

**ENTRANCE EXAMINATION FOR ADMISSION, MAY 2012.**

**Ph.D. International Business**

**COURSE CODE : 145**

Register Number :

\_\_\_\_\_  
*Signature of the Invigilator*  
*(with date)*

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**COURSE CODE : 145**

Time : 2 Hours

Max : 400 Marks

*Instructions to Candidates :*

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

1. The following four different approaches to management thinking were developed in the first half of the 20th century:
  - (A) Scientific management, general administrative, quantitative, and contingency approach.
  - (B) Scientific management, general administrative, quantitative, and organizational behavior.
  - (C) General administrative, globalization, organizational behavior, and quantitative.
  - (D) Systems approach, scientific management, general administrative, and organizational behaviour.
  
2. When we classify managers according to their level in the organization they are described as \_\_\_\_\_.
  - (A) Functional, staff and line managers
  - (B) Top managers, middle managers and supervisors
  - (C) High level and lower level managers
  - (D) General managers and administrative managers
  
3. Frederick Taylor and Frank and Lillian Gilbreth were advocates of an approach to management involving the use of scientific method, known as:
  - (A) The quantitative approach.
  - (B) Management science.
  - (C) Scientific management.
  - (D) The contingency approach.
  
4. Authority, discipline, unity of command, and unity of direction are:
  - (A) Taylor's four principles of management.
  - (B) Principles of the human relations movement.
  - (C) Elements of Weber's ideal bureaucratic structure.
  - (D) Four of Fayol's fourteen principles of management.
  
5. Some of the other fields of study that affect management theory or practice include:
  - (A) Political science, philosophy, anthropology and sociology
  - (B) Zoology, psychology, sociology and philosophy.
  - (C) Anthropology, astrology, political science and psychology.
  - (D) Political science, sociology, typography and economic

6. The philosophy of management known as total quality management developed primarily out of the work of:
- (A) Henri Fayol (B) Frederick Taylor  
(C) Robert McNamara (D) W. Edwards Deming
7. Possibly the most important pre-20th century influence on management was:
- (A) Therbligs (B) The industrial revolution.  
(C) Scientific management. (D) The division of labor
8. \_\_\_\_\_ need involves the desire to affiliate with and be accepted by others.
- (A) Esteem (B) Belongingness  
(C) Safety (D) Self Actualization
9. Needs that impel creativity and innovation, along with the desire to have a productive impact on our surroundings are \_\_\_\_\_ needs.
- (A) Existence (B) Relatedness  
(C) Growth (D) None of the Above
10. Division of labor, authority hierarchy, formal selection, formal rules and regulations, impersonality, and career orientation are all features of:
- (A) Weber's ideal type bureaucracy. (B) General administrative theory.  
(C) Fayol's principles of management. (D) Taylor's principles of management.
11. The decision-making model consists of four styles: directive, analytic, behavioral and \_\_\_\_\_.
- (A) Conceptual (B) Intuitive  
(C) Group interaction (D) Laggar
12. \_\_\_\_\_ is characteristic of liquidity ratios.
- (A) Organization's ability to meet its current debt obligations  
(B) Organization's use of debt to finance its assets and whether it's able to meet the interest payments on the debt  
(C) How efficiently the firm is using its asset  
(D) None of the above
13. \_\_\_\_\_ is a communication that flows from a higher level to one or more lower levels in the organization.
- (A) Horizontal communication (B) Upward communication  
(C) Downward communication (D) None of given options

