclusion of most other brands
- (c) Active familiarity with the brand based on post trial, saliency or knowledge of the brand promise
- (d) Relevance of brand to consumer's needs in the right price range or in the consideration set
- (e) Belief that the brand has an emotional or rational advantage over other brands in the category

Choose the *correct* answer from the options given below :

- | | |
|-------------------|-------------------|
| (1) c, d, a, e, b | (2) d, c, a, e, b |
| (3) d, c, a, b, e | (4) c, d, a, b, e |

98. Brand genealogy is a managerial mindset introduced in the cultural branding model (Holt, 2004) where the brand manager uncovers :
- (1) The brand's history
 - (2) The brand's vision
 - (3) The brand's architecture
 - (4) The brand's relevance
99. Which of the following *correctly* explains the notion of consumer surplus ?
- (1) the difference between what consumers is willing to pay for a given quantity of goods and services and the amount they actually pay.
 - (2) the difference between what consumers is willing to buy given quantity of goods and services and the quantity they actually buy.
 - (3) the difference between what consumers is willing to plan to buy given quantity of goods and services and the quality they actually buy.
 - (4) the difference between total utility and addition to total utility from goods and services the consumers buy.
100. **Assertion (A)** : Brand dilution is a risk in brand extension strategies, potentially weakening consumer associations with the brand.
- Reason (R)** : Brand extensions that are inconsistent with the core values of the parent brand may confuse consumers and erode established brand equity.
- Choose the correct answer from the options given below :
- (1) Both A and R are true, and R is the correct explanation of A.
 - (2) Both A and R are true, but R is not the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.

(DO NOT OPEN THIS QUESTION BOOKLET BEFORE TIME OR UNTIL YOU ARE ASKED TO DO SO)

C

SET-Y

PHD-EE-2023-24

Management

10059

Sr. No.

Time : 1¼ Hours

Max. Marks : 100

Total Questions : 100

Roll No. (in figures) _____ (in words) _____

Name _____ Date of Birth _____

Father's Name _____ Mother's Name _____

Date of Examination _____

(Signature of the Candidate)

(Signature of the Invigilator)

CANDIDATES MUST READ THE FOLLOWING INFORMATION/INSTRUCTIONS BEFORE STARTING THE QUESTION PAPER.

1. **All questions are compulsory.**
2. The candidates **must return** the question booklet as well as OMR Answer-Sheet to the Invigilator concerned before leaving the Examination Hall, failing which a case of use of unfair-means / mis-behaviour will be registered against him / her, in addition to lodging of an FIR with the police. Further the answer-sheet of such a candidate will not be evaluated.
3. Keeping in view the transparency of the examination system, carbonless OMR Sheet is provided to the candidate so that a copy of OMR Sheet may be kept by the candidate.
4. Question Booklet along with answer key of all the A, B, C & D code shall be got uploaded on the University Website immediately after the conduct of Entrance Examination. Candidates may raise valid objection/complaint if any, with regard to discrepancy in the question booklet/answer key within 24 hours of uploading the same on the University Website. The complaint be sent by the students to the Controller of Examinations by hand or through email. Thereafter, no complaint in any case, will be considered.
5. The candidate **must not** do any rough work or writing in the OMR Answer-Sheet. Rough work, if any, may be done in the question booklet itself. Answers **must not** be ticked in the question booklet.
6. **There will be no negative marking. Each correct answer will be awarded one full mark. Cutting, erasing, overwriting and more than one answer in OMR Answer-Sheet will be treated as incorrect answer.**
7. Use only **Black or Blue Ball Point Pen** of good quality in the OMR Answer-Sheet.
8. **Before answering the questions, the candidates should ensure that they have been supplied correct and complete booklet. Complaints, if any, regarding misprinting etc. will not be entertained 30 minutes after starting of the examination.**

PHD-EE-2023-24/(Management)(SET-Y)/(C)

1. Quick ratio is 1.8:1, current ratio is 2.7:1 and current liabilities are Rs 60,000. Determine value of stock :
- (1) Rs 54,000
 - (2) Rs 60,000
 - (3) Rs 1,62,000
 - (4) None of the above
2. Marginal cost is computed as :
- (1) Prime cost + All Variable overheads
 - (2) Direct material + Direct labor + Direct Expenses + All variable overheads
 - (3) Total costs - All fixed overheads
 - (4) All of the above
3. During the year, a business was bought by issue of Rs 25,000 debentures and Rs. 25,000 shares. The business bought had machine worth Rs 20,000, Debtors Rs 15,000, Stock Rs 5,000 and Creditors Rs 5,000. Determine the effect of this transaction on flow of funds :
- (1) Net outflow of Rs 15,000
 - (2) Net inflow of Rs 15,000
 - (3) Neither inflow nor outflow
 - (4) None of the above
4. Calculate sales in rupees for desired profit if fixed cost is Rs 10,000, selling price is Rs 20 per unit, Variable cost is Rs 15 per unit and desired profit is Rs 1 per unit :
- (1) Rs 20,000
 - (2) Rs 50,000
 - (3) Rs 70,000
 - (4) Rs 10,000
5. Which one of the following increases the number of shares outstanding without increasing the value of the owners' equity ?
- (1) stock repurchase
 - (2) reverse stock split
 - (3) stock split
 - (4) liquidating dividend

6. If the company's Dividend payout ratio is 60% & ROI is 16%, what should be the growth rate ?
- (1) 5% (2) 7%
(3) 6.4% (4) 9.6%
7. According to the capital-asset pricing model (CAPM), a security's expected (required) return is equal to the risk-free rate plus a premium :
- (1) equal to the security's beta.
(2) based on the systematic risk of the security.
(3) based on the total risk of the security.
(4) based on the unsystematic risk of the security.
8. A measure of "risk per unit of expected return."
- (1) standard deviation (2) coefficient of variation
(3) correlation coefficient (4) beta
9. Consider the CAPM. The risk-free rate is 5% and the expected return on the market is 15%. What is the beta on a stock with an expected return of 12% ?
- (1) 0.5 (2) 0.7
(3) 1.2 (4) 1.4
10. Hedging risk for a long position is accomplished by :
- (1) taking another long position.
(2) taking a short position.
(3) taking additional long and short positions in equal amounts.
(4) taking a neutral position.
11. The G. E. Business Model is explained on which one of the following parameters ?
- (1) Market Attractiveness and Business Position.
(2) Business Attractiveness and Market Position.
(3) Industry Growth rate and Company's Market share.
(4) Company's Growth rate and Industry's Position.

12. First industrial estate in India was established by SSIB in 1955 at :

- (1) Rajkot in Gujarat (2) Okhla in Delhi
(3) Ghaziabad in Uttar Pradesh (4) Sannat Nagar in Jammu & Kashmir

13. From the following, identify the decision-support systems :

- i. Status inquiry system
ii. Data analysis system
iii. Accounting system
iv. Information system

Codes :

- (1) i, ii and iii (2) ii, iii and iv
(3) only iii (4) i, ii, iii and iv

14. TePP stands for :

- (1) Technology for Promotion and Production
(2) Trade for Profitability and Productivity
(3) Technopreneur Promotion Programme
(4) None of the above

15. The entrepreneurial process consists of the following steps :

- i. Management of the resulting enterprise.
ii. Determination of the required resources.
iii. Identification and evaluation of the opportunity.
iv. Development of the business plan.

Indicate the **correct** sequence.

Codes :

- (1) iii, iv, i, ii (2) iv, i, iii, ii
(3) iii, iv, ii, i (4) iv, i, ii, iii

16. Match the items of List-I and List-II :

List-I		List-II	
a.	UNCTAD I	i.	India
b.	UNCTAD II	ii.	Brazil
c.	UNCTADX	iii.	Thailand
d.	UNCTADXI	iv.	Switzerland

Codes :

	A	B	C	D
(1)	iv	i	iii	ii
(2)	iii	i	iv	ii
(3)	ii	i	iii	iv
(4)	iv	i	ii	iii

17. An analysis of percentage financial statement where all the Balance Sheet items are divided by the total assets and all the income statement items are divided by net sales or revenue is known as :

- (1) Index Analysis (2) Trend Analysis
 (3) Ratio Analysis (4) Common size Analysis

18. The basic purpose of using Analysis of Variance in research studies is

- (1) For equating groups on one or more variables
 (2) For determining the significance of differences among standard deviations
 (3) For determining the significance of differences among means
 (4) For measuring the proficiency level of student

19. Statement I : Stratified Sampling is used in situations where the population can easily be divided into groups.

Statement II : Elements within a group have heterogeneous characteristics.

