

Ph.D. ENTRANCE TEST-2023**SUBJECT (MANAGEMENT STUDIES)**

Total Questions: 100

Time Allowed : 110 Minutes

Roll No.

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Instructions for Candidates

1. Write your roll number in the space provided at the top of this page of question booklet and fill up the necessary information in the spaces provided on OMR Answer sheet.
2. OMR Answer sheet has an original copy and a candidate's copy glued beneath it at the top. While making entries in the original copy, candidate should ensure that the two copies are aligned properly so that the entries made in the original copy against each item are exactly copied in the candidate's copy.
3. All entries in the OMR answers sheet including answers to questions are to be recorded in the original copy only.
4. Use only blue/ black ball point pen to darken the circle of correct / most appropriate response. In no case gel/ ink pen or pencil should be used.
5. **Do not darken more the one circle of option for any question. A question with more than one darkened response shall be considered wrong.**
6. **There will be no "Negative Marking" for wrong answers.**
7. Only those candidates who would obtain positive score in entrance test examination shall be eligible for admission
8. Do not make any stray mark on the OMR sheet
9. Calculators and mobiles shall not be permitted inside the examination hall
10. Rough work, if any, should be done on the blank sheets provided with the question booklet.
11. OMR answer sheet must be handled carefully and it should not be folded or mutilated in such case it will not be evaluated.
12. Ensure that your OMR Answer sheet has been signed by the invigilator and the candidate himself/herself.
13. At the end of the examination hand over the OMR answer sheet to the invigilator who will first tear off the original OMR sheet in presence of the candidate and hand over the candidate's copy to the candidate.
14. If any of the information in the response sheet/question paper has been found missing or not mentioned as stated above the candidate is solely responsible for that lapse.

SEAL

Part I (General Aptitude 2023)

1. Tariq wants to sell a watch at a profit of 20%. He bought it at 10% less and sold it at ₹ 30 less, but still he gained 20%. The cost price of watch is.....
 - A. ₹ 250
 - B. ₹ 225
 - C. ₹ 240
 - D. ₹ 220
2. If today is Sunday then three days from now will be....
 - A. Saturday
 - B. Friday
 - C. Thursday
 - D. Wednesday
3. Absar is brother of Mehdi. Iqra is sister of Gulshan. Mehdi is son of Iqra. How is Absar related to Iqra?
 - A. Son
 - B. Brother
 - C. Nephew
 - D. Father
4. Ankit can do a piece of work in 6 days and Basharat in 9 days. How many days will both take together to complete the work?
 - A. 7.5 days
 - B. 5.4 days
 - C. 3.6 days
 - D. 3 days
5. The book "To Hell and Back: Humans of COVID" is authored by?
 - A. Kavitha Iyer
 - B. Jhumpa Lahiri
 - C. Barkha Dutt
 - D. Arundhati Roy
6. If PARTICLE is coded RCTVKENG, then how is SCIENCE coded?
 - A. TBJUOMF
 - B. TDJFODF
 - C. UEKGPEG
 - D. QBSUDMF
7. Where is the headquarter of the United Nations Environment Programme (UNEP) located?
 - A. Nairobi, Kenya
 - B. Venice, Italy
 - C. Munich, Germany
 - D. Geneva, Switzerland
8. Two years ago, Jane's age was three times Sam's age. If Jane is now 18, how old is Sam?
 - A. 6 years
 - B. 8 years
 - C. 10 years
 - D. 12 years
9. If WORK is coded as 4-12-9-16, then how will WOMAN be coded?
 - A. 4-12-14-26-13
 - B. 4-26-14-13-12
 - C. 23-12-26-14-13
 - D. 123-15-13-1-14
10. Which of the following states is not included in the sixth schedule of Indian Constitution?
 - A. Meghalaya
 - B. Tripura
 - C. Mizoram
 - D. Manipur

11. Letter : Word

- A. Homework : School
- B. Club : People
- C. Product : Factory
- D. Page : Book

12. The speed of a bus is 54 km/h if we don't let it stop at any point. If the bus stops at the bus-stops, the speed of the bus is 45 km/h. What is the time that the bus stops for per hour?

