

NALSAR University of Law, Hyderabad
Model paper for Ph.D. Entrance Exam (Management)

Instructions

1. Both Part A and Part B are compulsory. Attempt both the parts.
2. Part A carries 50 Marks and Part B carries 50 marks.
3. Total duration of the Exam: 3 ½ hours. Part A: 90 Mins. Part B: 120 Mins
4. Exam Will be conducted Online via AI Proctored Portal, further details will be provided to the registered candidates.

PART-A (50 questions of 1 mark each; Duration: 90 minutes)

Q1 to Q5: Read the following passage and answer the questions that follow:

Globalization has brought about unprecedented changes in the way businesses operate across borders. While it offers new market opportunities, it also exposes firms to greater risks and competition. Companies must adapt to diverse cultural contexts, comply with international regulations, and face dynamic technological changes. Research indicates that firms with flexible strategies and strong leadership are more likely to thrive in this evolving environment.

1. What is a significant risk associated with globalization?
 - a) Decreased competition
 - b) Reduced cultural diversity
 - c) Increased regulation and complexity
 - d) Technological stagnation
2. According to the passage, successful firms in a globalized world:
 - a) Avoid expanding to new markets
 - b) Maintain rigid strategies
 - c) Focus only on local leadership
 - d) Adapt and demonstrate strong leadership
3. Which of the following is NOT mentioned as a challenge of globalization?
 - a) Market saturation
 - b) International regulations
 - c) Cultural adaptation
 - d) Technological change
4. The tone of the author can be described as:
 - a) Critical
 - b) Informative
 - c) Pessimistic
 - d) Humorous

5. A suitable title for this passage would be:
- a) Cultural Diversity in the 21st Century
 - b) Globalization: Challenges and Opportunities
 - c) The Downfall of Local Enterprises
 - d) Regulations and Leadership

Q6 to Q10: Read the following passage and answer the questions that follow:

Innovation has become an essential driver of competitive advantage in the modern business environment. Companies that invest in research and development (R&D), embrace disruptive technologies, and continuously improve their products and services tend to outperform competitors in the long run. The rapid pace of technological change and shifting consumer preferences require businesses to remain agile and forward-thinking.

However, innovation is not without its risks. Investing heavily in a new idea that fails to meet market expectations can lead to significant financial losses. Therefore, successful firms often balance exploratory innovation with incremental improvements. Strategic alignment between innovation initiatives and overall business goals is critical. Leaders must cultivate a culture of experimentation while ensuring that innovation efforts are guided by customer needs and market trends.

6. According to the passage, what is a major reason companies prioritize innovation?
- a) To reduce operational complexity
 - b) To meet short-term profit targets
 - c) To gain a competitive edge
 - d) To decrease their R&D spending
7. What is meant by "exploratory innovation"?
- a) Replacing old technology with new processes
 - b) Making minor changes to existing products
 - c) Introducing entirely new and untested ideas
 - d) Eliminating risk from business decisions
8. What does the author suggest about managing innovation?
- a) Firms should focus only on incremental improvements
 - b) Firms should avoid innovation unless customers demand it
 - c) Innovation must align with strategic goals
 - d) R&D spending should be reduced over time
9. Which of the following best describes the tone of the passage?
- a) Critical of innovation
 - b) Cautiously optimistic
 - c) Disinterested
 - d) Strongly negative
10. What is implied by the statement "leaders must cultivate a culture of experimentation"?
- a) Leaders should experiment with employee roles
 - b) Risk-taking should be discouraged

- c) Innovation should be guided by trial and error
- d) Employee input should be minimized

Q11 to Q15: Read the following passage and answer the questions that follow:

Corporate governance refers to the framework of rules and practices by which a company ensures accountability, fairness, and transparency in its relationships with stakeholders. It has become increasingly important in the wake of corporate scandals and financial crises. Sound governance not only builds investor confidence but also enhances a firm's long-term sustainability.

Nevertheless, ethical dilemmas frequently challenge the effectiveness of corporate governance. For instance, conflicts of interest among board members, executive compensation packages, and whistleblower suppression often undermine transparency. While many firms adopt codes of conduct and compliance audits, these measures sometimes serve more as formalities than as genuine efforts to promote ethical behavior. A robust governance framework must therefore go beyond regulation and foster an ethical culture from within.