- (1) Statement I is correct but Statement II is wrong
 (2) Statement I is wrong but Statement II is correct
 (3) Both the statements are correct
 (4) Both the statements are wrong

20. Regarding the difference between the two groups when comparing proportions, is the.
- (1) Values of the population standard deviation
 - (2) Degrees of Freedom
 - (3) The coefficient of Determination
 - (4) Sample Size
21. Collective bargaining may take place at the which of the following ?
- (1) National level
 - (2) Industry level
 - (3) Enterprise level
 - (4) All of the above
22. Which of the following demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors ?
- (1) Behavior modeling
 - (2) Cognitive learning
 - (3) Role-playing
 - (4) Self-learning
23. Research suggests that strategic management evolves through four sequential phases in corporations. The first phase is :
- (1) externally oriented planning.
 - (2) basic financial planning.
 - (3) internally oriented planning.
 - (4) forecast-based planning.
24. Which of the following statements does *not* stand as a principle of compensation administration ?
- (1) An enterprise should have a clear-cut plan to determine differential pay level in terms of divergent job requirements.
 - (2) People and jobs should never be mingled.
 - (3) The compensation system should be designed with subjectivity with respect to individual skill sets exercised from time to time.
 - (4) There should be established wage grievance handling procedures.

25. Who said - "An entrepreneur always searches for change, responds to it and exploit it as an opportunity" ?
- (1) James Burna (2) McClelland
(3) Robert C. Ronstadt (4) Peter F. Drucker
26. If larger units have a greater probability of their inclusion in the sample it is known as ?
- (1) Selection with replacement
(2) Selection with probability proportion to size
(3) Selection with constant probability
(4) Probability Selection
27. What does "S" stands for in SMART Goals ?
- (1) Solution (2) Specific
(3) Soft (4) Standard
28. Statement I : 'Trade creation' and 'Trade Diversion' both, have welfare implications
Statement II : Regional partners should be competitive, and not complementary, for the purpose of the most efficient use of economic resources within a Customs Union.
- Codes :*
- (1) Statement I is true, but statement II is false.
(2) Statement II is true, but statement I is false.
(3) Both the statements I and II are true.
(4) Both the statements I and II are false.
29. What strategy do multinational enterprises use to maintain competitive advantage in the international marketplace ?
- (1) Sole reliance on home country's economic policies
(2) Use of triad/regional strategies
(3) Avoidance of direct investment in technology sectors
(4) Focus exclusively on expanding local markets without foreign direct investment

30. In case of Net Income approach the cost of equity is :
(1) Constant (2) Fixed (3) Increasing (4) Decreasing
31. According to Porter's Diamond Model, which of the following is *not* a determinant of national competitive advantage ?
(1) Firm strategy, structure, and rivalry (2) Demand conditions
(3) Related and supporting industries (4) The country's size in terms of population
32. Which of the following is *not* a characteristic of a normal distribution ?
(1) The mean and median may be different.
(2) It is a symmetrical distribution.
(3) Skewness is the measure of the thickness of its tail.
(4) The Normally distributed 'curve' is bell-shaped.
33. In which sampling does a researcher include those individuals who are willing and readily available ?
(1) Snowball Sampling (2) Incidental Sampling
(3) Simple Random Sampling (4) Systematic Sampling
34. According to the New Trade Theory, what role do economies of scale play in international trade ?
(1) They are irrelevant.
(2) They lead to increased global competition.
(3) They enable countries to specialize in the production of certain goods, leading to increased variety and reduced costs.
(4) They discourage countries from participating in international trade.
35. A college principal is interested in conducting an ethnographic probe into problems faced by tribal students. Which sampling technique will be most appropriate ?
(1) Random Sampling Technique (2) Cluster Sampling Technique
(3) Stratified Sampling Technique (4) Systematic Sampling Technique

36. Which of the following statements is *true* for Random sampling error ?
- (1) is the difference between a survey that includes only those who responded and a survey that also includes those who failed to respond.
 - (2) is a function of sample size.
 - (3) results from the nature of a study's design and the inappropriate or random administration of the sampling process.
 - (4) does not occur in non-probability samples
37. Kaizen is a process, the purpose of which goes beyond simple productivity improvement.
- (1) Weekly
 - (2) Daily
 - (3) Monthly
 - (4) Annual
38. Assertion (A) : Employee development is more future-oriented and more concerned with education than employee training.
Reason (R) : An apprenticeship program is one of the widely used off-the-job training methods.
- (1) (A) and (R) both are correct.
 - (2) (A) and (R) both are incorrect.
 - (3) (A) is correct but (R) is incorrect.
 - (4) (A) is incorrect but (R) is correct.
39. A strike called by a section of workers/union members without authorisation from proper authority of the union is called :
- (1) Sectional strike
 - (2) Jurisdictional strike
 - (3) Wild cat strike
 - (4) Sympathetic strike
40. helps to improve the communication skills of the employees and develops them into a good listener.
- (1) Team development
 - (2) Sensitivity training
 - (3) OD exercises
 - (4) All of the above

41. Which of the following describes the metamorphosis stage of employee socialization ?
- (1) Employee joins the organization with his own values, attitudes and expectations.
 - (2) Employee studies the organization culture
 - (3) Employee evaluates the dichotomy between reality and expectations
 - (4) Employee becomes comfortable with the organization and adopts its norms

42. Match List A with List B :

List A		List B	
a.	Stimuli	i.	Grouping
b.	Organizing	ii.	Stereotyping
c.	Interpreting	iii.	Internal and External
d.	Reacting	iv.	Impression Formation

- (1) a-i, b-ii, c-iii, d-iv
 - (2) a-iii, b-i, c-ii, d-iv
 - (3) a-iv, b-ii, c-iii, d-i
 - (4) a-i, b-iii, c-ii, d-iv
43. One assumption underlying the use of the cost of capital to analyze capital projects is that :
- (1) current costs will remain the same
 - (2) capital structure will vary with the type of financing
 - (3) different risk projects are required to diversify the firm
 - (4) the analyzed projects are of comparable risk to existing projects
44. A high operating leverage indicates :
- (1) Highly favourable situation as it consists of low fixed costs.
 - (2) Highly risky situation as it consists of large interest costs.
 - (3) Highly favourable situation as it consists of higher EPS.
 - (4) Highly risky situation as it consists of large fixed costs.
45. A firm has a Degree of Financial Leverage of 5.5. What does this tell us about the firm ?
- (1) If sales rise by 5.5%, then EBIT will rise by 1 %.
 - (2) If EBIT rises by 5.5%, then EPS will rise by 1 %.
 - (3) If EBIT rises by 1 %, then EPS will rise by 5.5%.
 - (4) If sales rise by 1 %, then EBIT will rise by 5.5%.

46. An increase in the variable cost
- (1) Decreases the break-even point (2) Improves margin of safety
(3) Improves the profit/volume ratio (4) All of the above
47. The sub-variance of material usage variance, known as Material mix variance is measured as :
- (1) Total standard cost - Total actual cost
(2) Standard cost of revised standard mix - Standard cost of actual mix
(3) (Standard unit price - Actual unit price) * Actual quantity used
(4) (Standard quantity - Actual quantity) * Unit standard price
48. Which of the following represents the CVP equations ?
- (1) Sales = Contribution margin + Fixed expenses + Profits
(2) Sales = Contribution margin ratio + Fixed expenses + Profits
(3) Sales = Variable expenses + Fixed expenses + Profits
(4) Sales = Variable expenses - Fixed expenses + Profits
49. Which of the following statements are true ?
- (1) P/v Ratio can never be used to measure break-even point
(2) Higher the P/v ratio less will be the profit and vice versa
(3) Concept of P/v ratio is also used to determine profit at a given volume of sales
(4) All of the above
50. Liquid assets are determined by :
- (1) Current assets-stock-Prepaid expenses
(2) Current assets+stock+prepaid expenses
(3) Current assets+Prepaid expenses
(4) None of the above

51. Which one of the following is *not* one of the arguments against social responsibility as used by economist Milton Friedman ?

- (1) Spending money for social responsibility is spending the stockholder's money for a general social interest.
- (2) Businesses can actually do very little in terms of social responsibility.
- (3) Spending money on social responsibility is acting from motives other than economic and may, in the long run, cause harm to the very society the firm is trying to help.
- (4) There is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game.

52. Match Column I with Column II :

Column I		Column II	
a.	Divestitures	i.	The parent firm no longer exists.
b.	Pac-Man defence	ii.	Does not bring any cash to the parent company.
c.	Spin-off	iii.	Selling of some of assets of the firm.
d.	Split-up	iv.	Target company making a counter bid for raiders company.

Choose the *correct* answer.