- A. 7 mins
- B. 10 mins
- C. 21 mins
- D. 22 mins

13. Blood does not coagulate inside the body due to the presence of _____?

- A. Fibrin
- B. Haemoglobin
- C. Heparin
- D. Plasma

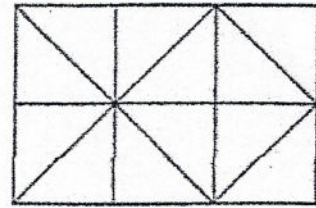
14. If a triangle has angles measuring 30 degrees, 60 degrees, and 90 degrees, what type of triangle is it?

- A. Equilateral
- B. Isosceles
- C. Scalene
- D. Right-angled

15. The of the Minister's statement cannot be verified by people who have no access to official records.

- A. veracity
- B. verbosity
- C. ambiguity
- D. validity

16. The number of squares in the given figure is.....



- A. 7
- B. 8
- C. 9
- D. 10

17. What is the percentage of profit if the cost price is 95% of the selling price?

- A. 5%
- B. 5.26%
- C. 4%
- D. 4.75%

18. If you start facing east and turn 135 degrees clockwise, which direction are you facing now?

- A. North
- B. West
- C. North-East
- D. South-East

19. Pradhan Mantri Garib Kalyan Anna Yojana (PMGKAY) has been extended till which year recently?

- A. 2025
- B. 2028
- C. 2030
- D. 2032

20. Who is the present chairman of ISRO?

- A. Sh. Heeralal Samariya
- B. Sh. Harsh Chouhan
- C. Sh. Ravneet Kaur
- D. Sh. S Somanath

PART - II

21. Which of the following statements is not true?
 - a. When substitution effect is negative and income effect is positive, quantity demanded of X increases as price of X decreases.
 - b. If income effect is negative but less than the (negative) substitution effect, the demand curve slopes downward to the right more steeply than usual.
 - c. Indifference curves of imperfect substitutes are concave to the origin
 - d. Upper indifference curves indicate a higher level of satisfaction.
22. Which of the following assumptions is true regarding the Law of Diminishing Returns?
 - a. Capital is the only input, labour remaining constant
 - b. Labour is homogeneous
 - c. Input prices are variable
 - d. The state of technology is dynamic
23. In which of the following production processes, very high volumes of commodity products are produced?
 - a. Mass production
 - b. Batch production
 - c. Continuous production
 - d. Project
24. A company wants to produce 120 units in an 8-hour day. The cycle time necessary to achieve the production quota is?
 - a. 5 minutes
 - b. 3 minutes
 - c. 4 minutes
 - d. 8 minutes
25. In which of the following decision criteria, coefficient of optimism is used to weigh decision payoffs?
 - a. Maximax
 - b. Maximin
 - c. Hurwicz criterion
 - d. Equal Likelihood
26. The natural variation of a process relative to the variation allowed by the design specifications is referred as;
 - a. Tolerance
 - b. Process variability
 - c. Process capability
 - d. Process range
27. A post office with several postal clerks waiting on a single line of customers is an example of;
 - a. Single channel Multiple phase operation
 - b. Multiple channel Multiple phase operation
 - c. Multiple channel Single phase operation
 - d. Single channel Single phase operation
28. Identify the incorrect statement.
 - a. A Forward Pass starts at the beginning of a CPM network to determine the earliest activity times
 - b. Earliest Finish Time is the earliest start time plus the activity