14. 1st stage of group development is\_\_\_\_\_.
- (A) Storming (B) Norming  
(C) Forming (D) Performing
15. \_\_\_\_\_ is an individual's capacity to influence decisions.
- (A) Span of control (B) Line authority  
(C) Staff authority (D) Power
16. An organizational design with low departmentalization, wide spans of control, authority centralized in a single person and little formalization are characteristics of \_\_\_\_\_.
- (A) Simple structure (B) Functional structure  
(C) Divisional structure (D) None of given option
17. \_\_\_\_\_ is the form of departmentalization that groups similar jobs and activities into departments.
- (A) A product structure (B) A divisional structure  
(C) A matrix structure (D) A functional structure
18. The main influence on the behavioral science theories were:
- (A) Psychology and sociology. (B) Sociology and bureaucracy.  
(C) Sociology and science. (D) Bureaucracy and psychology.
19. ERG theory was introduced by\_\_\_\_\_.
- (A) Clayton Alderfer (B) McClelland  
(C) Douglas McGregor (D) J. Stacey Adams
20. \_\_\_\_\_ is counter to goal-setting theory.
- (A) Expectancy Theory (B) Reinforcement Theory  
(C) ERG Theory (D) None of given option
21. The entrepreneur was distinguished from capital provider in:
- (A) Middle ages (B) 18th century  
(C) 17th century (D) 19th and 20th century
22. \_\_\_\_\_ Process of creating incremental wealth is called Entrepreneurship.
- (A) Dynamic (B) Static  
(C) Continues (D) Systematic

23. Most important factor in forming a new business is:
- (A) Finance (B) Marketing  
(C) Govt Support (D) Family Support
24. Which one of the following is the process of entrepreneurs developing new products that over time make current products obsolete?
- (A) Creative destruction (B) New business model  
(C) Anatomization (D) None of the given options
25. The intersection of knowledge and a recognized social need to start a product development process is called:
- (A) Iterative synthesis (B) Product-evolution process  
(C) Ordinary innovation (D) Situation analysis
26. Which one of the following is the primary cause of failure in small businesses?
- (A) Poor financial control (B) Poor location  
(C) Management mistakes (D) Improper inventory control
27. Which one of the following is the first step in the entrepreneurial process?
- (A) Developing successful business ideas  
(B) Deciding to become an entrepreneur  
(C) Growing the entrepreneurial firm  
(D) Moving from an idea to an entrepreneurial firm
28. Which of the following is NOT included in the opportunity evaluation process?
- (A) Length of the opportunity  
(B) Real and perceived value of opportunity  
(C) Goals and objectives of customers  
(D) Risks and rewards of opportunity
29. Certain components of MIS.
- (A) Internal records system (B) Marketing intelligence system  
(C) Marketing research (D) All of the above
30. \_\_\_\_\_ is a large number of organizations are using marketing to help their marketing manager make better decisions.
- (A) Decision support system (B) Marketing Research  
(C) Middlemen (D) All of the above

31. Which one is not a feature of marketing research?
- (A) Search for data. (B) It is systematic  
(C) It is a process (D) Organization behaviour analysis
32. Market measurement research includes.
- (A) Demand research (B) Motivation research  
(C) Market performance research (D) All of the above
33. Research design includes
- (A) Decision on data sources (B) Decision on Research approaches  
(C) Both of above (D) None of above
34. Which are the limitations of marketing Research?
- (A) Not an exact science (B) Limitations of time  
(C) It is not a Panacea (D) All of the above
35. Undifferentiated marketing strategy is just the opposite of:
- (A) Market aggregation (B) Market segmentation  
(C) Market positioning (D) All of the above
36. Which one of the following marketing strategy is sales-oriented?
- (A) Concentrated market strategy (B) Differentiated market strategy  
(C) Undifferentiated market strategy (D) None
37. If the product is at the stage of growth on development.
- (A) Concentrated market strategy should be selected.  
(B) Differentiated market strategy  
(C) Undifferentiated market strategy  
(D) All the above
38. Training programme includes
- (A) Content of training (B) Evaluation  
(C) Both of above (D) None of above
39. The contents includes in sales force decision
- (A) Job analysis (B) Job description  
(C) Job specialization (D) All of the above