- (1) a-iv, b-iii, c-ii, d-i
- (2) a-iii, b-iv, c-i, d-ii
- (3) a-i, b-ii, c-iii, d-iv
- (4) a-iii, b-iv, c-ii, d-i

53. When a corporation opts for a captive company strategy, what is the primary trade-off it accepts in exchange for secured operations ?

- (1) It gains a temporary increase in operational efficiency at the cost of long-term strategic flexibility.
- (2) It achieves short-term profitability by selling off its most profitable units.
- (3) It obtains a guarantee of sales or production in return for a significant dependence on another firm.
- (4) It surrenders market share for a quick influx of investment to fund immediate operational deficits.

54. Which type of chief executive officer with a great deal of experience in that particular industry would be appropriate for a corporation following a concentration strategy emphasizing vertical or horizontal growth ?
- (1) professional liquidator (2) dynamic industry expert
 (3) turnaround specialist (4) analytical portfolio manager
55. Which of the following is *not* a challenge presented by the product life cycle that a firm must face ?
- (1) All products eventually decline.
 (2) Changing tastes, technologies, and competition affect the marketing of the product as it passes through lifecycle stages.
 (3) A firm must be good at developing new products to replace aging ones.
 (4) It is difficult to plot the stages as a product goes through them.
56. What is the name of the data visualization tool that depicts a logical arrangement of key words within a textual content ? The size of each word in the depiction usually indicates the frequency or importance of the word :
- (1) Heat Map (2) Meta Tag
 (3) Dendrogram (4) Word Cloud
57. Arrange the following statements corresponding to different levels of Brand Dynamics Pyramid in a sequence starting with the base of the pyramid :
- (a) Belief that the brand delivers acceptable product performance and is on the consumer's short-list
 (b) Rational and emotional attachments to the brand to the exclusion of most other brands
 (c) Active familiarity with the brand based on post trial, saliency or knowledge of the brand promise
 (d) Relevance of brand to consumer's needs in the right price range or in the consideration set
 (e) Belief that the brand has an emotional or rational advantage over other brands in the category
- Choose the *correct* answer from the options given below :
- (1) c, d, a, e, b
 (2) d, c, a, e, b
 (3) d, c, a, b, e
 (4) c, d, a, b, e

58. Brand genealogy is a managerial mindset introduced in the cultural branding model (Holt, 2004) where the brand manager uncovers :

- (1) The brand's history
- (2) The brand's vision
- (3) The brand's architecture
- (4) The brand's relevance

59. Which of the following *correctly* explains the notion of consumer surplus ?

- (1) the difference between what consumers is willing to pay for a given quantity of goods and services and the amount they actually pay.
- (2) the difference between what consumers is willing to buy given quantity of goods and services and the quantity they actually buy.
- (3) the difference between what consumers is willing to plan to buy given quantity of goods and services and the quality they actually buy.
- (4) the difference between total utility and addition to total utility from goods and services the consumers buy.

60. Assertion (A) : Brand dilution is a risk in brand extension strategies, potentially weakening consumer associations with the brand.

Reason (R) : Brand extensions that are inconsistent with the core values of the parent brand may confuse consumers and erode established brand equity.

Choose the correct answer from the options given below :

- (1) Both A and R are true, and R is the correct explanation of A.
- (2) Both A and R are true, but R is not the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

61. About communication barriers in an organization, match List A with List B :

List A		List B	
a.	Psychological Barrier	i.	Workplace Pressure
b.	Physical Barrier	ii.	Disruption due to thunder
c.	Cultural Barrier	iii.	Generation Gap
d.	Organizational Barrier	iv.	Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv
 (2) a-ii., b-i, c-iii, d-iv
 (3) a-iv, b-ii, c-iii, d-i
 (4) a-i, b-iii, c-ii, d-iv

62. **Statement I** : Organizational Structure is the Formal Arrangement of Jobs in a Company.

Statement II : Organizational Structure involves making decisions regarding work specialization, departmentalization, chain of command, span of control

- (1) Statement I is correct, Statement II is incorrect.
 (2) Statement I is incorrect, Statement II is correct.
 (3) Both Statements I and II are correct
 (4) Both Statements I and II are incorrect

63. **Assertion (A)** : The law of diminishing marginal utility is derived from the law of demand.

Reasoning (R) : It follows that when the price of the goods falls, the consumer buys more goods to equate the marginal utility to the lower price.

- (1) Both A and R are true.
 (2) Both A and R are false.
 (3) A is true. R is false.
 (4) A is false, R is true.

64. **Statement I** : Conflicts of interest are critical factors in causing various ethical problems, not just in relation to the suppliers.

Statement II : Organizational Conflicts of Interest typically occur when a firm is employed as a supplier of professional services of one sort or another.

- (1) Statement I is correct, Statement II is incorrect
- (2) Statement I is incorrect, Statement II is correct
- (3) Both Statements I and II are correct
- (4) Both Statements I and II are incorrect

65. Match List A to List B:

List A	List B
a. Pre-Scientific Management Era	i. Workplace Pressure
b. Classical Management Era	ii. Disruption due to thunder
c. Neo-Classical Management Era	iii. Generation Gap
d. Modern Management Era	iv. Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv
- (2) a-ii, b-i, c-iii, d-iv
- (3) a-iv, b-ii, c-iii, d-i
- (4) a-i, b-iii, c-ii, d-iv

66. If the Budget line becomes steeper on the X-axis with no change on the Y-interception, it is which of the following ?

- (1) An increase in the price of Goods X
- (2) An increase in the price of Goods Y
- (3) A decrease in the price of Goods X
- (4) A decrease in the price of Goods Y

67. **Statement I** : A satisfied employee may be highly dis-engaged.

Statement II : It is possible to feel engaged by the organization and not the job.

- (1) Statement I is correct, Statement II is incorrect.
- (2) Statement I is incorrect, Statement II is correct.
- (3) Both Statements I and II are correct
- (4) Both Statements I and II are incorrect

68. Match List A with List B :

List A		List B	
a.	Human Resource Approach	i.	Considers a system as an interrelated part that interacts with one another and functions as a whole.
b.	Contingency Approach	ii.	Concerned with the growth and development of people towards higher levels of competency.
c.	Productivity Approach	iii.	Implies that different situations require different behavioral practices for effectiveness.
d.	Systems Approach	iv.	It's the ratio that compares the units of outputs with the units of inputs.

(1) a-i, b-ii, c-iii, d-iv

(2) a-iv, b-ii, c-iii, d-i

(3) a-ii, b-iii, c-iv, d-i

(4) a-i, b-iii, c-ii, d-iv

69. In transition analysis, the leadership theory propagated by Blake and Mouton can be fruitfully practiced. Based on this, a manager who works in a 9:1 position actually behaves in :

(1) Child to Parent ego state

(2) Adult ego state

(3) Adult to Parent ego state

(4) Parent to Child ego state

70. **Assertion (A)** : In the storming phase of group formation, the breaking up of the team is done.

Reason (R) : In the storming phase, members start competing for leadership and control over the group.

(1) Both A and R are true

(2) Both A and R are false

(3) A is true, R is false

(4) A is false, R is true

71. **Assertion (A)** : The use of a corporate umbrella brand name across an entire range of products can reduce development costs and enhance corporate image associations.
Reason (R) : Corporate branding leverages the company's general reputation, potentially accelerating acceptance and adoption of new product lines.
Choose the correct answer from the options given below :
- (1) Both A and R are true, and R is the correct explanation of A.
 - (2) Both A and R are true, but R is not the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.
72. **Assertion (A)** : The implementation of a Licensed Brand Strategy within CRM involves the brand owner relinquishing control over the manufacturing process.
Reason (R) : Licensing allows a brand to expand its market presence rapidly by leveraging the manufacturing capabilities and market access of the licensee, despite the potential dilution of brand control.
Choose the *correct* answer from the options given below :
- (1) Both A and R are true, but R is not the correct explanation of A.
 - (2) A and R are true, and R is the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.
73. Considering the principles of green marketing, which strategy most effectively aligns with achieving long-term consumer and societal welfare through environmental protection ?
- (1) Prioritizing cost-reduction over environmental impact in product development.
 - (2) Implementing a marketing mix that emphasizes product disposability for convenience.
 - (3) Focusing solely on the immediate financial benefits of green product marketing without regard to its ecological impact.
 - (4) Designing products and services that minimize environmental harm through recycling, reuse and reduction of pollutants.

74. Match the following :

Column A		Column B	
a.	IMF	i.	Provides loans and grants for development projects in developing countries.
b.	World Bank	ii.	Focuses on private sector development in less developed countries.
c.	EXIM Bank	iii.	Facilitates international monetary cooperation and financial stability.
d.	SDRs	iv.	Offers financing, guarantees, and insurance to support national exporters.
e.	IFC	v.	International reserve asset created by the IMF.