- c. Latest Start is the latest time an activity can be completed and still maintain the project critical path
- d. CPM/PERT uses a network to depict the precedence relationships among activities.
- 29. Choose the correct mathematical expression for joint probability of two independent events A and B
 - a. $P(AB) = P(A) * P(B)$
 - b. $P(AB) = P(A) + P(B)$
 - c. $P(AB) = P(A) + P(B) - P(AB)$
 - d. $P(AB) = P(A) - P(AB)$
- 30. In which of the following scenarios, can Poisson distribution be used as an approximation of Binomial distribution?
 - a. When n is greater than or equal to 30 and p is less than or equal to 0.01
 - b. When n is greater than or equal to 20 and p is less than or equal to 0.01
 - c. When n is greater than or equal to 30 and p is less than or equal to 0.05
 - d. When n is greater than or equal to 20 and p is less than or equal to 0.05
- 31. When the population standard deviation is known and sample size is larger than 30, which of the following distributions is used?
 - a. Normal Distribution, z table
 - b. Normal Distribution, t table
 - c. T distribution, t table
 - d. T distribution, z table
- 32. The minimum number or percentage of defective pieces in a bad lot is known as;
 - a. Consumers risk
 - b. Producers risk
 - c. Lot Tolerance Percent Defectives
 - d. Common variation
- 33. Which of the following equations represents the slope (b) of a straight regression line?
 - a. $Y_2 - Y_1 / X_2 - X_1$
 - b. $Y_1 - Y_2 / X_2 - X_1$
 - c. $Y_2 - Y_1 / X_1 - X_2$
 - d. $Y_1 - Y_2 / X_1 - X_2$
- 34. If sample co-efficient of determination is 0.25, what will be the sample coefficient of correlation?
 - a. 0.0625
 - b. 0.5
 - c. 0.05
 - d. 0.25
- 35. Which of the following statements does not hold true with respect to operating of economies of scale?
 - a. Production costs do not increase linearly with output levels
 - b. Quantity discounts are available for material purchase
 - c. Fixed costs can be spread over a larger number of units
 - d. Above a certain level of output, economies of scale continue to occur
- 36. The process of determining the quantity and timing of production over an intermediate time frame is referred to as;
 - a. Collaborative planning
 - b. Capacity planning
 - c. Resource planning

- d. Aggregate production planning
- 37. An attempt to eliminate or weaken an undesirable behaviour is called
 - a. Learning
 - b. Punishment
 - c. Reinforcement
 - d. Replacement
- 38. Specialization is a feature of which organizational structure?
 - a. Functional
 - b. Directional
 - c. Vertical
 - d. Horizontal
- 39. The BCG matrix is mainly designed to analyse _____:
 - a. Strategy of the organization
 - b. Long-term strategic planning
 - c. Short-term strategic planning
 - d. Operational strategy
- 40. When an organisation sets out to be the low cost producer in its industry, it follows a _____.
 - a. Differentiation strategy
 - b. Focus strategy
 - c. Low cost leadership strategy
 - d. Differentiation focus strategy
- 41. _____ involves setting goals or targets which demand stretching of the present resource base and capabilities for their fulfilment.
 - a. Strategic goal
 - b. Social audit
 - c. Social Plan
 - d. Strategic intent
- 42. Is the analysis of the competitive positions of firms within strategic groups.
 - a. Strategic Group Mapping
 - b. Strategic Intent
 - c. Mission
 - d. Competitive strategy
- 43. When a market leader owns a large part in the overall market, it is said to be:
 - a. Highly concentrated
 - b. Market innovation
 - c. Diversification
 - d. Total market strategy
- 44. Individual ability to adjust his or her behavior to external factors is
 - a. Self esteem
 - b. Self actualization
 - c. Self monitoring
 - d. Self awareness
- 45. When a person's perception is so selective that he can find little common ground for communication with others, he is

- a. Ambivalent
 - b. Difficult
 - c. Paranoid
 - d. Cautious
46. Formation of attitude by observing behavior of others and consequences of that behavior is
- a. Social learning
 - b. Cognitive dissonance
 - c. Vicarious learning
 - d. Conditioning
47. Which of the following theories posits that people are primarily motivated by money?
- a. Theory X
 - b. Rabble hypothesis
 - c. Empowerment theory
 - d. Hygiene theory
48. Which of the models believes that individual needs along with congenial work environment can create motivation and satisfaction?
- a. Achievement-motivation model
 - b. McClelland model
 - c. ERG model
 - d. Vrooms model
49. Which concept acknowledges that people may tend not to work as hard in groups as they would individually?
- a. Synergy
 - b. Group dynamics
 - c. Social loafing
 - d. Affiliation
50. The space wherein subordinates accept certain powers of managers without questioning is called
- a. Zone of indifference
 - b. Zone of accountability
 - c. Zone of acceptance
 - d. Zone of choice

