# KADI SARVA VISHWAVIDYALAYA
# GANDHINAGAR

# Ph. D COURSE WORK FOR
# MANAGEMENT STUDIES

# Table of Content

## Introduction:

The course work for the doctoral research has been made mandatory by the UGC. Kadi Sarva Vishwavidyalaya has decided to implement this aspect on the immediate basis for the benefit of the students pursuing Ph.D. The course work is designed in such a way as to support, motivate and encourage quality research. By undergoing this course work, the student will get quipped with fundamentals of research methodology, scientific communication and also recent developments in the field of specialization. The course work has to be completed by the student in a satisfactory way before submission of his/her dissertation thesis.

### Course Structure:

| Paper | Title | **University Examination** Common Syllabus for all discipline (Marks) Section A | **University Examination** Specific Syllabus for each discipline (Marks) Section B | **Total Marks** |
|---|---|---|---|---|
| Paper - I | Research Methodology | 60 | 40 | 100 |
| Paper - II | Scientific Communication | 60 | 40 | 100 |
| Paper -III | Specialization Paper | ----- | ----- | 100 |

# Paper – I: Research Methodology

## CONTENT

1. Introduction to Educational Research
2. Quantitative, Qualitative, and Mixed Research
3. Developing Research Questions and Proposal Preparation
4. Research Ethics
5. Standardized Measurement and Assessment
6. Methods of Data Collection
7. Sampling
8. Validity of Research Results
9. Experimental Research
10. Quasi-Experimental and Single-Case Designs
11. No experimental Quantitative Research
12. Qualitative Research
13. Historical Research
14. Mixed Model and Mixed Method Research
15. Descriptive Statistics
16. Inferential Statistics
17. Data Analysis in Qualitative Research
18. Preparation of the Research Report

**Reference Books: Latest Editions of following Books:-**


1) Kothari C R., Research Methodology (Methods and Techniques), New Age Publications
2) Educational Research Quantitative, Qualitative and Mixed Approaches by Burke Johnson & Larry Christensen, Sage Publications
3) Fundamentals of modern statistical methods by Rand R Wilcox
4) Power Analysis for Experimental Research : A Practical Guide for the
5) Biological, Medical and Social Science by R Barker Basel, Yu-Fang Li Cambridge University Press

## MODEL QUESTION-PAPER

### Section-A (Common for all Departments)

**I: Select the right choice in the questions given below: (60)**

1. 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

2. Which of the following is a form of research typically conducted by teachers, counselors, and other professionals to answer questions they have and to specifically help them solve local problems?
   a. action research
   b. basic research
   c. predictive research
   d. orientation research

3. 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

4. There is a set of churches in the U.S. where part of the service involves snake handling. The researcher wants to find out why the people attending these churches do this and how they feel and think about it. In this case, the primary purpose of the study is:
   a. Exploration
   b. Description
   c. Influence
   d. Prediction

5. 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

6. In______, random assignment to groups is never possible and the researcher cannot manipulate the independent variable.
   a. basic research
   b. quantitative research
   c. experimental research
   d. causal-comparative and correlation research

7. A researcher studies achievement by children in poorly funded elementary schools. She develops a model that posits parent involvement as an important variable. She believes that parent involvement has an impact on children by increasing their motivation to do school work. Thus, in her model, greater parent involvement leads to higher student motivation, which in turn creates higher student achievement. Student motivation is what kind of variable in this study?
   a. Manipulated variable
   b. Extraneous variable
   c. Confounding variable
   d. Mediating or intervening variable

8. Why is the statement "What are the effects of extracurricular activities on cognitive development of school age children" not a good statement of a quantitative research question?
   a. Because there is no connection between extracurricular activities and cognitive development
   b. Because there is not enough school age children engaged in extracurricular activities to Conduct the study
   c. Because the study would be too difficult to do given all the different extracurricular activities
   d. Because the statement was not specific enough to provide an understanding of the variables Being investigated

9. One step that is <u>not</u> 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. Conducting a meta-analysis of the research
   e. Developing a research plan

10. What kind of ideas can't be empirically researched?
   a. Effectiveness of different methods of instruction
   b. Description of educational practices
   c. Issues of values and morality such as the correctness of having prayer in schools
   d. Factors helpful in predicting future drug use

11. A statement of the quantitative research question should:
   a. Extend the statement of purpose by specifying exactly the question(s) the researcher will Address

b. Help the research in selecting appropriate participants, research methods, measures, and Materials
c. Specify the variables of interest
d. All of the above

12. Research hypotheses are_______.
a. Formulated prior to a review of the literature
b. Statements of predicted relationships between variables
c. Stated such that they can be confirmed or refuted
d. b and c

13. Which of the following is necessary in obtaining informed consent?
a. A description of the statistical analyses that will be carried out
b. A description of the purpose of the research
c. A description of the reliability and validity of test instruments
d. A list of publications that the researcher has had in the last ten years