Codes :

- | | | | | | |
|-----|----|-----|----|-----|----|
| (1) | A | B | C | D | E |
| (2) | i | v | iv | iii | ii |
| (3) | ii | v | i | iii | iv |
| (4) | ii | i | v | iii | iv |
| | i | iii | iv | v | ii |

75. In terms of the increasing competitions, among the MNCs, rank the followings in the ascending order :

- i. Mobile Technology
- ii. Business Intelligence
- iii. Cloud Computing
- iv. Social Media

Codes :

- (1) i, ii, iii and iv
- (2) iv, iii, ii and i
- (3) iv, i, ii and iii
- (4) i, ii, iv and iii

PHD/EE-2023-24/(Management)(SET-Y)/(C)

76. Which of the following best describes the primary purpose of the financial account in the balance of payments ?
- (1) To track the export and import of goods and services
 - (2) To record transfers of ownership in financial assets and liabilities between a country and the rest of the world
 - (3) To measure a country's total income and expenditure
 - (4) To record compensation of employees and investment income
77. What does the Leontief Paradox challenge ?
- (1) The concept of free trade.
 - (2) The Factor Endowment Theory's predictions regarding the US trade pattern.
 - (3) The effectiveness of the World Trade Organization.
 - (4) The theory of absolute advantage.
78. The concept of "digital divide" in the context of globalization refers to :
- (1) The difference in internet speeds between countries.
 - (2) The divide in preference for digital vs. traditional business models.
 - (3) The economic gap between developed and developing countries.
 - (4) The gap between individuals who have access to modern information and communication technology and those who do not.

Match the following :

List-I (Developers)		List-II (Concepts)	
a.	Thompson and Strickland	i.	Superior performance
b.	Stonerand Freeman	ii.	Discontinuous process
c.	Kuratko, Hornsky	iii.	Organisational process
d.	Peter Kilby	iv.	Management system

Codes :

- | | A | B | C | D |
|-----|----|-----|-----|-----|
| (1) | i | ii | iv | iii |
| (2) | ii | i | iii | iv |
| (3) | i | ii | iii | iv |
| (4) | i | iii | ii | iv |

80. Statement (I) : Designing a distribution system for a service (for-profit or non-business context) involves to select the parties only through which ownership will pass.
Statement (II) : The ownership channel for most of the services is long and quite complex because of inseparability characteristic.

Statement (III) : Short channels usually mean more control on the part of the seller.

Identify the correct code of being the statements correct or incorrect. These statements relate to channel strategies of products/services.

- (1) Statements (I) and (II) are correct but (III) is not correct.
- (2) Statements (1) and (III) are correct but (II) is not correct.
- (3) Statements (I) and (II) are not correct but (III) is correct.
- (4) Statements (I), (II) and (III) all are not correct.

81. Frequent revision of budgets will.....

- (1) affects its reliability
- (2) increase the accuracy
- (3) both
- (4) subjective matter

82. The BCG Growth-Share Matrix uses market share and industry growth rate as axes to classify business units. Which of the following statements best encapsulates a critical limitation of this model ?

- (1) It assumes a static market condition, disregarding potential strategic changes by competitors or the company itself.
- (2) It heavily relies on past sales data, ignoring the potential for future market disruptions or technological innovations.
- (3) It recognizes only the market leader's share and overlooks the growth of smaller competitors with increasing market shares.
- (4) It exclusively focuses on cash flow generation as the determinant of a business unit's success, ignoring market presence.

83. "The entrepreneur is more than a manager. He or (she) is an innovator and promoter as well." Who said it ?

- (1) George Gilder
- (2) Forrest H. Frantz
- (3) Joseph A. Schumpeter
- (4) Peter F. Drucker

84. Which statement is *true* ?
- (1) The term economic organisation means an organisation whose purpose is to allocate scarce resources
 - (2) The term creation implies a founding an origin
 - (3) Entrepreneurship is the creation of an innovative economic organisation for the purpose of gain or growth under conditions of risk and uncertainty
 - (4) All of the above
85. Companies often fail to integrate their various communications to consumers because
- (1) historically, consumers have been able to distinguish between message sources
 - (2) advertising departments are reluctant to work with public relations professionals
 - (3) communications often come from different parts of the company
 - (4) personal selling and sales promotion are in direct conflict
86. Which statement below is not true of strategy implementation ?
- (1) It is the process by which strategies and policies are put into action through the development of programs/tactics, budgets, and procedures.
 - (2) Implementation is often considered after strategy has been formulated.
 - (3) Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan.
 - (4) Strategy implementation should be kept separate and distinct from that of strategic management.
87. Which of the following is *not* a reason why the growth strategy is so desirable ?
- (1) There are more opportunities for advancement and promotion.
 - (2) A corporation that experiences successful growth is thought of positively by the marketplace and potential investors.
 - (3) A large and growth-oriented corporation has more clout and influence.
 - (4) A large and growing firm attracts more acquisition offers.

88. is an approach to cost reduction in which components are studied carefully to determine if they can be redesigned, standardized, or made by less costly methods of production.
- (1) Cost analysis (2) Order analysis
(3) Product analysis (4) Value analysis
89. **Assertion (A) :** Placing a product or service directly in front of the consumer in the hope of raising brand awareness to make a sale is known as push strategy.
Reason (R) : When consumers are aware of the brand and its reputation, push strategy is not necessary.
- (1) A is true but R is false
(2) Both A and R are true and R is the correct explanation of A
(3) Both A and R are false
(4) A is false but R is true
90. What is *not* one of the three key flows integrated in Supply Chain Management (SCM) ?
- (1) Products/Materials flow (2) Information flow
(3) Funds flow (4) Energy flow
91. Which of the following statements is *not true* for ERP ?
- (1) ERP systems use TCP/IP protocol
(2) ERP systems can include modules for customer relationship management (CRM), inventory control and supply chain management (SCM).
(3) All financial and business information can be automatically generated from the centralized database of the ERP system.
(4) Cross-platform protocol cannot be used in ERP systems.
92. Processes that operate with "Six Sigma Quality" over the short term are assumed to produce long-term defect levels below defects per million opportunities (DPMO).
- (1) 2 (2) 2.4 (3) 3 (4) 3.4
93. Which of the following represents Deming's 4-step cycle for improvement ?
- (1) Plan, Do, Check, Act (2) Schedule, Do, Act, Check
(3) Do, Act, Check, Monitor (4) Plan, Control, Act, Sustain

94. Match the following components of remuneration with their inclusions.

- | | |
|--------------------|--------------------------------------|
| a. Fringe Benefits | i. Stock option |
| b. Job Context | ii. Challenging job responsibilities |
| c. Perquisites | iii. Group Plans |
| d. Incentives | iv. Medical Care |

Codes :

- | | |
|----------------------------|-----------------------------|
| (1) a-iv, b-ii, c-i, d-iii | (2) a-ii., b-i, c-iii, d-iv |
| (3) a-i, b-iii, c-iv, d-ii | (4) a-iii, b-ii, c-iv, d-i |

95. It is advisable to have management from all levels participate in the strategy formulation process :

- (1) because it is a legal requirement.
- (2) because collective bargaining agreements often mandate worker participation.
- (3) to gain an insight as to what work needs to be done and to gain cooperation in the implementation of the strategy.
- (4) because it is part of their job responsibilities to provide input regarding their respective area of expertise.

96. The Heckscher-Ohlin model of international trade suggests that a country will export goods that :

- (1) Are labor-intensive, regardless of the country's labor abundance
- (2) Are in high demand in the domestic market
- (3) Use its abundant factors of production more intensively
- (4) It can produce using outdated technologies

97. What is a unique feature of the IMF's Special Drawing Rights (SDRs) ?

- (1) They serve as an international reserve asset and can be exchanged among governments and the IMF for freely usable currencies.
- (2) They can be used by any individual or corporation for international transactions.
- (3) They are backed by a physical commodity, such as gold or silver.
- (4) They are the primary currency used in international trade and finance.

98. Entrepreneurial success has been significant because of the culture and the political and economic system in
- (1) European countries (2) Asian countries
(3) Transition economies (4) Middle east
99. The 'Grameen Bank' model is affectively used by which of the following institute ?
- (1) Education sector (2) Finance Sector
(3) Rural Sector (4) NGOs
100. Considering the advanced CRM strategies focused on creating new value for customers through customization and collaboration, which principle underlines the strategic shift from transactional to relational engagement in customer relationship management ?
- (1) Prioritizing operational efficiency over customer interaction to streamline cost management.
(2) Emphasizing product-centric marketing strategies to maximize short-term sales volume.
(3) Leveraging technology to automate customer service processes, minimizing human intervention.
(4) Integrating customer feedback into product development and service delivery to foster a proactive, co-creative relationship with customers.