40. The \_\_\_\_\_ are the essential part in sales training.
- (A) Sales technique (B) The competition  
(C) Market and consumer (D) Routine reports
41. Which one of the following becomes a creative factor in production?
- (A) Land (B) Capital  
(C) Consumers (D) Human Resources
42. People cast in the role of contributors to production are called
- (A) Capitalist (B) Land owners  
(C) Human Resources (D) Consumers
43. Wide range of abilities and attributes possessed by people are called as
- (A) Management (B) Human Resources  
(C) Entrepreneur (D) Intreprenuer
44. Deployment of which resource is difficult to master
- (A) Human (B) Land  
(C) Capital (D) Natural
45. The focus of Human Resource Management revolves around
- (A) Machine (B) Motivation  
(C) Money (D) Men
46. Quality- oriented organization primary concern centers around
- (A) Coordination (B) Communication  
(C) Human Resources (D) Discipline
47. Quality goals require alignment with
- (A) Production (B) Human Resources  
(C) Finance (D) Purchase
48. Demand for human resources and management is created by
- (A) Expansion of industry (B) Shortage of labor  
(C) Abundance of capital (D) Consumer preferences
49. Management function arises as a result of
- (A) Consumer preferences (B) Abundance of capital  
(C) Expansion of industry (D) Shortage of labor

50. Union function arises as a result of employees  
 (A) Problem of communication (B) Longing for belonging  
 (C) Dissatisfaction (D) Change in technology
51. Human Resource Management is primarily concerned with  
 (A) Sales (B) Dimensions of people  
 (C) External environment (D) Cost discipline
52. The difference between human resource management and personnel management is  
 (A) Insignificant (B) Marginal  
 (C) Narrow (D) Wide
53. Human Resource Management function does not involve  
 (A) Recruitment (B) Selection  
 (C) Cost control (D) Training
54. Which one is not the specific goal of human resource management?  
 (A) Attracting applicants (B) Separating employees  
 (C) Retaining employees (D) Motivating employees
55. Identify which one is an added specific goal of human resource management  
 (A) Retraining (B) Learning  
 (C) Unlearning (D) Separating
56. Identify the top most goal of human resource management  
 (A) Legal compliance (B) Competitive edge  
 (C) Work force adaptability (D) Productivity
57. To achieve goals organizations require employees  
 (A) Control (B) Direction  
 (C) Commitment (D) Cooperation
58. Human resource management helps improve  
 (A) Production (B) Productivity  
 (C) Profits (D) Power
59. The amount of quality output for amount of input means  
 (A) Productivity (B) Production  
 (C) Sales increase (D) Increase in profits

60. Responding to employees and involving them in decision making is referred to as
- (A) Quality of work life (B) Autonomy  
(C) Empowerment (D) Preaction
61. The Current Ratio of a company is 2:1. Which of the following would reduce it?
- (A) To pay a current liability  
(B) To sell a motor car for cash at a slight loss  
(C) To borrow money on an interest bearing promissory note  
(D) To purchase stocks for cash
62. Budgetary Control and Standard Costing are
- (A) Interdependent on each other (B) Independent of each other  
(C) Interrelated to each other (D) Contradicting to each other
63. The budget that is prepared first of all is
- (A) Production budget (B) Cash budget  
(C) Master budget (D) Budget for the Key Factor
64. Financial Accounting Standards Board is the standard setting body of
- (A) United Kingdom (B) United States of America  
(C) Australia (D) Canada
65. After the directives issued by the Institute of Chartered Accountants of India, Stock should be valued on the basis of
- (A) LIFO Method (B) FIFO Method  
(C) Simple Average Method (D) Weighted Average Method
66. Which of the following is not an Indirect Tax?
- (A) Excise Duty (B) Export Duty  
(C) Estate Duty (D) Import Duty
67. Bank rate is
- (A) Official rate of interest at which the RBI will rediscount the eligible securities presented by the commercial banks  
(B) Rate at which all the commercial banks will charge interest from the borrowers  
(C) Rate of interest followed by all the Nationalized Banks  
(D) Rate of interest followed by all the New Generation Private Banks

