CODE: 48

Booklet Serial No.

Signature Invigilator

Maulana Azad National Urdu University
PhD Management
Entrance Test 2026
Question Paper cum Answer Script

Hall Ticket No.

OMR Serial No.

Time: 2hrs **Maximum Marks: 70**

INSTRUCTIONS FOR CANDIDATES

1. Candidate should write their Hall Ticket number and OMR number on the space provided above. Candidate should not write their Hall Ticket and OMR number at any other place.
2. This question booklet contains (**28**) pages. The Candidate should check the booklet before taking the Test. In case of any discrepancy, a new booklet may be provided by the Invigilator.
3. The question booklet consists of Part A and Part B. Part A contains 50 multiple-choice questions, each with four options. The candidate must select the correct answer and mark the corresponding circle on the OMR sheet using a blue or black ballpoint pen. Each question carries one mark. No marks will be awarded if the correct answer is not properly marked against the corresponding question number in the OMR sheet. Further, if more than one option is marked for any question, no marks will be awarded for that question.
4. Part B consists of four descriptive questions, each carrying 5 marks. The answers must be written only in the 8-page answer booklet provided. No additional answer booklet will be issued.
5. There are no Negative marks.
6. At the end of Entrance Test, candidates are allowed to take their question booklet and handover the OMR Sheet and answer booklet to the Invigilator.

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CODE: 48

Part A

Research Methodology

1. In stratified sampling, the population is divided into:
   - (A) Groups based on convenience
   - (B) Homogeneous subgroups called strata
   - (C) Random clusters
   - (D) Units of equal size

2. Hypothesis testing in business research helps to:
   - (A) Avoid data collection
   - (B) Confirm or reject assumptions about business phenomena
   - (C) Replace managerial judgment
   - (D) Eliminate sampling errors completely

3. Which research trend focuses on sustainability and corporate responsibility?
   - (A) Green management research
   - (B) Experimental psychology
   - (C) Historical management studies
   - (D) Pure economic modelling

4. Which of the following method is most suitable for studying cause-and-effect relationships?
   - (A) Case study
   - (B) Survey research
   - (C) Experimental research
   - (D) Content analysis

5. In hypothesis testing, the null hypothesis (H_0) usually states-
   - (A) There is no effect or difference
   - (B) There is a significant effect
   - (C) The alternative hypothesis is true
   - (D) The sample is biased

6. If the p-value is less than the significance level (α) we
   - (A) Accept the null hypothesis
   - (B) Reject the null hypothesis
   - (C) Increase the sample size
   - (D) Commit a Type II error

7. Which of the following is NOT a characteristic of quantitative research?
   (A) Objective measurement
   (B) Large sample sizes
   (C) Statistical analysis
   (D) Subjective interpretation

8. Which type of research aims to generate new theories and expand knowledge without immediate practical application?
   (A) Applied research
   (B) Basic research
   (C) Descriptive research
   (D) Experimental research

9. Mixed-methods research in management combines:
   (A) Quantitative and qualitative approaches
   (B) Primary and secondary data only
   (C) Case studies and historical reviews
   (D) Surveys and experiments exclusively

10. A Type I error occurs when
   (A) A true null hypothesis is rejected
   (B) A false null hypothesis is accepted
   (C) The sample size is too small
   (D) The test statistic is miscalculated

11. Snowball sampling is particularly useful for
   (A) Large homogeneous populations
   (B) Hidden or hard-to-reach populations
   (C) Randomly distributed populations
   (D) Populations with clear strata

12. Secondary research primarily involves
   (A) Collecting new data directly from respondents
   (B) Using existing data collected by others
   (C) Conducting experiments in controlled settings
   (D) Observing participants in real time

13. The primary objective of research is to
    (A) Generate personal opinions
    (B) Discover new knowledge or validate existing knowledge
    (C) Avoid systematic investigation
    (D) Collect random data