1. Frequent revision of budgets will.....
 - (1) affects its reliability
 - (2) increase the accuracy
 - (3) both
 - (4) subjective matter

2. The BCG Growth-Share Matrix uses market share and industry growth rate as axes to classify business units. Which of the following statements best encapsulates a critical limitation of this model ?
 - (1) It assumes a static market condition, disregarding potential strategic changes by competitors or the company itself.
 - (2) It heavily relies on past sales data, ignoring the potential for future market disruptions or technological innovations.
 - (3) It recognizes only the market leader's share and overlooks the growth of smaller competitors with increasing market shares.
 - (4) It exclusively focuses on cash flow generation as the determinant of a business unit's success, ignoring market presence.

3. "The entrepreneur is more than a manager. He or (she) is an innovator and promoter as well." Who said it ?
 - (1) George Gilder
 - (2) Forrest H. Frantz
 - (3) Joseph A. Schumpeter
 - (4) Peter F. Drucker

4. Which statement is *true* ?
 - (1) The term economic organisation means an organisation whose purpose is to allocate scarce resources
 - (2) The term creation implies a founding an origin
 - (3) Entrepreneurship is the creation of an innovative economic organisation for the purpose of gain or growth under conditions of risk and uncertainty
 - (4) All of the above

5. Companies often fail to integrate their various communications to consumers because
 - (1) historically, consumers have been able to distinguish between message sources
 - (2) advertising departments are reluctant to work with public relations professionals
 - (3) communications often come from different parts of the company
 - (4) personal selling and sales promotion are in direct conflict

6. Which statement below is not true of strategy implementation ?
- (1) It is the process by which strategies and policies are put into action through the development of programs/tactics, budgets, and procedures.
 - (2) Implementation is often considered after strategy has been formulated.
 - (3) Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan.
 - (4) Strategy implementation should be kept separate and distinct from that of strategic management.
7. Which of the following is *not* a reason why the growth strategy is so desirable ?
- (1) There are more opportunities for advancement and promotion.
 - (2) A corporation that experiences successful growth is thought of positively by the marketplace and potential investors.
 - (3) A large and growth-oriented corporation has more clout and influence.
 - (4) A large and growing firm attracts more acquisition offers.
8. is an approach to cost reduction in which components are studied carefully to determine if they can be redesigned, standardized, or made by less costly methods of production.
- | | |
|----------------------|--------------------|
| (1) Cost analysis | (2) Order analysis |
| (3) Product analysis | (4) Value analysis |
9. **Assertion (A)** : Placing a product or service directly in front of the consumer in the hope of raising brand awareness to make a sale is known as push strategy.
Reason (R) : When consumers are aware of the brand and its reputation, push strategy is not necessary.
- (1) A is true but R is false
 - (2) Both A and R are true and R is the correct explanation of A
 - (3) Both A and R are false
 - (4) A is false but R is true

10. What is *not* one of the three key flows integrated in Supply Chain Management (SCM) ?
- (1) Products/Materials flow (2) Information flow
(3) Funds flow (4) Energy flow
11. Which one of the following is *not* one of the arguments against social responsibility as used by economist Milton Friedman ?
- (1) Spending money for social responsibility is spending the stockholder's money for a general social interest.
(2) Businesses can actually do very little in terms of social responsibility.
(3) Spending money on social responsibility is acting from motives other than economic and may, in the long run, cause harm to the very society the firm is trying to help.
(4) There is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game.

12. Match Column I with Column II :

Column I		Column II	
a.	Divestitures	i.	The parent firm no longer exists.
b.	Pac-Man defence	ii.	Does not bring any cash to the parent company.
c.	Spin-off	iii.	Selling of some of assets of the firm.
d.	Split-up	iv.	Target company making a counter bid for raiders company.

Choose the *correct* answer.

- (1) a-iv, b-iii, c-ii, d-i (2) a-iii, b-iv, c-i, d-ii
(3) a-i, b-ii, c-iii, d-iv (4) a-iii, b-iv, c-ii, d-i

13. When a corporation opts for a captive company strategy, what is the primary trade-off it accepts in exchange for secured operations ?
- (1) It gains a temporary increase in operational efficiency at the cost of long-term strategic flexibility.
 - (2) It achieves short-term profitability by selling off its most profitable units.
 - (3) It obtains a guarantee of sales or production in return for a significant dependence on another firm.
 - (4) It surrenders market share for a quick influx of investment to fund immediate operational deficits.
14. Which type of chief executive officer with a great deal of experience in that particular industry would be appropriate for a corporation following a concentration strategy emphasizing vertical or horizontal growth ?
- (1) professional liquidator
 - (2) dynamic industry expert
 - (3) turnaround specialist
 - (4) analytical portfolio manager
15. Which of the following is *not* a challenge presented by the product life cycle that a firm must face ?
- (1) All products eventually decline.
 - (2) Changing tastes, technologies, and competition affect the marketing of the product as it passes through lifecycle stages.
 - (3) A firm must be good at developing new products to replace aging ones.
 - (4) It is difficult to plot the stages as a product goes through them.
16. What is the name of the data visualization tool that depicts a logical arrangement of key words within a textual content ? The size of each word in the depiction usually indicates the frequency or importance of the word :
- (1) Heat Map
 - (2) Meta Tag
 - (3) Dendrogram
 - (4) Word Cloud

17. Arrange the following statements corresponding to different levels of Brand Dynamics Pyramid in a sequence starting with the base of the pyramid :
- (a) Belief that the brand delivers acceptable product performance and is on the consumer's short-list
 - (b) Rational and emotional attachments to the brand to the exclusion of most other brands
 - (c) Active familiarity with the brand based on post trial, saliency or knowledge of the brand promise
 - (d) Relevance of brand to consumer's needs in the right price range or in the consideration set
 - (e) Belief that the brand has an emotional or rational advantage over other brands in the category

Choose the *correct* answer from the options given below :

- (1) c, d, a, e, b
 - (2) d, c, a, e, b
 - (3) d, c, a, b, e
 - (4) c, d, a, b, e
18. Brand genealogy is a managerial mindset introduced in the cultural branding model (Holt, 2004) where the brand manager uncovers :
- (1) The brand's history
 - (2) The brand's vision
 - (3) The brand's architecture
 - (4) The brand's relevance
19. Which of the following *correctly* explains the notion of consumer surplus ?
- (1) the difference between what consumers is willing to pay for a given quantity of goods and services and the amount they actually pay.
 - (2) the difference between what consumers is willing to buy given quantity of goods and services and the quantity they actually buy.
 - (3) the difference between what consumers is willing to plan to buy given quantity of goods and services and the quality they actually buy.
 - (4) the difference between total utility and addition to total utility from goods and services the consumers buy.

20. Assertion (A) : Brand dilution is a risk in brand extension strategies, potentially weakening consumer associations with the brand.

Reason (R) : Brand extensions that are inconsistent with the core values of the parent brand may confuse consumers and erode established brand equity.

Choose the correct answer from the options given below :

- (1) Both A and R are true, and R is the correct explanation of A.
- (2) Both A and R are true, but R is not the correct explanation of A.
- (3) A is true, but R is false.
- (4) A is false, and R is true.

21. According to Porter's Diamond Model, which of the following is *not* a determinant of national competitive advantage ?

- (1) Firm strategy, structure, and rivalry
- (2) Demand conditions
- (3) Related and supporting industries
- (4) The country's size in terms of population

22. Which of the following is *not* a characteristic of a normal distribution ?

- (1) The mean and median may be different.
- (2) It is a symmetrical distribution.
- (3) Skewness is the measure of the thickness of its tail.
- (4) The Normally distributed 'curve is bell-shaped.

23. In which sampling does a researcher include those individuals who are willing and readily available ?

- (1) Snowball Sampling
- (2) Incidental Sampling
- (3) Simple Random Sampling
- (4) Systematic Sampling

24. According to the New Trade Theory, what role do economies of scale play in international trade ?

- (1) They are irrelevant.
- (2) They lead to increased global competition.
- (3) They enable countries to specialize in the production of certain goods, leading to increased variety and reduced costs.
- (4) They discourage countries from participating in international trade.

