



ENTRANCE EXAMINATION – JULY 2016

QUESTION PAPER

PROGRAMME : Ph. D

MANAGEMENT STUDIES

Time : 2 hours

Marks: 100

INSTRUCTION TO THE CANDIDATES

1. Use only Pencil to indicate your answers. Use Ball-Point only for writing Name, Register Number and Signature.
2. Darken the square completely. Mark your answers like this

1	2	3	4
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3. Part A is common to all.

Name of the Student: Programme Applied:	Register Number <table border="1" style="margin: 0 auto; width: 100%; height: 20px;"><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table> Exam Centre Seal										
Signature of the Student	Signature of the Invigilator										

NIUEE 2016

Part A

- The development of a solid foundation of reliable knowledge typically is built from which type of research?
 - a. basic research
 - b. action research
 - c. evaluation research
 - d. orientational research
- The idea that when selecting between two different theories with equal explanatory value, one should select the theory that is the most simple, concise, and succinct is known as _____.
 - a. criterion of falsifiability
 - b. critical theory
 - c. guide of simplicity
 - d. rule of parsimony
- Research that is done to examine the findings of someone else using the "same variables but different people" is which of the following?
 - a. exploration
 - b. Hypothesis
 - c. Replication
 - d. empiricism
- A researcher designs an experiment to test how variables interact to influence how well children learn spelling words. In this case, the main purpose of the study was:
 - a. Explanation
 - b. Description
 - c. Influence
 - d. Prediction
- What is the key defining characteristic of experimental research?
 - a. extraneous variables are never present
 - b. a positive correlation usually exists
 - c. a negative correlation usually exists
 - d. manipulation of the independent variable
- Which of the following includes examples of quantitative variables?
 - a. age, temperature, income, height
 - b. grade point average, anxiety level, reading performance
 - c. gender, religion, ethnic group
 - d. both a and b
- One step that is not included in planning a research study is:
 - a. Identifying a researchable problem
 - b. A review of current research
 - c. Statement of the research question
 - d. Developing a research plan
- Sources of researchable problems can include:
 - a. Researchers' own experiences as educators
 - b. Practical issues that require solutions
 - c. Theory and past research
 - d. All of the above
- The feasibility of a research study should be considered in light of:
 - a. Cost and time required to conduct the study
 - b. Skills required of the researcher
 - c. Potential ethical concerns
 - d. All of the above

10. A formal statement of the research question or “purpose of research study” generally _____.
 - a. Is made prior to the literature review
 - b. Is made after the literature review
 - c. Will help guide the research process
 - d. b and c
11. Which term refers to publishing several articles from the data collected in one large study?
 - a. Duplicate publication
 - b. Partial publication
 - c. Triplicate publication
 - d. None of these
12. Which of the following is a right of each participant according to the AERA?
 - a. Deception
 - b. Utilitarianism
 - c. Freedom to withdraw
 - d. Participants have no rights
13. Which of the following is a type of criterion-related validity evidence?
 - a. Concurrent evidence
 - b. Predictive evidence
 - c. Internal consistency
 - d. Both a and b are correct answers
14. Which of the following is not a type of reliability?
 - a. Test-retest
 - b. Split-half
 - c. Content
 - d. Internal consistency
15. Which of the following types of reliability refers to the consistency of test scores over time?
 - a. Equivalent forms reliability
 - b. Split-half reliability
 - c. Test-retest reliability
 - d. Inter-scorer reliability
16. Which type of reliability refers to the consistency of a group of individuals' scores on two equivalent forms of a test designed to measure the same characteristic?
 - a. Split-half
 - b. Test-retest
 - c. Split-forms
 - d. Equivalent forms
17. _____ refers to how well the particular sample of behaviors used to measure a characteristic reflects the entire domain of behaviors that constitutes that characteristic.
 - a. Construct validity evidence
 - b. Criterion-related validity evidence
 - c. Content validity evidence
 - d. Face validity evidence
18. Which of these is not a method of data collection.
 - a. Questionnaires
 - b. Interviews
 - c. Experiments
 - d. Observations
19. Another name for a Likert Scale is a(n):
 - a. Interview protocol
 - b. Event sampling
 - c. Summated rating scale
 - d. Ranking
20. A question during an interview such as “Why do you feel that way?” is known as a:
 - a. Probe
 - b. Filter question
 - c. Response
 - d. Pilot
21. A census taker often collects data through which of the following?
 - a. Standardized tests
 - b. Interviews
 - c. Secondary data
 - d. Observations