14. Which section of a thesis provides the background, rationale, and objectives of the study?
    (A) Literature Review (B) Introduction
    (C) Methodology (D) Conclusion

15. The main purpose of referencing in academic research is to
    (A) Fill space in the document
    (B) Give credit to original sources and avoid plagiarism
    (C) Replace the conclusion section
    (D) Provide personal opinions

16. Which of the following is a commonly used citation style in management and social sciences?
    (A) APA (American Psychological Association)
    (B) IEEE
    (C) Chicago Manual of Style
    (D) Vancouver

17. In-text citation is useful to
    (A) Summarize the entire thesis
    (B) Indicate the source of information within the body of the text
    (C) Provide references only at the end of the document
    (D) Avoid writing a bibliography

18. The main purpose of a bibliography in academic writing-
    (A) Provide personal opinions
    (B) List all sources consulted or cited in the research
    (C) Replace the introduction section
    (D) Avoid referencing

19. The probability of committing a Type II error is denoted by:

(A) α (B) β
(C) p-value (D) σ

20. Which modern statistical technique is widely used in management research to test complex relationships among latent variables?

(A) Chi-square test
(B) Structural Equation Modelling (SEM)
(C) T-test
(D) ANOVA

21. Bootstrapping in hypothesis testing is primarily used in order to

(A) Increase sample size artificially
(B) Estimate the accuracy of sample statistics by resampling
(C) Replace regression analysis
(D) Avoid data collection

22. Parametric tests are generally used when

(A) Data is nominal
(B) Data follows a normal distribution
(C) Sample size is very small
(D) Data is ordinal

23. A poor research proposal often lacks -

(A) Clear objectives and research questions
(B) Detailed methodology
(C) Proper referencing
(D) All of the above

24. In quota sampling method the selection of respondents is based on

(A) Random numbers
(B) Researcher’s judgment to meet quotas
(C) Systematic intervals
(D) Geographical clusters

25. Which research design involves collecting data at one point in time?

(A) Longitudinal study (B) Cross-sectional study
(C) Experimental study (D) Case study

Section 2 – Management

26. Who is known as the "Father of Scientific Management"?

(A) Henri Fayol (B) Max Weber
(C) F.W. Taylor (D) Elton Mayo

27. The Hawthorne studies, which focused on the impact of social factors on productivity, are associated with which Management Theory?

(A) Classical Theory (B) Human Relations Theory
(C) Bureaucratic Theory (D) Contingency Theory

28. Which one of the following is a characteristic of organizational climate?

(A) Policies and organizational beliefs about how employees and / or customers are to be treated
(B) Standards of behaviour
(C) Human Resources interact through a common language
(D) An overall "feeling" of the physical layout and interactions among employees.

29. In which of the following methods of capital budgeting, cash flows are reinvested at the cost of capital?

(A) Internal rate of return (B) Net Present Value
(C) Payback period (D) Accounting rate of return

30. A technique of establishing a sample of special population by using an initial set of members as respondents is known as_____________

(A) Quota sampling (B) Convenience sampling
(C) Snowball sampling (D) Purposive sampling

31. Given below are two statements

Statement I: Human resource management practices help employees realize their full career potential.

Statement II: Employers benefit from better utilization of employees' potential.

(A) Both I & II are True (B) Both I & II are False
(C) I is True but II is False (D) I is False but II is True

32. Given below are two statements
Statement I: The Transactional Analysis Model is an effective tool to understand why people behave in certain ways.
Statement II: The Transactional Analysis Model cannot be used to improve communication.