25. A college principal is interested in conducting an ethnographic probe into problems faced by tribal students. Which sampling technique will be most appropriate ?
- (1) Random Sampling Technique (2) Cluster Sampling Technique
(3) Stratified Sampling Technique (4) Systematic Sampling Technique
26. Which of the following statements is **true** for Random sampling error ?
- (1) is the difference between a survey that includes only those who responded and a survey that also includes those who failed to respond.
(2) is a function of sample size.
(3) results from the nature of a study's design and the inappropriate or random administration of the sampling process.
(4) does not occur in non-probability samples
27. Kaizen is a process, the purpose of which goes beyond simple productivity improvement.
- (1) Weekly (2) Daily
(3) Monthly (4) Annual
28. **Assertion (A)** : Employee development is more future-oriented and more concerned with education than employee training.
Reason (R) : An apprenticeship program is one of the widely used off-the-job training methods.
- (1) (A) and (R) both are correct. (2) (A) and (R) both are incorrect.
(3) (A) is correct but (R) is incorrect. (4) (A) is incorrect but (R) is correct.
29. A strike called by a section of workers/union members without authorisation from proper authority of the union is called :
- (1) Sectional strike (2) Jurisdictional strike
(3) Wild cat strike (4) Sympathetic strike

30. helps to improve the communication skills of the employees and develops them into a good listener.
- (1) Team development (2) Sensitivity training
(3) OD exercises (4) All of the above
31. Quick ratio is 1.8:1, current ratio is 2.7:1 and current liabilities are Rs 60,000. Determine value of stock :
- (1) Rs 54,000 (2) Rs 60,000
(3) Rs 1,62,000 (4) None of the above
32. Marginal cost is computed as :
- (1) Prime cost + All Variable overheads
(2) Direct material + Direct labor + Direct Expenses + All variable overheads
(3) Total costs - All fixed overheads
(4) All of the above
33. During the year, a business was bought by issue of Rs 25,000 debentures and Rs. 25,000 shares. The business bought had machine worth Rs 20,000, Debtors Rs 15,000, Stock Rs 5,000 and Creditors Rs 5,000. Determine the effect of this transaction on flow of funds :
- (1) Net outflow of Rs 15,000 (2) Net inflow of Rs 15,000
(3) Neither inflow nor outflow (4) None of the above
34. Calculate sales in rupees for desired profit if fixed cost is Rs 10,000, selling price is Rs 20 per unit, Variable cost is Rs 15 per unit and desired profit is Rs 1 per unit :
- (1) Rs 20,000 (2) Rs 50,000
(3) Rs 70,000 (4) Rs 10,000

35. Which one of the following increases the number of shares outstanding without increasing the value of the owners' equity ?
- (1) stock repurchase (2) reverse stock split
(3) stock split (4) liquidating dividend
36. If the company's Dividend payout ratio is 60% & ROI is 16%, what should be the growth rate ?
- (1) 5% (2) 7%
(3) 6.4% (4) 9.6%
37. According to the capital-asset pricing model (CAPM), a security's expected (required) return is equal to the risk-free rate plus a premium :
- (1) equal to the security's beta.
(2) based on the systematic risk of the security.
(3) based on the total risk of the security.
(4) based on the unsystematic risk of the security.
38. A measure of "risk per unit of expected return."
- (1) standard deviation (2) coefficient of variation
(3) correlation coefficient (4) beta
39. Consider the CAPM. The risk-free rate is 5% and the expected return on the market is 15%. What is the beta on a stock with an expected return of 12% ?
- (1) 0.5 (2) 0.7
(3) 1.2 (4) 1.4
40. Hedging risk for a long position is accomplished by :
- (1) taking another long position.
(2) taking a short position.
(3) taking additional long and short positions in equal amounts.
(4) taking a neutral position.

41. Which of the following statements is *not true* for ERP ?
- (1) ERP systems use TCP/IP protocol
 - (2) ERP systems can include modules for customer relationship management (CRM), inventory control and supply chain management (SCM).
 - (3) All financial and business information can be automatically generated from the centralized database of the ERP system.
 - (4) Cross-platform protocol cannot be used in ERP systems.
42. Processes that operate with "Six Sigma Quality" over the short term are assumed to produce long-term defect levels below defects per million opportunities (DPMO).
- (1) 2
 - (2) 2.4
 - (3) 3
 - (4) 3.4
43. Which of the following represents Deming's 4-step cycle for improvement ?
- (1) Plan, Do, Check, Act
 - (2) Schedule, Do, Act, Check
 - (3) Do, Act, Check, Monitor
 - (4) Plan, Control, Act, Sustain
44. Match the following components of remuneration with their inclusions.
- | | |
|--------------------|--------------------------------------|
| a. Fringe Benefits | i. Stock option |
| b. Job Context | ii. Challenging job responsibilities |
| c. Perquisites | iii. Group Plans |
| d. Incentives | iv. Medical Care |
- Codes :**
- (1) a-iv, b-ii, c-i, d-iii
 - (2) a-ii., b-i, c-iii, d-iv
 - (3) a-i, b-iii, c-iv, d-ii
 - (4) a-iii, b-ii, c-iv, d-i
45. It is advisable to have management from all levels participate in the strategy formulation process :
- (1) because it is a legal requirement.
 - (2) because collective bargaining agreements often mandate worker participation.
 - (3) to gain an insight as to what work needs to be done and to gain cooperation in the implementation of the strategy.
 - (4) because it is part of their job responsibilities to provide input regarding their respective area of expertise.

46. The Heckscher-Ohlin model of international trade suggests that a country will export goods that :
- (1) Are labor-intensive, regardless of the country's labor abundance
 - (2) Are in high demand in the domestic market
 - (3) Use its abundant factors of production more intensively
 - (4) It can produce using outdated technologies
47. What is a unique feature of the IMF's Special Drawing Rights (SDRs) ?
- (1) They serve as an international reserve asset and can be exchanged among governments and the IMF for freely usable currencies.
 - (2) They can be used by any individual or corporation for international transactions.
 - (3) They are backed by a physical commodity, such as gold or silver.
 - (4) They are the primary currency used in international trade and finance.
48. Entrepreneurial success has been significant because of the culture and the political and economic system in
- | | |
|--------------------------|---------------------|
| (1) European countries | (2) Asian countries |
| (3) Transition economies | (4) Middle east |
49. The 'Grameen Bank' model is affectively used by which of the following institute ?
- | | |
|----------------------|--------------------|
| (1) Education sector | (2) Finance Sector |
| (3) Rural Sector | (4) NGOs |
50. Considering the advanced CRM strategies focused on creating new value for customers through customization and collaboration, which principle underlines the strategic shift from transactional to relational engagement in customer relationship management ?
- (1) Prioritizing operational efficiency over customer interaction to streamline cost management.
 - (2) Emphasizing product-centric marketing strategies to maximize short-term sales volume.
 - (3) Leveraging technology to automate customer service processes, minimizing human intervention.
 - (4) Integrating customer feedback into product development and service delivery to foster a proactive, co-creative relationship with customers.

51. Collective bargaining may take place at the which of the following ?
- (1) National level
 - (2) Industry level
 - (3) Enterprise level
 - (4) All of the above
52. Which of the following demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors ?
- (1) Behavior modeling
 - (2) Cognitive learning
 - (3) Role-playing
 - (4) Self-learning
53. Research suggests that strategic management evolves through four sequential phases in corporations. The first phase is :
- (1) externally oriented planning.
 - (2) basic financial planning.
 - (3) internally oriented planning.
 - (4) forecast-based planning.
54. Which of the following statements does *not* stand as a principle of compensation administration ?
- (1) An enterprise should have a clear-cut plan to determine differential pay level in terms of divergent job requirements.
 - (2) People and jobs should never be mingled.
 - (3) The compensation system should be designed with subjectivity with respect to individual skill sets exercised from time to time.
 - (4) There should be established wage grievance handling procedures.
55. Who said - "An entrepreneur always searches for change, responds to it and exploit it as an opportunity" ?
- (1) James Burna
 - (2) McClelland
 - (3) Robert C. Ronstadt
 - (4) Peter F. Drucker

56. If larger units have a greater probability of their inclusion in the sample it is known as ?
- (1) Selection with replacement
 - (2) Selection with probability proportion to size
 - (3) Selection with constant probability
 - (4) Probability Selection
57. What does "S" stands for in SMART Goals ?
- (1) Solution
 - (2) Specific
 - (3) Soft
 - (4) Standard
58. **Statement I :** 'Trade creation' and 'Trade Diversion' both, have welfare implications
Statement II : Regional partners should be competitive, and not complementary, for the purpose of the most efficient use of economic resources within a Customs Union.
- Codes :**
- (1) Statement I is true, but statement II is false.
 - (2) Statement II is true, but statement I is false.
 - (3) Both the statements I and II are true.
 - (4) Both the statements I and II are false.
59. What strategy do multinational enterprises use to maintain competitive advantage in the international marketplace ?
- (1) Sole reliance on home country's economic policies
 - (2) Use of triad/regional strategies
 - (3) Avoidance of direct investment in technology sectors
 - (4) Focus exclusively on expanding local markets without foreign direct investment
60. In case of Net Income approach the cost of equity is :
- (1) Constant
 - (2) Fixed
 - (3) Increasing
 - (4) Decreasing