PART-III

51. The process of recognition of one's presence by others is called
- a. Life position
 - b. Stroking
 - c. Undisclosed self
 - d. Open are
52. The process of reflective thought in which individuals engage in other pursuits while the mind considers the problem and works on it is called

- a. Verification
 - b. Modification
 - c. Incubation
 - d. Reflection
53. Companies that focus only on understanding and meeting customers' expressed needs practice which of the following:
- a. Proactive marketing orientation
 - b. Reactive marketing orientation
 - c. Total marketing orientation
 - d. Partial marketing orientation
54. Consumers who are loyal to two or three brands are known as:
- a. Hard-Core Loyals
 - b. Split Loyals
 - c. Shifting Loyals
 - d. Switchers
55. In which of the following competitive strategies does a firm match its opponent's product, price, promotion, and distribution?
- a. Flank attack
 - b. Encirclement Attack
 - c. Frontal Attack
 - d. Bypass Attack
56. Associations that are not unique to a brand but may in fact be shared with other brands are known as:
- a. Points-Of-Difference
 - b. Points-Of-Parity
 - c. Both (a) and (b)
 - d. Points-Of-Similarity
57. Which of the following is true in regard to the Stages of the Product Life Cycle?
- a. Profits are negative in the Introduction Stage
 - b. Profits are very high in the Introduction Stage
 - c. Sales rapidly rise in the Decline Stage.
 - d. Sales peak in the Decline Stage.
58. Select the correct sequence of Product levels.
- a. Potential Product---Core Benefit---Basic Product---Expected Product---Augmented Product
 - b. Core Benefit---Basic Product---Augmented Product---Expected Product---Potential Product
 - c. Basic Product---Core Benefit---Expected Product---Augmented Product---Potential Product
 - d. Core Benefit---Basic Product---Expected Product---Augmented Product---Potential Product
59. Lengthening the Product Line beyond its current range is known as
- a. Line Stretching
 - b. Line Filling
 - c. Line Pruning
 - d. Line Modernization

60. Calculate the Markup Price if Cost per Unit is ₹ 16 and the Desired Return on Sales is 20%.
 - a. 15
 - b. 18
 - c. 20
 - d. 25
61. What is the alternate name for Direct Marketing Channel?
 - a. Zero-Level Channel
 - b. One-Level Channel
 - c. Two-Level Channel
 - d. Three-Level Channel
62. Conflict between different levels within the same channel is known as
 - a. Horizontal Channel Conflict
 - b. Vertical Channel Conflict
 - c. Multichannel Conflict
 - d. Single Channel Conflict
63. Existing companies that add an online site for information or e-commerce is referred to as
 - a. Pure-Click Companies
 - b. Brick-and-Click Companies
 - c. Both (a) and (b)
 - d. Online Companies
64. What is the sequence of stages a buyer passes through in the Response Hierarchy Models?
 - a. Affective---Cognitive---Behaviour
 - b. Affective---Behaviour ---Cognitive
 - c. Cognitive---Affective---Behaviour
 - d. Behaviour---Affective---Cognitive
65. "Awareness---Knowledge---Liking---Preference---Conviction---Purchase" forms a sequence of which of the following models.
 - a. AIDA Model
 - b. Innovation-Adoption Model
 - c. Communications Model
 - d. Hierarchy-of-Effects Model
66. Catalog Marketing is a type of
 - a. Personal Selling
 - b. Direct Marketing
 - c. Advertising
 - d. Publicity
67. Which of the following is a Support Activity in the Value Chain?
 - a. Inbound Logistics
 - b. Outbound Logistics
 - c. Firm Infrastructure
 - d. Marketing and Sales
68. The set of all products and items a particular seller offers for sale is known as
 - a. Product Line
 - b. Product Width