14. Which of the following need(s) to be obtained when doing research with children?
a. Informed consent from the parent or guardian
b. Assent from the child if he or she is capable
c. Informed consent from the child
d. Both a and b

15. If a baseball coach calculates batting averages, what scale would be used?
a. Interval scale
b . Ratio scale
c. Nominal scale
d. Ordinal scale

16. According to the text, most of the outcome/dependent variable characteristics and attributes measured in educational research probably exist at the________________level of measurement.
a. Nominal
b. Ordinal
c. Interval
d. Ratio

17. Which of the following is most clearly an example of a psychological trait?
a. Anxiety enduring for months or years
b. Anxiety over just seeing a spider
c. Shyness when meeting a stranger for the first time
d. Depression caused by the loss of a ball game

18. Which is the process of gathering evidence supporting inferences based test scores?
a. Validation
b. Validity
c. Reliability

d. Prediction

19. When evaluating tests and assessments, “reliability” refers to asking ourselves which of the following questions?
    a. Does it measure what it is supposed to measure?
    b. Are there ways to avoid subjective judgments when measuring something?
    c. Does it give consistent results?
    d. Does it measure multiple constructs?

20. Validity of a test designed to measure a construct such as self-esteem is best described by which of the following?
    a. Scores from the test correlate highly with most intelligence tests
    b. Scores from the test correlate highly with most tests of different constructs
    c. Scores from the test are not correlated with anything
    d. Scores from the test have a relatively strong and positive correlation with other tests of the same construct (i.e., with other measures of self-esteem) but much lower correlations with tests of different constructs

21. According to the text, questionnaires can address events and characteristics taking place when?
    a. In the past (retrospective questions)
    b. In the present (current time questions)
    c. In the future (prospective questions)
    d. All of the above

22. Which of the following are principles of questionnaire construction?
    a. Consider using multiple methods when measuring abstract constructs
    b. Use multiple items to measure abstract constructs
    c. Avoid double-barreled questions
    d. All of the above
    e. Only b and c

23. Researchers use both open-ended and closed-ended questions to collect data. Which of the following statements is true?
    a. Open-ended questions directly provide quantitative data based on the researcher’s predetermined response categories
    b. Closed-ended questions provide quantitative data in the participant’s own words
    c. Open-ended questions provide qualitative data in the participant’s own words
    d. Closed-ended questions directly provide qualitative data in the participants’ own words
24. Open-ended questions provide primarily_______data.
    a. Confirmatory data
    b. Qualitative data
    c. Predictive data
    d. None of the above
25. 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

26. When conducting an interview, asking "Anything else?, What do you mean?, Why do you feel that way?," etc, are all forms of:
    a. Contingency questions
    b. Probes
    c. Protocols
    d. Response categories

27. When constructing a questionnaire, there are 15 principles to which you should adhere. Which of the following is <u>not</u> one of those principles?
    a. Do not use "leading" or "loaded" questions
    b. Avoid double-barreled questions
    c. Avoid double negatives
    d. Avoid using multiple items to measure a single construct

28. Which of the following techniques yields a simple random sample?
    a. Choosing volunteers from an introductory psychology class to participate
    b. Listing the individuals by ethnic group and choosing a proportion from within each ethnic group at random.
    c. Numbering all the elements of a sampling frame and then using a random number table to pick cases from the table.
    d. Randomly selecting schools, and then sampling everyone within the school.

29. Which of the following will give a more "accurate" representation of the population from which a sample has been taken?
    a. A large sample based on the convenience sampling technique
    b. A small sample based on simple random sampling
    c. A large sample based on simple random sampling
    d. A small cluster sample

30. Sampling in qualitative research is similar to which type of sampling in quantitative research?
    a. Simple random sampling
    b. Systematic sampling
    c. Quota sampling
    d. Purposive sampling

31. Which of the following would generally require the largest sample size?
    a. Cluster sampling
    b. Simple random sampling
    c. Systematic sampling
    d. Proportional stratified sampling

32. If we took the 500 people attending a school in New York City, divided them by gender, and then took a random sample of the males and a random sampling of the females, the variable on which we would divide the population is called the______.

a. Independent a variable
b. Dependent variable
c. Stratification variable
d. Sampling variable

33. The nonrandom sampling type that involves selecting a convenience sample from a population with a specific set of characteristics for your research study is called______.
a. Convenience sampling
b. Quota sampling
c. Purposive sampling
d. Snowball sampling

34. The number of police officers and the number of crimes are positively related. This relationship is:
a. A causal relationship
b. A direct relationship
c. A probabilistic causal relation
d. A spurious relationship

35. A research studies the relation between early reading and later school achievement. She decides that a potentially extraneous variable in the relationship is IQ. In developing her groups for her study, she pairs each child who was an early reader with a child of the same IQ level who was not an early reader. The control technique she used was:
a. Holding the extraneous variable constant
b. Statistical control
c. Matching
d. Random assignment