11. What is the primary goal of corporate governance as mentioned in the passage?
 - a) Maximizing short-term profits
 - b) Controlling market competition
 - c) Ensuring accountability and fairness
 - d) Avoiding tax penalties
12. According to the passage, why has corporate governance gained importance recently?
 - a) Due to stricter laws
 - b) Because of rising shareholder demands
 - c) Owing to corporate scandals and crises
 - d) Because companies want to increase marketing budgets
13. What is a limitation of codes of conduct, according to the passage?
 - a) They are difficult to implement legally
 - b) They often lack clarity
 - c) They are sometimes treated as mere formalities
 - d) They are always followed without question
14. What is a robust governance framework expected to do?
 - a) Limit employee freedom
 - b) Prioritize profit maximization
 - c) Foster ethical behavior from within
 - d) Reduce the number of board meetings
15. The author's perspective on corporate governance can best be described as:
 - a) Skeptical but hopeful
 - b) Unconcerned
 - c) Strongly opposed
 - d) Entirely regulatory

Q16 to Q20: Read the following passage and answer the questions that follow:

In the 21st century, sustainability is no longer just a buzzword; it has become a core component of corporate strategy. Organizations are increasingly integrating environmental, social, and governance (ESG) factors into their business models to ensure long-term success and legitimacy. Investors, too, are placing higher emphasis on sustainability metrics when making financial decisions.

However, the shift to sustainable practices is not without challenges. Companies often face increased costs, regulatory complexities, and resistance from stakeholders unfamiliar with the long-term benefits. Nevertheless, those that innovate—by adopting circular economy models, reducing carbon footprints, and investing in renewable resources—are finding new markets and building stronger brands. In this evolving paradigm, sustainability is both a moral responsibility and a business opportunity.

16. What is the central idea of the passage?
 - a) Sustainability is costly and optional
 - b) ESG factors are becoming a business liability
 - c) Sustainability is both a strategic and ethical necessity
 - d) Investors ignore sustainability in financial decisions
17. What does the passage suggest about companies adopting sustainable models?
 - a) They typically lose market share
 - b) They face irreparable brand damage
 - c) They find new opportunities and markets
 - d) They reduce profits in the long run
18. Which of the following is **not** mentioned as a challenge in implementing sustainability?
 - a) Regulatory complexity
 - b) Stakeholder resistance
 - c) High initial costs
 - d) Employee attrition
19. The author's tone in this passage is best described as:
 - a) Skeptical
 - b) Cautiously optimistic
 - c) Neutral and detached
 - d) Highly critical
20. Which of the following is an example of a sustainable business practice, based on the passage?
 - a) Increasing fossil fuel usage
 - b) Outsourcing labor to reduce costs

- c) Adopting a circular economy model
- d) Cutting down CSR programs

Q21 to Q25: Read the following passage and answer the questions that follow:

Emotional Intelligence (EI), a term popularized by psychologist Daniel Goleman, refers to the ability to recognize, understand, and manage one's own emotions while also being sensitive to others' feelings. In leadership, EI has emerged as a critical skill, often more important than technical expertise or IQ.

Leaders with high emotional intelligence tend to build more collaborative teams, manage conflict more effectively, and inspire trust and motivation among their subordinates. They are also better equipped to handle crises calmly and make thoughtful decisions under pressure. Conversely, leaders who lack emotional awareness often struggle with communication, employee engagement, and team morale—factors essential to organizational success.

- 21. What is the primary focus of this passage?
 - a) Emotional intelligence as a trait of team members
 - b) Emotional intelligence in corporate hiring
 - c) The role of emotional intelligence in leadership effectiveness
 - d) The definition of IQ vs. EQ
- 22. According to the passage, leaders with high emotional intelligence:
 - a) Are less likely to make data-driven decisions
 - b) Focus more on technology than people
 - c) Build trust and manage conflicts better
 - d) Avoid emotional engagement with teams
- 23. Which of the following is **NOT** mentioned as a benefit of emotional intelligence in leadership?
 - a) Better team collaboration
 - b) Crisis management
 - c) Technical excellence
 - d) Improved communication
- 24. What happens when leaders lack emotional intelligence?
 - a) They delegate more efficiently
 - b) They perform well in pressure situations
 - c) They struggle with engagement and morale
 - d) They are better at budgeting
- 25. The tone of the author is best described as:
 - a) Persuasive and appreciative
 - b) Sarcastic and informal
 - c) Dismissive and biased
 - d) Indifferent and abstract

Q26 to Q50: Relating to research methodology. Answer all 25 questions 25 marks

26. Which of the following is the *first step* in the research process?
 - a) Data collection
 - b) Defining the research problem
 - c) Literature review
 - d) Hypothesis testing
27. A hypothesis that suggests there is no relationship between variables is called:
 - a) Alternative hypothesis
 - b) Directional hypothesis
 - c) Null hypothesis
 - d) Descriptive hypothesis
28. Which type of research is conducted to solve a specific problem or make decisions?
 - a) Pure research
 - b) Basic research
 - c) Exploratory research
 - d) Applied research
29. The process of assigning numerals or symbols to responses for the purpose of analysis is called:
 - a) Scaling
 - b) Editing
 - c) Coding
 - d) Sampling
30. Which method is best suited for studying attitudes and opinions?
 - a) Observation
 - b) Survey
 - c) Experimentation
 - d) Case study
31. What is the main advantage of probability sampling over non-probability sampling?
 - a) Cost-effectiveness
 - b) Faster results
 - c) Better generalizability
 - d) Fewer sample units
32. Which of the following is *not* a type of qualitative research?
 - a) Ethnography
 - b) Grounded theory
 - c) Experimental research