- 61. Assertion (A) :** The use of a corporate umbrella brand name across an entire range of products can reduce development costs and enhance corporate image associations.
Reason (R) : Corporate branding leverages the company's general reputation, potentially accelerating acceptance and adoption of new product lines.
Choose the correct answer from the options given below :
- (1) Both A and R are true, and R is the correct explanation of A.
 - (2) Both A and R are true, but R is not the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.
- 62. Assertion (A) :** The implementation of a Licensed Brand Strategy within CRM involves the brand owner relinquishing control over the manufacturing process.
Reason (R) : Licensing allows a brand to expand its market presence rapidly by leveraging the manufacturing capabilities and market access of the licensee, despite the potential dilution of brand control.
Choose the *correct* answer from the options given below :
- (1) Both A and R are true, but R is not the correct explanation of A.
 - (2) A and R are true, and R is the correct explanation of A.
 - (3) A is true, but R is false.
 - (4) A is false, and R is true.
- 63. Considering the principles of green marketing, which strategy most effectively aligns with achieving long-term consumer and societal welfare through environmental protection ?**
- (1) Prioritizing cost-reduction over environmental impact in product development.
 - (2) Implementing a marketing mix that emphasizes product disposability for convenience.
 - (3) Focusing solely on the immediate financial benefits of green product marketing without regard to its ecological impact.
 - (4) Designing products and services that minimize environmental harm through recycling, reuse and reduction of pollutants.

64. Match the following :

Column A		Column B	
a.	IMF	i.	Provides loans and grants for development projects in developing countries.
b.	World Bank	ii.	Focuses on private sector development in less developed countries.
c.	EXIM Bank	iii.	Facilitates international monetary cooperation and financial stability.
d.	SDRs	iv.	Offers financing, guarantees, and insurance to support national exporters.
e.	IFC	v.	International reserve asset created by the IMF.

Codes :

	A	B	C	D	E
(1)	i	v	iv	iii	ii
(2)	ii	v	i	iii	iv
(3)	ii	i	v	iii	iv
(4)	i	iii	iv	v	ii

65. In terms of the increasing competitions, among the MNCs, rank the followings in the ascending order :

- i. Mobile Technology
- ii. Business Intelligence
- iii. Cloud Computing
- iv. Social Media

Codes :

- | | |
|-----------------------|-----------------------|
| (1) i, ii, iii and iv | (2) iv, iii, ii and i |
| (3) iv, i, ii and iii | (4) i, ii, iv and iii |

66. Which of the following best describes the primary purpose of the financial account in the balance of payments ?
- (1) To track the export and import of goods and services
 - (2) To record transfers of ownership in financial assets and liabilities between a country and the rest of the world
 - (3) To measure a country's total income and expenditure
 - (4) To record compensation of employees and investment income
67. What does the Leontief Paradox challenge ?
- (1) The concept of free trade.
 - (2) The Factor Endowment Theory's predictions regarding the US trade pattern.
 - (3) The effectiveness of the World Trade Organization.
 - (4) The theory of absolute advantage.
68. The concept of "digital divide" in the context of globalization refers to :
- (1) The difference in internet speeds between countries.
 - (2) The divide in preference for digital vs. traditional business models.
 - (3) The economic gap between developed and developing countries.
 - (4) The gap between individuals who have access to modern information and communication technology and those who do not.

69. Match the following :

List-I (Developers)		List-II (Concepts)	
a.	Thompson and Strickland	i.	Superior performance
b.	Stoner and Freeman	ii.	Discontinuous process
c.	Kuratko, Hornsky	iii.	Organisational process
d.	Peter Kilby	iv.	Management system

Codes :

	A	B	C	D
(1)	i	ii	iv	iii
(2)	ii	i	iii	iv
(3)	i	ii	iii	iv
(4)	i	iii	ii	iv

70. Statement (I) : Designing a distribution system for a service (for-profit or non-business context) involves to select the parties only through which ownership will pass.
Statement (II) : The ownership channel for most of the services is long and quite complex because of inseparability characteristic.

Statement (III) : Short channels usually mean more control on the part of the seller.

Identify the correct code of being the statements correct or incorrect. These statements relate to channel strategies of products/services.

- (1) Statements (I) and (II) are correct but (III) is not correct.
- (2) Statements (I) and (III) are correct but (II) is not correct.
- (3) Statements (I) and (II) are not correct but (III) is correct.
- (4) Statements (I), (II) and (III) all are not correct.

71. The G. E. Business Model is explained on which one of the following parameters ?

- (1) Market Attractiveness and Business Position.
- (2) Business Attractiveness and Market Position.
- (3) Industry Growth rate and Company's Market share.
- (4) Company's Growth rate and Industry's Position.

72. First industrial estate in India was established by SSIB in 1955 at :

- | | |
|--------------------------------|-------------------------------------|
| (1) Rajkot in Gujarat | (2) Okhla in Delhi |
| (3) Ghaziabad in Uttar Pradesh | (4) Sannat Nagar in Jammu & Kashmir |

73. From the following, identify the decision-support systems :

- i. Status inquiry system
- ii. Data analysis system
- iii. Accounting system
- iv. Information system

Codes :

- | | |
|-------------------|-----------------------|
| (1) i, ii and iii | (2) ii, iii and iv |
| (3) only iii | (4) i, ii, iii and iv |

74. TePP stands for :

- (1) Technology for Promotion and Production
- (2) Trade for Profitability and Productivity
- (3) Technopreneur Promotion Programme
- (4) None of the above

75. The entrepreneurial process consists of the following steps :

- i. Management of the resulting enterprise.
- ii. Determination of the required resources.
- iii. Identification and evaluation of the opportunity.
- iv. Development of the business plan.

Indicate the *correct* sequence.

Codes :

- | | |
|--------------------|--------------------|
| (1) iii, iv, i, ii | (2) iv, i, iii, ii |
| (3) iii, iv, ii, i | (4) iv, i, ii, iii |

76. Match the items of List-I and List-II :

List-I		List-II	
a.	UNCTAD I	i.	India
b.	UNCTAD II	ii.	Brazil
c.	UNCTADX	iii.	Thailand
d.	UNCTADXI	iv.	Switzerland

Codes :

- | | A | B | C | D |
|-----|-----|---|-----|-----|
| (1) | iv | i | iii | ii |
| (2) | iii | i | iv | ii |
| (3) | ii | i | iii | iv |
| (4) | iv | i | ii | iii |

77. An analysis of percentage financial statement where all the Balance Sheet items are divided by the total assets and all the income statement items are divided by net sales or revenue is known as :
- (1) Index Analysis (2) Trend Analysis
(3) Ration Analysis (4) Common size Analysis
78. The basic purpose of using Analysis of Variance in research studies is
- (1) For equating groups on one or more variables
(2) For determining the significance of differences among standard deviations
(3) For determining the significance of differences among means
(4) For measuring the proficiency level of student
79. **Statement I** : Stratified Sampling is used in situations where the population can easily be divided into groups.
Statement II : Elements within a group have heterogeneous characteristics.
- (1) Statement I is correct but Statement II is wrong
(2) Statement I is wrong but Statement II is correct
(3) Both the statements are correct
(4) Both the statements are wrong
80. Regarding the difference between the two groups when comparing proportions, is the.
- (1) Values of the population standard deviation
(2) Degrees of Freedom
(3) The coefficient of Determination
(4) Sampe Size

81. About communication barriers in an organization, match List A with List B :

List A		List B	
a.	Psychological Barrier	i.	Workplace Pressure
b.	Physical Barrier	ii.	Disruption due to thunder
c.	Cultural Barrier	iii.	Generation Gap
d.	Organizational Barrier	iv.	Resistance to Change

(1) a-i, b-ii, c-iii, d-iv

(2) a-ii., b-i, c-iii, d-iv

(3) a-iv, b-ii, c-iii, d-i

(4) a-i, b-iii, c-ii, d-iv

82. **Statement I** : Organizational Structure is the Formal Arrangement of Jobs in a Company.

Statement II : Organizational Structure involves making decisions regarding work specialization, departmentalization, chain of command, span of control

(1) Statement I is correct, Statement II is incorrect.

(2) Statement I is incorrect, Statement II is correct.

(3) Both Statements I and II are correct

(4) Both Statements I and II are incorrect

83. **Assertion (A)** : The law of diminishing marginal utility is derived from the law of demand.

Reasoning (R) : It follows that when the price of the goods falls, the consumer buys more goods to equate the marginal utility to the lower price.