(A) Both I & II are False (B) Both I & II are True
(C) I is False but II is True (D) I is True but II is False

33. Which of the following are essential characteristics of financial markets?
(i) Price continuity and depth
(ii) Liquidity and market ability
(iii) Normative governance and regulation
(iv) Timely and accurate information flow
(v) Minimum transaction cost and informational efficiency
Choose the most appropriate option from the following:

(A) Only (i), (ii) & (iii) (B) Only (iii), (iv) & (v)
(C) Only (ii), (iii) & (iv) (D) Only (i), (ii), (iv) & (v)

34. Huge stores that combine supermarket, discount and warehouse retailing are called:
(A) Discount store (B) Category killer
(C) Hyper market (D) Off-price retailer

35. Reason(s) for sickness of small enterprises in India are:
(i) Minimal use of artificial intelligence
(ii) Inability to cope up with large market size
(iii) Lack of innovation and technology focus
(iv) Direct and indirect competition from foreign players
(v) Absence of regulatory support

Choose the most appropriate option from the following:

(A) Only (ii), (iv), (v) (B) Only (i), (iv) & (v)
(C) Only (i), (ii) & (iii) (D) Only (ii), (iii) & (iv)

36. Arrange the given stages of process of organisational change in the correct sequence
(i) Information collection
(ii) Diagnosis
(iii) Motivation
(iv) Action proposal
(v) Stablization

Choose the most appropriate option from the following:

(A) (iii), (ii), (i), (iv), (v)
(B) (i), (iii), (iv), (v), (ii)
(C) (iv), (i), (iii), (ii), (v)
(D) (i), (ii), (iii), (iv), (v)

37. Business intelligence is to improve the timeliness and quality of the input for decision making. It helps the managers to understand which of the following:
(i) Internal capabilities of the organization
(ii) Trends and future directions in the markets
(iii) Economic, political, social and demographic environment.
(iv) Behaviour of the competitors
(v) External capabilities of the organization
Choose the most appropriate option from the following:

(A) (i), (ii), (iii) & (iv) Only
(B) (i), (iv) , (v) Only
(C) (i), (ii), (iv) & (v) Only
(D) (i), (iii) & (v) Only

38. Indicate correct options of the following statements on data collection and questionnaire design
(i) To ensure sufficiency of data, the questionnaire must be 10% above the required number
(ii) In structured interviews, interviewers’ attributes can significantly affect the respondent's replies
(iii) Presentation of closed-ended questions and the general layout constitute important considerations in preparing a self administrated questionnaire.
(iv) In computer assisted data collection, degree of control over the interview process is high.
(v) Description of important terminologies/jargons helps to improve the efficiency of respondent in filling the questionnaire.
Choose the most appropriate option from the following:

(A) (i), (ii), (iii) & (iv)
(B) (i), (iii), (iv) & (v)
(C) (ii), (iii), (iv) & (v)
(D) (iii), (iv) & (v)

39. Which one of the following is a disadvantage of MBO as a performance appraisal tool?
    (A) Difficult to develop method
    (B) Time-consuming method
    (C) Difficult to rate employees relative to one another
    (D) Can cause disagreements among employees

40. Arrange the following modes of entry in foreign markets starting with the mode of entry having least commitment, risk, control and profit potential:
    (i) Hiring a local manufacturer to produce the product.
    (ii) Exports through domestic export agents and export management companies.
    (iii) Join hands with local investor and forms a company in which both share ownership and control.
    (iv) Exports using domestic export department and overseas sales branch.
    (v) Offer a new brand concept and operating system to an investor charging a fee.
    Choose the most appropriate option from the following:
    (A) (iv), (ii), (v), (iii), (i) (B) (ii), (iv), (v), (i), (iii)
    (C) (ii), (iv), (i), (v), (iii) (D) (iv), (ii), (i), (v), (iii)

41. Arrange the following for a logical timeline for payment of dividends.
    (i) Payment date
    (ii) Declaration date
    (iii) Ex-dividend date
    (iv) Record date
    (v) Notice to stock exchanges
    Choose the most appropriate option from the following:
    (A) (ii), (iv), (i), (iii), (v) (B) (ii), (iv), (i), (v), (iii)
    (C) (v),(i), (ii), (iv), (iii) (D) (v), (ii), (iii), (iv), (i)