- c. Product Mix
 - d. Product Depth
69. A firm seeks to increase its current ratio from 1.5 before its closing date of the accounts. The action that would make it possible is
- a. Delaying payment of salaries
 - b. Increase charge for depreciation
 - c. Make cash payment to creditors
 - d. Selling marketable securities for cash at book value.
70. MM Ltd has sales of Rs.7,74,000 with after-tax profit of Rs 93,000. If the company's assets turnover is 2.55 its return on assets is
- a. 11.83%
 - b. 26.54%
 - c. 30.64%
 - d. 21.69%
71. In an inflationary period the use of FIFO will make which of the following more realistic
- a. Balance sheet
 - b. Cash flow statement
 - c. Profit and loss account
 - d. Income statement
72. A favourable material price variance occurs when:
- a. Actual material price is higher than the standard material price
 - b. Actual material price is lower than the standard material price
 - c. Actual material usage is higher than the standard material usage
 - d. Actual material usage is lower than the standard material usage
73. Statement I: The provision for tax made in the profit and loss account is to be added back to the reported profit.
Statement II: The actual amount paid as tax is to be shown as the application of funds in the fund flow statement.
- a. Only statement I is correct.
 - b. Only statement II correct.
 - c. Both statement I and II are correct.
 - d. Both statements are not correct.
74. Which of the following statements is not correct
- a. An increase in an asset over the year is a source of fund.
 - b. A decrease in an asset over the year is a source of fund.
 - c. A decrease in liability over the year is an application of fund
 - d. An increase in a liability over the year is a source of fund.
75. Which financial statement analysis technique compares line items within a single financial statement to identify trends and patterns?
- a. Vertical Analysis
 - b. Horizontal Analysis
 - c. Ratio Analysis
 - d. Trend Analysis
76. Statement I: In calculation of economic value added (EVA), the calculation of net operating profit after tax does not consider the non-operating items like dividend or interest on securities invested outside the business.

- Statement II: In calculation of economic value added (EVA), the total capital employed is the sum of shareholder's funds, loan funds and investments outside the business.
- Only statement I is correct.
 - Only statement II correct.
 - Both statement I and II are correct.
 - Both statements are not correct
77. Statement I: The basic expectations theory maintains that Yield curves have an upward slope and long maturity bonds have higher interest rates than short maturity bonds.
- Statement II: The basic expectations theory maintains that Yield curves have a downward slope when short maturity bonds have higher interest rates
- Only statement I is correct.
 - Only statement II correct.
 - Both statement I and II are correct.
 - Both statements are not correct
78. Statement I: In Capital Asset Pricing Model (CAPM) cost of equity capital consists of risk free return plus premium to compensate for business and financial risks.
- Statement II: In Price-earning method the cost of equity capital is computed by taking the capitalisation stream of future earnings per share.
- Only statement I is correct.
 - Only statement II correct.
 - Both statement I and II are correct.
 - Both statements are not correct
79. In Human Resource Accounting, the "Monetary Value of an Employee" includes the employee's:
- Salary and bonuses
 - Experience and qualifications
 - Training and development costs
 - Job responsibilities and roles
80. According to Modigliani and Miller theory
- Statement I: Company's WACC remains unchanged at all levels of gearing.
- Statement II: Due to competitive conditions and perfect markets the individual investor is confused about the mix of debt and equity therefore, the investor can choose any mix of debt and equity.
- Only statement I is correct.
 - Only statement II correct.
 - Both statement I and II are correct.
 - Both statements are not correct
81. In using debt equity ratio in capital structure decisions there is an optimal capital structure where
- The WACC is minimum
 - The cost of debt is lowest
 - The cost savings are highest
 - The marginal tax benefit is equal to marginal cost of financial distress
82. The annual demand of a certain component brought from the market is 1000 units. The cost of placing an order is Rs.60 and carrying cost per unit is Rs.3 per annum. The Economic Order Quantity for the item is
- 200
 - 600