(1) Both A and R are true.

(2) Both A and R are false.

(3) A is true. R is false.

(4) A is false, R is true.

D

84. **Statement I** : Conflicts of interest are critical factors in causing various ethical problems, not just in relation to the suppliers.

Statement II : Organizational Conflicts of Interest typically occur when a firm is employed as a supplier of professional services of one sort or another.

- (1) Statement I is correct, Statement II is incorrect
- (2) Statement I is incorrect, Statement II is correct
- (3) Both Statements I and II are correct
- (4) Both Statements I and II are incorrect

85. Match List A to List B:

List A		List B	
a.	Pre-Scientific Management Era	i.	Workplace Pressure
b.	Classical Management Era	ii.	Disruption due to thunder
c.	Neo-Classical Management Era	iii.	Generation Gap
d.	Modern Management Era	iv.	Resistance to Change

- (1) a-i, b-ii, c-iii, d-iv
- (2) a-ii., b-i, c-iii, d-iv
- (3) a-iv, b-ii, c-iii, d-i
- (4) a-i, b-iii. c-ii, d-iv

86. If the Budget line becomes steeper on the X-axis with no change on the Y-interception, it is which of the following ?

- (1) An increase in the price of Goods X
- (2) An increase in the price of Goods Y
- (3) A decrease in the price of Goods X
- (4) A decrease in the price of Goods Y

87. **Statement I** : A satisfied employee may be highly dis-engaged.

Statement II : It is possible to feel engaged by the organization and not the job.

- (1) Statement I is correct, Statement II is incorrect.
- (2) Statement I is incorrect, Statement II is correct.
- (3) Both Statements I and II are correct
- (4) Both Statements I and II are incorrect

P. T. O.

88. Match List A with List B :

List A		List B	
a.	Human Resource Approach	i.	Considers a system as an interrelated part that interacts with one another and functions as a whole.
b.	Contingency Approach	ii.	Concerned with the growth and development of people towards higher levels of competency.
c.	Productivity Approach	iii.	Implies that different situations require different behavioral practices for effectiveness.
d.	Systems Approach	iv.	It's the ratio that compares the units of outputs with the units of inputs.

(1) a-i, b-ii, c-iii, d-iv

(2) a-iv, b-ii, c-iii, d-i

(3) a-ii, b-iii, c-iv, d-i

(4) a-i, b-iii, c-ii, d-iv

89. In transition analysis, the leadership theory propagated by Blake and Mouton can be fruitfully practiced. Based on this, a manager who works in a 9:I position actually behaves in :

(1) Child to Parent ego state

(2) Adult ego state

(3) Adult to Parent ego state

(4) Parent to Child ego state

90. **Assertion (A)** : In the storming phase of group formation, the breaking up of the team is done.

Reason (R) : In the storming phase, members start competing for leadership and control over the group.

(1) Both A and R are true

(2) Both A and R are false

(3) A is true, R is false

(4) A is false, R is true

91. Which of the following describes the metamorphosis stage of employee socialization ?

(1) Employee joins the organization with his own values, attitudes and expectations.

(2) Employee studies the organization culture

(3) Employee evaluates the dichotomy between reality and expectations

(4) Employee becomes comfortable with the organization and adopts its norms

92. Match List A with List B :

List A		List B	
a.	Stimuli	i.	Grouping
b.	Organizing	ii.	Stereotyping
c.	Interpreting	iii.	Internal and External
d.	Reacting	iv.	Impression Formation

- (1) a-i, b-ii, c-iii, d-iv
 (2) a-iii, b-i, c-ii, d-iv
 (3) a-iv, b-ii, c-iii, d-i
 (4) a-i, b-iii, c-ii, d-iv

93. One assumption underlying the use of the cost of capital to analyze capital projects is that :

- (1) current costs will remain the same
 (2) capital structure will vary with the type of financing
 (3) different risk projects are required to diversify the firm
 (4) the analyzed projects are of comparable risk to existing projects

94. A high operating leverage indicates :

- (1) Highly favourable situation as it consists of low fixed costs.
 (2) Highly risky situation as it consists of large interest costs.
 (3) Highly favourable situation as it consists of higher EPS.
 (4) Highly risky situation as it consists of large fixed costs.

95. A firm has a Degree of Financial Leverage of 5.5. What does this tell us about the firm ?

- (1) If sales rise by 5.5%, then EBIT will rise by 1 %.
 (2) If EBIT rises by 5.5%, then EPS will rise by 1 %.
 (3) If EBIT rises by 1 %, then EPS will rise by 5.5%.
 (4) If sales rise by 1 %, then EBIT will rise by 5.5%.

96. An increase in the variable cost

- (1) Decreases the break-even point (2) Improves margin of safety
 (3) Improves the profit/volume ratio (4) All of the above

97. The sub-variance of material usage variance, known as Material mix variance is measured as :
- (1) Total standard cost - Total actual cost
 - (2) Standard cost of revised standard mix - Standard cost of actual mix
 - (3) (Standard unit price - Actual unit price) * Actual quantity used
 - (4) (Standard quantity - Actual quantity) * Unit standard price
98. Which of the following represents the CVP equations ?
- (1) Sales = Contribution margin + Fixed expenses + Profits
 - (2) Sales = Contribution margin ratio + Fixed expenses + Profits
 - (3) Sales = Variable expenses + Fixed expenses + Profits
 - (4) Sales = Variable expenses - Fixed expenses + Profits
99. Which of the following statements are true ?
- (1) P/v Ratio can never be used to measure break-even point
 - (2) Higher the P/v ratio less will be the profit and vice versa
 - (3) Concept of P/v ratio is also used to determine profit at a given volume of sales
 - (4) All of the above
100. Liquid assets are determined by :
- (1) Current assets-stock-Prepaid expenses
 - (2) Current assets+stock+prepaid expenses
 - (3) Current assets+Prepaid expenses
 - (4) None of the above

Answer keys of PHD-EE-2023-24 (MANAGEMENT) entrance exam dated 22.03.2024

Q. NO.	A	B	C	D
1	3	1	1	1
2	1	2	1	3
3	4	4	2	2
4	3	2	2	4
5	1	2	3	3
6	3	2	3	4
7	2	2	2	4
8	3	4	2	4
9	4	3	2	2
10	4	3	2	4
11	4	4	1	2
12	2	3	1	4
13	4	2	2	3
14	4	3	3	2
15	3	2	3	4
16	4	2	1	4
17	2	2	4	1
18	3	3	3	1
19	3	3	1	1
20	1	2	4	1
21	1	1	4	4
22	1	3	1	3
23	2	2	2	2
24	2	4	3	3
25	3	3	4	2
26	3	4	2	2
27	2	4	2	2
28	2	4	3	3
29	2	2	2	3
30	2	4	1	2
31	2	3	4	1
32	4	1	3	1
33	3	4	2	2
34	2	3	3	2
35	4	1	2	3
36	4	3	2	3
37	1	2	2	2
38	1	3	3	2
39	1	4	3	2
40	1	4	2	2
41	1	1	4	4
42	2	1	2	4
43	4	2	4	1
44	2	3	4	1
45	2	3	3	3
46	2	1	4	3
47	2	4	2	1
48	4	3	3	3
49	3	1	3	4
50	3	4	1	4

Answer

Key

22.3.24

Answer keys of PHD-EE-2023-24 (MANAGEMENT) entrance exam dated 22.03.2024

Q. NO.	A	B	C	D
51	1	4	2	4
52	1	4	4	1
53	2	1	3	2
54	3	1	2	3
55	3	3	4	4
56	1	3	4	2
57	4	1	1	2
58	3	3	1	3
59	1	4	1	2
60	4	4	1	1
61	4	1	3	1
62	4	1	1	2
63	1	2	4	4
64	1	2	3	2
65	3	3	1	2
66	3	3	3	2
67	1	2	2	2
68	3	2	3	4
69	4	2	4	3
70	4	2	4	3
71	4	4	1	1
72	3	2	2	1
73	2	4	4	2
74	3	4	2	3
75	2	3	2	3
76	2	4	2	1
77	2	2	2	4
78	3	3	4	3
79	3	3	3	1
80	2	1	3	4
81	4	4	1	3
82	1	1	3	1
83	2	2	2	4
84	3	3	4	3
85	4	4	3	1
86	2	2	4	3
87	2	2	4	2
88	3	3	4	3
89	2	2	2	4
90	1	1	4	4
91	1	2	4	4
92	3	4	4	2
93	2	3	1	4
94	4	2	1	4
95	3	4	3	3
96	4	4	3	4
97	4	1	1	2
98	4	1	3	3
99	2	1	4	3
100	4	1	4	1

Handwritten signature

Handwritten signature