68. Revolving credit is
- (A) An overdraft facility which keeps rolling
  - (B) A commitment by a bank to lend to a customer under predefined terms
  - (C) A bank loan which will be paid in several installments but has to be paid in one go
  - (D) A loan by a bank which will be paid in several installments and can be repaid in several installments
69. Interim audit refers to an audit conducted
- (A) in two different accounting years
  - (B) in-between two statutory annual audits within the same accounting period
  - (C) in-between one statutory audit and an internal audit in the same accounting period
  - (D) in-between one statutory audit, one management audit and one internal audit
70. The primary function of Stock Exchange is to
- (A) Mobilise savings from the public for long term investment
  - (B) Offer a secondary market for shares and other securities
  - (C) Facilitate barter deals between buyer and seller holding different securities
  - (D) Enable RBI to trade in Government Securities in their efforts to control money supply in the economy
71. Over Capitalisation means
- (A) Increase in the rate of dividends on equity shares
  - (B) Reduction in the rate of dividends on equity shares
  - (C) Increase in the market value of shares
  - (D) A company having excessive capital
72. Capital gearing means
- (A) Proper capitalization
  - (B) Watered capital
  - (C) Fixation of proper ratio between two or more types of securities
  - (D) Trading on Equity

73. Working Capital requirements can be raised by
- (A) Issue of Shares and Debenture  
 (B) Issue of Public Deposits  
 (C) Borrowing Loans from Commercial banks  
 (D) All of these
74. Entrepot trade means
- (A) Import Trade (B) Export Trade  
 (C) Foreign Trade (D) Goods imported for re-export
75. An existing company raising additional capital
- (A) must offer the new shares to the existing shareholders  
 (B) need not offer the new shares to the existing shareholders  
 (C) need not offer the new shares to the existing shareholders if a special resolution to that effect is passed  
 (D) must return the capital already raised.

The table given below shows loan distributed by five banks A,B,C,D & E for five years from 1990 (Rupees in crores), answer the questions 16-20 based on this table:

Banks	Years				
	1990	1991	1992	1993	1994
A	18	23	45	30	70
B	27	33	18	41	37
C	29	29	22	17	11
D	31	16	28	32	43
E	13	19	27	34	42
Total	118	120	140	154	203

76. In which year was the disbursement of loan of all the banks put together least compared to the average disbursement of loans over the years ?
- (A) 1990 (B) 1991 (C) 1992 (D) 1993
77. What was the percentage increase of disbursement of loans of all banks together from 1992 to 1993 ?
- (A) 110 (B) 14 (C) 10 (D)  $90\frac{10}{11}$

78. In which year was the total disbursement of loans to the banks A and B exactly equal to the total disbursement of banks D and E ?  
 (A) 1991 (B) 1992 (C) 1990 (D) None of these
79. In which of the following banks did the disbursement of loans continuously increase over the years ?  
 (A) A (B) B (C) C (D) E
80. In which bank was loan disbursement more than 25% of the disbursement of all banks together in 1994 ?  
 (A) A (B) B (C) C (D) D
81. Mrs. Smith is writing her daily observations of a student and writes, without interpretation, that the student is not completing the class work and is constantly speaking out of turn. Which of the following objectives does she appear to be using?  
 (A) prediction (B) description  
 (C) explanation (D) exploration
82. Which of the following generally cannot be done in qualitative studies conducted in the field?  
 (A) Getting informed consent  
 (B) Keeping participants from physical harm  
 (C) Maintaining consent forms  
 (D) Having full anonymity rather than just confidentiality
83. Which of the following terms best describes data that were originally collected at an earlier time by a different person for a different purpose?  
 (A) Primary data (B) Secondary data  
 (C) Experimental data (D) Field notes
84. People who are available, volunteer, or can be easily recruited are used in the sampling method called  
 (A) Simple random sampling (B) Cluster sampling  
 (C) Systematic sampling (D) Convenience sampling
85. What is another term that refers to a confounding extraneous variable?  
 (A) Last variable (B) First variable  
 (C) Third variable (D) Fourth variable