- c. 300
 - d. 400
83. The cost relating to the administration of receivables do not include one of the following
- a. Screening the potential customers for granting credit.
 - b. Accounting, recording and processing costs of debtors balances.
 - c. Opportunity cost of extending credit.
 - d. Expenditure incurred on credit control checks.
84. According to Weighted Average Cost of Capital Approach
- Statement I: The debt component should be raised up to the level where WACC of the firm is at the lowest.
- Statement II: Till the optimum level reaches a firm can raise its debt component to minimize WACC.
- a. Only statement I is correct.
 - b. Only statement II correct.
 - c. Both statement I and II are correct.
 - d. Both statements are not correct
85. In a recent survey, what was the top attraction for employees to jobs and organisations?
- a. Holiday entitlement
 - b. Workplace culture
 - c. Location of work
 - d. Flexible working hours
86. What is meant by a 'golden hello'?
- a. Cash lump sums offered to new recruits
 - b. Cash lump sum promised to employees who stay on in the organisation
 - c. Cash lump sums offered to people leaving the organisation
 - d. Cash lump sum promised to people who refer a friend
87. What is meant by 'Veblen effect'?
- a. The practice of giving everyone random ratings.
 - b. The practice of giving everyone low ratings.
 - c. The practice of giving everyone high ratings.
 - d. The practice of giving everyone average ratings.
88. What is meant by the term 'union density'?
- a. The proportion of workers who are not members of a trade union.
 - b. The number of workers whose pay is set by collective bargaining.
 - c. The proportion of workers who are union members.
 - d. The total number of workers who are union members.
89. Which of the following definitions reflects a 'bleak house strategy'?
- a. Where an employer invests in staff development and human resource management practices.
 - b. Where an employer attempts to minimise labour costs and avoid unionisation.
 - c. Where an employer seeks to build the loyalty and commitment of staff through consideration of employee welfare.
 - d. Where an employer invests in compensation plans.

90. Which of the following methods uses samples of actual job tasks to assess and predict the performance of employees on the job itself?
- Situational testing
 - Miniature training
 - Work sampling technique
 - Management assessment center
91. Which items below are forms of perceptual errors made during the selection process?
- Like-me judgements
 - A candidate's time-keeping
 - The interview setting
 - The time of day
92. Which of the following is not machinery for settlement of Industrial dispute in India?
- Board of Conciliation
 - Labour court
 - Collective bargaining
 - National Tribunal
93. Which one of the following is a type of interview where a series of job-related questions are asked that focus on how the candidate would behave in a given situation?
- Behavioural interview
 - Job-related interview
 - Situational interview
 - Structured interview
94. Under which method of performance appraisal many evaluators join together to judge employee's performance in several situations with the use of a variety of criteria?
- Graphic rating scales
 - Critical incident
 - Assessment centre
 - MBO
95. Which one of the following is not a form of Government intervention in industrial relations?
- Assurance of decent working conditions.
 - Provision of income security.
 - Facilitating social dialogue.
 - Protection of child labour.
96. This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalisation due to illness, disease or injury or pregnancy.
- Employee referral scheme
 - Medi-claim insurance scheme
 - Maternity and adoption leave
 - Life insurance scheme
97. 'A fair day's wage for a day's work' is the motto of conceptualisation concerning Trade Union movement.
- Karl Marxian notion of class conflict

- b. Socialist pattern of society
 - c. American capitalist system
 - d. Gandhian concept of Trusteeship
98. A graphical presentation of the number of applicants that an organization needs to calculate the number of applicants they must generate to hire the required number of new employees
- a. Lead generation graph
 - b. Recruiting yield pyramid
 - c. Position replacement card
 - d. Personnel replacement chart
99. An incentive plan designed to gain cooperation, involvement and sharing of benefits with employees is referred as
- a. Gain sharing plan
 - b. Scanlon plan
 - c. Lincoln incentive system
 - d. Deferred profit sharing plan
100. Which of the following is not an element of Position Analysis Questionnaire (PAQ)?
- a. Worker output
 - b. Mental processes
 - c. Job context
 - d. Worker knowledge