22. In which of the following nonrandom sampling techniques does the researcher ask the research participants to identify other potential research participants?
a. Snowball b. Convenience c. Purposive d. Quota
23. Which of the following is the most efficient random sampling technique?
a. Simple random sampling b. Proportional stratified sampling
c. Cluster random sampling d. Systematic sampling
24. Which of the following would usually require the smallest sample size because of its efficiency?
a. One stage cluster sampling b. Simple random sampling
c. Two stage cluster sampling d. Quota sampling
25. _____ is a set of elements taken from a larger population according to certain rules.
a. Sample b. Population c. Statistic d. Element

Part B

26. According to Herzberg's Two Factor Theory, what is the role of hygiene factors?
a. their presence leads to feelings of neutrality
b. their absence leads to feelings of satisfaction
c. their presence leads to feelings of satisfaction
d. their absence leads to feelings of neutrality
27. Where is the most common use of an In-Basket Technique?
a. In computerized career progression systems
b. In cross checking employee referrals
c. In Selection Process
d. Training
28. Which is a system designed to achieve organizational effectiveness by steering each employee's behavior toward the organization's mission by using a combination of goal setting, planning, and evaluation activities?
a. behavior-based modelling b. management accounting
c. management by objectives d. behavior observation method
29. What level of training needs analysis focuses on the identification of where within a firm training is needed?
a. Kirkpatrick Analysis b. Task needs analysis
c. organizational analysis d. HR analytics that focus on workforce data
30. Which theory states that employees form beliefs about pay fairness by comparing their outcome/input ratio to that of a referent other?
a. contingency theory b. equity theory
c. expectancy theory d. consistency theory

31. Which approach to the study of leadership is associated with Theory X and Theory Y?
 - a. trait approach
 - b. situational approach
 - c. behavioristic approach
 - d. style approach
32. What error in rating is the result of raters not using the extremes of the rating scale.
 - a. extremity error
 - b. similarity error
 - c. central tendency error
 - d. halo error
33. Which of the following is reported not to occur in firms that use downsizing to reduce costs?
 - a. the majority of firms that downsize achieve higher organizational profits
 - b. the majority of firms that downsize refill eliminated positions within a year
 - c. the majority of firms that downsize report higher employee productivity immediately
 - d. all of the above
34. What is defined as the organization's attempt to add to, maintain, or readjust its total human resource complement in accordance with its strategic business objectives?
 - a. recruitment
 - b. selection
 - c. Staffing
 - d. training and development
35. The 'ROI approach to HR accountability' technique called Human Resource Effectiveness Index (HREI) falls under the following cluster of approach:
 - a. Solid Value Added Approach
 - b. Early Approach
 - c. Leading Edge Approach
 - d. Human Approach
36. The HR scorecard – metrics hierarchy does not consist of one of the following:
 - a. Value based HR metrics linked to corporate based metrics that reflect value-based measures
 - b. HR outcome measures that focus on business outcomes
 - c. Operational HR metrics that focus on efficiencies
 - d. HR billability analysis
37. Human Resource Planning largely involves the following number of steps:
 - a. three
 - b. four
 - c. Five
 - d. None
38. What is meant by the term 'organisational culture'?
 - a. It refers to the set of beliefs, values and learned ways of managing of an organisation and is reflected in its structures, systems and the approach to developing corporate strategy
 - b. It is a biological metaphor applied to organisations to suggest they can be nurtured and grown (i.e. cultivated)
 - c. It refers to the level of sophistication that prevails among the management of the organisation and affects their ability to think in complex ways
 - d. It refers to the social life that grows up among the members of an organisation and results in greater bonding among them and so aids team working and builds commitment.
39. Due Diligence activity in HR is a part of the following process
 - a. Recruitment and Selection
 - b. Performance Appraisal
 - c. Training and Development
 - d. Employee Relations
40. Level 3 of the PCMM model is known as:
 - a. Managed Level
 - b. Optimizing Level
 - c. Defined Level
 - d. Repeatable Level