42. A price ceiling below the equilibrium price of a commodity leads to _____ in the market:
    (i) Surplus of commodity
    (ii) Shortage of commodity
    (iii) Demand erosion
    (iv) Black marketing
    Choose the most appropriate option from the following:
    (A) (i) & (iv) Only (B) (i) & (ii) Only
    (C) (ii) & (iii) Only (D) (ii) & (iv) Only

43. Given below are two statements, one is Assertion (A) and the other is Reason (R).
Assertion (A): Companies to move towards global markets for advantages the economies of scope.
Reason (R): Economies of production arise due to the Competitiveness Index of the country in which the companies manufacture.

(A) A is false but R is true
(B) A is true but R is false
(C) Both A and R are true and R is the correct explanation of A
(D) Both A and R are true but R is NOT the correct explanation of A

44. Match List I with List II

List I		List II	
a	Simple Structure	i	Supports an organization to continuously adapt and change
b	Functional Structure	ii	Organization is made up of workgroups
c	Team structure	iii	Organizational design with groups of similar occupational specialties.
d	Learning organization	iv	Organizational design with less departmentalization, wide span of control and low formalization.

(A) a- ii, b - iii, c - i, d – iv
(B) a - iii, b - ii, c - iv, d –i
(C) a - iv, b - i, c - iii, d – ii
(D) a - iv, b - iii, c - ii, d –i

45. Arrange the following economic identities in a sequential evolution to understand consumer demand
(i) Law of Demand
(ii) Utility analyses
(iii) Demand Elasticity analysis
(iv) Indifference curve analysis
(v) Demand Forecasting

Choose the most appropriate option from the following:

(A) i, ii, iv, iii, v
(B) ii, iii, iv, v, i
(C) ii, iv, i, iii, v
(D) iii, iv, ii, v, i

46. To gain sustainable competitive advantage in low cost manufacturing, Indian businesses are expected to:
(i) Reduce production cost, sacrifice profits and advertise more
(ii) Support MSMEs, to strengthen the supply chain
(iii) Adopt product differentiation and focus more on innovations.
(iv) Bridge trust deficit and gain support from the public, human resources and policy makers

Choose the most appropriate option from the following:

(A) (i) & (ii) Only
(B) (i), (ii) & (iii) Only
(C) (ii) & (iii) Only
(D) (ii), (iii) & (iv) Only

47. Funds flow and Cash flow statements are important managerial tools and help the firm to know___________:
(i) Liquidity position
(ii) Capital expenditure incurred
(iii) Dividend paid
(iv) Extent of external financing

Choose the most appropriate option from the following:

(A) (i) & (iv) Only
(B) (i), (ii) & (iii) Only
(C) (i), (ii), (iii) & (iv)
(D) (ii), (iii) & (iv) Only

48. The process of converting a non-productive, inactive asset into a productive asset by selling receivables to a company that specializes in their collection and administration, is described as __________.

(A) Credit administration
(B) Credit rating
(C) Factoring
(D) Receivables management

49. Entrepreneurs who are characterized by a refusal to adopt opportunities and make changes in production systems even if it affects the returns of the organization are called as ___________.

(A) Drone entrepreneurs
(B) Fabian Entrepreneurs
(C) Imitative entrepreneurs
(D) Life timers' entrepreneurs

50. What is the role of advertisements and selling costs in perfectly competitive markets?

(A) Enlarging market size
(B) Influencing buyer behaviour
(C) Informative to intimate product/service availability
(D) Very essential for survival of the firm

Part B (Descriptive Questions)

Answer all four questions **20 Marks**

Research Methodology

1. Explain the role of literature review in management research and how it helps in identifying research gaps and building research framework.
2. Describe the significance of hypotheses formulation and show how clear hypotheses guide data collection, analysis and interpretation.

Management

3. Discuss the concept of corporate social responsibility and its importance in building a positive brand image.
4. Describe the role of technology in the future of management and how it is transforming the way businesses operate?

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