86. The Pearson product moment correlation measures the degree of \_\_\_\_\_ relationship present between two variables.
- (A) Curvilinear (B) Nonlinear  
(C) Linear and quadratic (D) Linear
87. Which of the following is not one of the 4 major approaches to qualitative research.
- (A) Ethnography (B) Phenomenology  
(C) Case study (D) Nonexperimental
88. An auto analyst is conducting a satisfaction survey, sampling from a list of 10,000 new car buyers. The list includes 2,500 Ford buyers, 2,500 GM buyers, 2,500 Honda buyers, and 2,500 Toyota buyers. The analyst selects a sample of 400 car buyers, by randomly sampling 100 buyers of each brand. Is this an example of a simple random sample?
- (A) Yes, because each buyer in the sample was randomly sampled.  
(B) Yes, because each buyer in the sample had an equal chance of being sampled.  
(C) No, because every possible 400-buyer sample did not have an equal chance of being chosen.  
(D) No, because the population consisted of purchasers of four different brands of car.
89. Approximately what percentage of scores fall within one standard deviation of the mean in a normal distribution?
- (A) 34% (B) 95% (C) 99% (D) 68%
90. A card is drawn randomly from a deck of ordinary playing cards. You win \$10 if the card is a spade or an ace. What is the probability that you will win the game?
- (A) 1/13 (B) 13/52 (C) 4/13 (D) 17/52
91. Let's suppose we are predicting score on a training posttest from number of years of education and the score on an aptitude test given before training. Here is the regression equation  $Y = 25 + .5X_1 + 10X_2$ , where  $X_1$  = years of education and  $X_2$  = aptitude test score.
- What is the predicted score for someone with 10 years of education and a aptitude test score of 5?
- (A) 25 (B) 50 (C) 35 (D) 80

92. Type I error is also known as a \_\_\_\_\_.
- (A) False positive (B) False negative  
(C) Double negative (D) Positive negative
93. Consider an accident victim with type B blood. She can only receive a transfusion from a person with type B or type O blood. What is the probability that a randomly chosen person will be suitable donor?
- (A) about .11 (B) about .15  
(C) about .45 (D) about .56
94. Following the analysis of some data on two samples drawn from populations in which the variable of interest is normally distributed, the p-value for the comparison of the two sample means under the null hypothesis that the two population means are equal ( $H_0: \mu_1 = \mu_2$ ) against  $H_A: \mu_1 \neq \mu_2$  was found to be .0063. This p-value indicates that:
- (A) There is very little evidence in the data for a conclusion to be reached.  
(B) There is rather strong evidence against the null hypothesis.  
(C) The evidence against the null hypothesis is not strong.  
(D) The null hypothesis should be accepted.
95. A national achievement test is administered annually to 3rd graders. The test has a mean score of 100 and a standard deviation of 15. If Jane's z-score is 1.20, what was her score on the test?
- (A) 88 (B) 100 (C) 112 (D) 118
96. Suppose X and Y are independent random variables. The variance of X is equal to 16; and the variance of Y is equal to 9. Let  $Z = X - Y$ . What is the standard deviation of Z?
- (A) 2.65 (B) 5.00 (C) 7.00 (D) 25.00
97. A national consumer magazine reported the following correlations.
- The correlation between car weight and car reliability is -0.30.
  - The correlation between car weight and annual maintenance cost is 0.20.
- Which of the following statements are true?
- I. Heavier cars tend to be less reliable.  
II. Heavier cars tend to cost more to maintain.  
III. Car weight is related more strongly to reliability than to maintenance cost.
- (A) I only (B) I and III (C) I and II (D) I, II and III

98. Acme Toy Company sells baseball cards in packages of 100. Three types of players are represented in each package -- rookies, veterans, and All-Stars. The company claims that 30% of the cards are rookies, 60% are veterans, and 10% are All-Stars. Cards from each group are randomly assigned to packages.

Suppose you bought a package of cards and counted the players from each group. What method would you use to test Acme's claim that 30% of the production run are rookies; 60%, veterans; and 10%, All-Stars.

- (A) Chi-square goodness of fit test                      (B) Chi-square test for homogeneity  
(C) Chi-square for independency                      (D) One sample test
99. To use the Hungarian method, a profit-maximization assignment problem requires
- (A) converting all profits to opportunity losses.  
(B) a dummy agent or task.  
(C) matrix expansion.  
(D) finding the maximum number of lines to cover all the zeros in the reduced matrix.
100. In an assignment problem,
- (A) one agent can do parts of several tasks.  
(B) one task can be done by several agents.  
(C) each agent is assigned to its own best task.  
(D) None of the alternatives is correct.
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