41. Choose what HRD Strategy include from the following list:
- a. Communications Strategy
 - b. Accountability and Ownership Strategy
 - c. Systematic Training strategy
 - d. All of the above
42. CIPP, CIRO, Tyler's Objective approach are all methods of
- a. Succession Planning
 - b. Job Analysis
 - c. Job Study
 - d. Evaluation of Training
43. Stereotyping is an error that means
- a. recent events and behavior of employee bias rater's evaluation of employee's overall performance
 - b. communication between Two leaders
 - c. rater allows single trait, outcome or consideration to influence other measures of performance
 - d. rater makes performance judgments based on employee's personal characteristics, rather than employee's actual performance
44. 'Recognition of Achievement' has been stated by Herzberg as under the following factor cluster
- a. Motivation factor
 - b. Hygiene factor
 - c. Balancing factor
 - d. Achievement Factor
45. Successive Approximation Principle is a technique of:
- a. Training Need Analysis
 - b. Team Work
 - c. Succession Planning
 - d. Behaviour Modification
46. "Better communications and proper selection of staff will eliminate industrial conflict". From which of the following perspectives would you most expect the above statement to come?
- a. Unitarism
 - b. Pluralism
 - c. Systems Theory
 - d. Social action theory
47. Absenteeism and high turnover can constitute which of the following forms of conflict?
- a. Organised conflict
 - b. Collective conflict
 - c. Latent conflict
 - d. Individual conflict
48. With which of the following writers would you most associate with the following views? Conflict in the world of work is inevitable but contained by societal structures, work is characterised by control not commitment and the employment relationship to be essentially a low-trust relationship?
- a. Allan Flanders
 - b. John Dunlop
 - c. Alan Fox
 - d. Richard Hyman
49. The idea that collective bargaining limits conflict by virtue of the fact that it leads to small gains for employees which they then feel the need to protect and defend such gains, is summed up by which of the following terms?
- a. The institutionalisation of conflict
 - b. The radicalisation of conflict
 - c. The functionality of conflict
 - d. The individualisation of conflict
50. Papri and Sounak are fighting about who should be entitled to the last orange that they have in the house. After much fighting, their mother intervenes and asks what they

want the orange for. Papri says that she wants the rind to bake a cake and Sounak says that he wants a glass of orange juice, as he is thirsty. They resolve the issue by giving the rind to Papri and giving the remainder of the orange to Sounak so that he can have a drink of orange juice. Which of the following strategies describes the resolution to the problem?

- a. A Competitive Strategy
- b. A Collaborative Strategy
- c. An Accommodation Strategy
- d. An Avoidance Strategy

51. Distributive bargaining describes a situation which involves which of the following?
- a. Win-win
 - b. Win-lose
 - c. Lose-lose
 - d. Bargaining within a team
52. All except one of the following is considered a positive negotiation skill. Which is the odd one out?
- a. Labelling behaviour
 - b. Active listening
 - c. The use of mirror questions
 - d. The use of frequent counter offers
53. All except one of the following is a useful technique to promote integrative negotiations. Which is the odd one out?
- a. Enlarging the pie
 - b. Making a low initial offer
 - c. Trading rather than compromising
 - d. Negotiating on a package basis
54. Joint problem solving is often advocated as the best approach to either a disciplinary or grievance interview. Which one of the following is *uniquely* associated with a joint problem solving approach?
- a. Ensuring that the rules of natural justice apply
 - b. Allow employees to suggest solutions and evaluate these with reference to objective, mutually agreed standards
 - c. Ensuring that procedures are in writing and effectively communicated to employees
 - d. Ensuring that time limits are imposed for the exhaustion of procedures so as to avoid any delay
55. Team working is which of the following forms of employee involvement?
- a. Task involvement
 - b. Indirect involvement
 - c. Representative involvement
 - d. Co-determination
56. Soft HRM can best be seen as embodying one of the following strategies in relation to trade unions. Which one?
- a. Union Substitution
 - b. Union Marginalisation
 - c. Union De-recognition
 - d. Union Avoidance
57. Hard HRM can be seen to embody which of the following approaches to managing people?
- a. People are seen as a resource like any business resource
 - b. People are placed before profits
 - c. A procedurally-based approach to the management of people
 - d. An approach which equates to sophisticated paternalism
58. Alan Fox (1974) described the Sophisticated Paternalist approach to managing people. Which of the following approaches to managing people best approximates a Sophisticated Paternalist approach?