- d) Case study
33. A scale that measures items along a continuum and assumes equal intervals is called:
- a) Nominal scale
 - b) Ordinal scale
 - c) Interval scale
 - d) Ratio scale
34. What is *triangulation* in research?
- a) Using multiple hypotheses
 - b) Combining multiple data sources or methods
 - c) Using a three-level sampling design
 - d) Dividing data into three subsets
35. In a questionnaire, a **Likert scale** is used to:
- a) Measure frequency
 - b) Rank order preferences
 - c) Assess agreement/disagreement
 - d) Capture open-ended responses
36. Which of the following is an example of **exploratory research**?
- a) Market share analysis
 - b) Customer satisfaction survey
 - c) In-depth interviews
 - d) Price elasticity testing
37. In hypothesis testing, the probability of rejecting a true null hypothesis is known as:
- a) Type I error
 - b) Type II error
 - c) Confidence interval
 - d) P-value
38. A **cross-sectional study** collects data:
- a) From one group over multiple time periods
 - b) From different groups over multiple time periods
 - c) At one point in time
 - d) Over a long time without any hypothesis
39. Which technique is used to reduce data into fewer dimensions or factors?
- a) Regression analysis
 - b) Cluster analysis
 - c) Factor analysis
 - d) Discriminant analysis
40. The term **population** in research refers to:
- a) The largest sample used

- b) All elements under study
- c) Respondents selected randomly
- d) None of the above

41. Which type of validity assesses whether a test appears to measure what it is supposed to?

- a) Construct validity
- b) Content validity
- c) Criterion validity
- d) Face validity

42. **ANOVA** is used to test the:

- a) Relationship between two variables
- b) Difference between two means
- c) Relationship between more than two variables
- d) Difference among more than two means

43. Which is a characteristic of **longitudinal research**?

- a) One-time measurement
- b) Quick results
- c) Observing changes over time
- d) Mostly qualitative

44. The purpose of a **pilot study** is to:

- a) Finalize sample size
- b) Test the feasibility of a full-scale study
- c) Increase data accuracy
- d) Analyze final results

45. Which type of research emphasizes theory development?

- a) Applied research
- b) Descriptive research
- c) Experimental research
- d) Basic research

Q46 to Q50: Based on the table below, answer the following questions.

Year	Sales (₹ in lakhs)	Profit (₹ in lakhs)
2018	120	12
2019	150	15
2020	180	20
2021	200	24
2022	240	30

46. What was the profit percentage in 2020?
- a) 10%
 - b) 11.1%
 - c) 12%
 - d) 15%
47. In which year was the sales growth highest compared to the previous year?
- a) 2019
 - b) 2020
 - c) 2021
 - d) 2022
48. What is the average profit over five years?
- a) ₹20.2 lakh
 - b) ₹18.2 lakh
 - c) ₹22 lakh
 - d) ₹25 lakh
49. What is the total sales amount for the five years?
- a) ₹800 lakh
 - b) ₹850 lakh
 - c) ₹890 lakh
 - d) ₹900 lakh
50. Which year had the lowest profit margin?
- a) 2018
 - b) 2019
 - c) 2020
 - d) 2021

PART B (Total 50 marks; Duration: 2 hours)

Note: Attempt any five questions from this section. Each question carries the weightage of 10 marks.

1. Is strategy still relevant in a world of rapid disruption and AI-driven decision-making? Discuss whether traditional strategic planning frameworks remain useful or whether businesses need a new approach to strategy.
2. "Culture eats strategy for breakfast." – Peter Drucker. Critically examine this statement. Can a strong organizational culture compensate for a weak strategy, or vice versa?
3. How should organizations ethically handle consumer data in the age of surveillance capitalism? Analyze the trade-offs between personalized marketing and consumer privacy.
4. Should leaders be made or born? Reflect on the nature vs. nurture debate in leadership development and its implications for management education.
5. Is profit the only legitimate purpose of a business? Debate Milton Friedman's shareholder theory vs. stakeholder capitalism in the context of sustainable and responsible management.

6. Can branding be more powerful than the product itself? Explore the psychological, social, and economic power of brands, citing examples where branding changed the fate of companies.
7. What would marketing look like in a post-consumerist society? Imagine a world where people consume less and value sustainability more—how would marketing adapt?
8. In the digital economy, is it better to be first or best? Evaluate the "first mover advantage" versus "late mover advantage" in technology-driven industries.
9. Can artificial intelligence replace managerial judgment in strategic decisions? Explore the capabilities and limitations of AI in areas like forecasting, HR decisions, and innovation management.
10. How do biases in managerial decision-making affect business outcomes? Discuss behavioral economics concepts such as anchoring, overconfidence, and loss aversion with examples from corporate decisions.