- a. A Traditionalist approach
 - b. A Soft Human Resource Management approach
 - c. A Hard Human Resource Management approach
 - d. A Taylorist approach
59. Who is an adult as per Factories Act, 1948 ?
- a. Who has completed 18 years of age
 - b. who is less than 18 years
 - c. who is more than 14 years
 - d. who is more than 15 years
60. The space for every worker employed in the Factory after the commencement of Factories Act, 1948 should be _____ Cubic Meters.
- a. 9.9
 - b. 10.2
 - c. 14.2
 - d. 13.2
61. A person who has ultimate control over the affairs of the factory under Factories Act, 1948 is called as _____
- a. Occupier
 - b. Manager
 - c. Chairman
 - d. Managing Director.
62. First Aid Boxes is to be provided for _____ of persons
- a. 125
 - b. 135
 - c. 150
 - d. 160
63. Leave with wages is allowed for employees if they work for _____ days in a month.
- a. 15
 - b. 25
 - c. 20
 - d. 26
64. Section 2 (K) of the Factories Act 1947 says about
- a. Manufacturing Process
 - b. Factory
 - c. Worker
 - d. None of these
65. The term Sabbatical is connected with
- a. Paid leave for study
 - b. Paternity leave
 - c. Maternity leave
 - d. Quarantine leave
66. Manager of every factory should send an annual report to the Inspectorate of factories containing details like numbers of workers employed , leave with wages, safety officers, ambulance room, canteen, shelter, accidents in form no --- on or before 31st January
- a. Form No : 22
 - b. Form No: 21
 - c. Form No: 25 A
 - d. Form No: 25 B
67. Who is responsible for payment to a person employed by him in a Factory under the Payment of wages Act 1936
- a. Accounts Manager
 - b. HR manager
 - c. Manager
 - d. Owner
68. The renewal application for a license submitted after December 31st of the every year shall be paid the fine amount.
- a. 10 % of the license fee
 - b. 20% of the license fee
 - c. 30 % of the license fee
 - d. none of these.

69. An accident report, shall be confirmed by the manager by sending a separate report in form no ----- with details of number of person killed or injured to i) Inspector of Factories within -----hours of the accident .
- Form No.18, 12 Hours
 - Form No. 18.A , 12 Hours
 - Form No.18, 24 Hours
 - Form No 18 A , 24 Hours
70. In case of employee covered under the ESI, the accident report shall be sent in Form No ----- to Local office of the ESI to which the company attached
- Form No. 18
 - Form No. 18 A
 - Form No. 25
 - Form No.16
71. The notice of change of manager shall be intimated in Form No. -----to the inspector of factories under the Factories Act.
- Form -7
 - Form – 3 A.
 - Form No. 8
 - Form No. 3
72. The examination of eye sight of certain workers under the factories Act shall be done at least once in every ----- months
- 6 months
 - 12 months
 - 18 months
 - 24 months
73. OCTAPACE is used for measuring the following:
- Employee Performance
 - Leadership style
 - Value and Cultural Belief
 - Personality types
74. What is the 'cultural web'?
- It is the network of relationships in an organisation through which the culture is transmitted to new recruits
 - It is a model used to analyse highly political cultures where a lot of political activity and power struggles impact on corporate strategy
 - It is a term used to describe organisations that are stuck in a particular culture and are unable to change to meet the needs of a new strategy
 - It is a method of bringing together the basic elements that are helpful in analysing the nature of the culture a particular organisation possesses
75. In examining the four main types of organisational culture, there are three important qualifications. Which of the following is not one of these?
- Several types of culture usually exist in the same organization
 - Organisations change over time
 - Organisational cultures are unstable and change constantly
 - Different cultures may predominate depending on the headquarters and ownership of the company
76. Which of the following has been the main driver to the globalization of business?
- The higher standards of living in the U.S. and Europe
 - Technology
 - The NAFTA trade agreement
 - The increasing ethnic diversity within countries
77. Operations management is applicable
- mostly to the service sector
 - to services exclusively
 - mostly to the manufacturing sector
 - to manufacturing and service sectors

78. Walter Shewhart is listed among the important people of operations management because of his contributions to
- a. assembly line production
 - b. measuring the productivity in the service sector
 - c. Just-in-time inventory methods
 - d. statistical quality control
79. Henry Ford is noted for his contributions to
- a. standardization of parts
 - b. statistical quality control
 - c. assembly line operations
 - d. scientific management
80. Taylor and Deming would have both agreed that
- a. Whirlpool's global strategy is a good one
 - b. Eli Whitney was an important contributor to statistical theory
 - c. management must do more to improve the work environment and its processes so that quality can be improved
 - d. productivity is more important than quality
81. Who among the following is associated with contributions to quality control in operations management?
- a. Charles Babbage
 - b. Henry Ford
 - c. Frank Gilbreth
 - d. W. Edwards Deming
82. The field of operations management is shaped by advances in which of the following fields?
- a. chemistry and physics
 - b. industrial engineering and management science
 - c. biology and anatomy
 - d. all of the above
83. The five elements in the management process are
- a. plan, direct, update, lead, and supervise
 - b. accounting/finance, marketing, operations, and management
 - c. plan, lead, organize, manage, and control
 - d. plan, organize, staff, lead, and control
84. The responsibilities of the operations manager include
- a. planning, organizing, staffing, procuring, and reviewing
 - b. forecasting, designing, planning, organizing, and controlling
 - c. forecasting, designing, operating, procuring, and reviewing
 - d. planning, organizing, staffing, leading, and controlling
85. Which of the following is not an element of the management process?
- a. pricing
 - b. staffing
 - c. planning
 - d. controlling
86. An operations manager is not likely to be involved in
- a. the design of products and services to satisfy customers' wants and needs
 - b. the quality of products and services to satisfy customers' wants and needs
 - c. the identification of customers' wants and needs
 - d. work scheduling to meet the due dates promised to customers
87. All of the following decisions fall within the scope of operations management except for
- a. financial analysis
 - b. design of products and processes

- c. location of facilities
 - d. quality management
88. Which of the following are the primary functions of all organizations?
- a. operations, marketing, and human resources
 - b. marketing, human resources, and finance/accounting
 - c. sales, quality control, and operations
 - d. marketing, operations, and finance/accounting
89. Budgeting, paying the bills, and collection of funds are activities associated with the
- a. management function
 - b. control function
 - c. finance/accounting function
 - d. production/operations function
90. Which of the following would not be an operations function in a fast-food restaurant?
- a. making hamburgers and fries
 - b. advertising and promotion
 - c. maintaining equipment
 - d. designing the layout of the facility
91. The three major functions of business organizations
- a. are mutually exclusive
 - b. exist independently of each other
 - c. overlap
 - d. function independently of each other
92. The marketing function's main concern is with
- a. producing goods or providing services
 - b. generating the demand for the organization's products or services
 - c. building and maintaining a positive image
 - d. securing monetary resources
93. Current trends in operations management include all of the following except
- a. Just-in-time performance
 - b. mass production
 - c. mass customization
 - d. empowered employees
94. The service industry makes up approximately what percentage of all jobs in the United States?
- a. 20%
 - b. 40%
 - c. 66%
 - d. 74%
95. Typical differences between goods and services do not include
- a. cost per unit
 - b. ability to inventory items
 - c. timing of production and consumption
 - d. customer interaction
96. Which is not true regarding differences between goods and services?
- a. Services are generally produced and consumed simultaneously, tangible goods are not.
 - b. Services tend to be more knowledge-based than products.
 - c. Services tend to have a more inconsistent product definition than goods.
 - d. Goods tend to have higher customer interaction than services.
97. Which of the following is not a typical attribute of goods?
- a. output can be inventoried
 - b. often easy to automate
 - c. aspects of quality difficult to measure
 - d. output can be resold

98. Which of the following services is not unique, i.e., customized to a particular individual's needs?
- a. hairdressing
 - b. elementary education
 - c. legal services
 - d. dental care
99. Which of the following is not a typical service attribute?
- a. intangible product
 - b. easy to store
 - c. customer interaction is high
 - d. simultaneous production and consumption
100. Gibson Valves produces cast bronze valves on an assembly line. If 1600 valves are produced in an 8-hour shift, the productivity of the line is
- a. 2 valves/hr
 - b. 40 valves/hr
 - c. 80 valves/hr
 - d. 200 valves/hr