36. ___________ is a form of explanatory research in which the researcher develops a theoretical model and empirically tests the model to determine how well the model fits the data.
a. Causal modeling
b. Predictive research
c. Descriptive research
d. Exploratory research

37. This type of research tests hypotheses and theories in order to explain how and why a phenomenon operates as it does.
a. Descriptive research
b. Predictive research
c. Explanatory research
d. None of the above

38. The Pearson product moment correlation measures the degree of___________relationship present between two variables.
a. Curvilinear
b. Nonlinear
c. Linear and quadratic

d. Linear

39. You want to study a Native American group in New Mexico for a six month period to learn all you can about them so you can write a book about that particular tribe. You want the book to be accurate and authentic as well as informative and inspiring. What type of research will you likely be conducting when you get to New Mexico?
    a. Ethnography
    b. Phenomenology
    c. Grounded theory
    d. Collective case study

40. A researcher studying the history of medical education finds a manuscript that purports to be from the $14^{th}$ century. Before he uses the source, he goes to three other experts who help him identify whether the manuscript is authentic or not. His authentification of the object is referred to as:
    a. Positive criticism
    b. Internal criticism
    c. Secondary criticism
    d. External criticism

41. A historical researcher studying the implementation of the “new math” during the 1960s uses as a source a text written on the subject by a critic who was a mathematics teacher during that time period. As she examines the document, she discovers that the data that the individual based his or her conclusions on was falsified. Hence, the conclusions drawn were erroneous. Her analysis of the document to check its accuracy is referred to as:
    a. Positive criticism
    b. Internal criticism
    c. External criticism
    d. Secondary criticism

42. A researcher is interested in studying approaches to teaching writing in schools during the 1800s. She discovers a grammar book, but there is no author or copyright date in the book. She examines the typeface in the book as well as the writing style. After investigating further, she finds a reference to the book from a teacher’s diary from the 1800s. The diary also mentions an author’s name. After further searching around she is able to identify the author of the book. The investigator was engaged in what process
    a. Sourcing
    b. Positive criticism
    c. Presentism
    d. Axial coding

43. 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%

44. The denominator (bottom) of the z-score formula is
    a. The standard deviation
    b. The difference between a score and the mean
    c. The range
    d. The mean

45. Focusing on describing or explaining data versus going beyond immediate data and making inferences is the difference between________.
    a. Central tendency and common tendency
    b. Mutually exclusive and mutually exhaustive properties
    c. Descriptive and inferential
    d. Positive skew and negative skew

46. Why are variance and standard deviation the most popular measures of variability?
    a. They are the most stable and are foundations for more advanced statistical analysis
    b. They are the most simple to calculate with large data sets
    c. They provide nominally scaled data
    d. None of the above

47. ____________ is the set of procedures used to explain or predict the values of a dependent variable based on the values of one or more independent variables.
    a. Regression analysis
    b. Regression coefficient
    c. Regression equation
    d. Regression line

48. If a test was generally very easy, except for a few students who had very low scores, then the distribution of scores would be______.
    a. Positively skewed
    b. Negatively skewed
    c. Not skewed at all
    d. Normal

49. What does it mean when you calculate a 95% confidence interval?
    a. The process you used will capture the true parameter 95% of the time in the long run
    b. You can be “95% confident” that your interval will include the population parameter
    c. You can be “5% confident” that your interval will <u>not</u> include the population parameter
    d. All of the above statements are true

50. What would happen (other things equal) to a confidence interval if you calculated a 99 percent confidence interval rather than a 95 percent confidence interval?
    a. It will be narrower
    b. It will not change

c. The sample size will increase
d. It will become wider

51. Which of the following statements sounds like a null hypothesis?
    a. The coin is not fair
    b. There is a correlation in the population
    c. There is no difference between male and female incomes in the population
    d. The defendant is guilty

52. Which_____percent confidence interval will be the widest (i.e., the least precise) for a particular data set that includes exactly 500 cases?
    a. 99%
    b. 95%
    c. 90%
    d. None of the above

53. As sample size goes up, what tends to happen to 95% confidence intervals?
    a. They become more precise
    b. They become more narrow
    c. They become wider
    d. Both a and b

54. ___________ is the failure to reject a false null hypothesis.
    a. Type I error
    b. Type II error
    c. Type A error
    d. Type B error

55. Which of the following is not true about the use of language in research reports?
    a. You should choose accurate and clear words that are free from bias.
    b. You should avoid labeling people whenever possible
    c. You should avoid using the term “subjects” whenever possible
    d. All of the above are true according to the APA Guidelines

56. When referencing other works you have cited within the text of the report you should
    a. State the first and last name of the author
    b. Use the author, date citation method
    c. Use an asterisk and a footnote
    d. Insert the complete citation in parenthesis

57. Which of the following abbreviations can be used in a research report?
    a. IQ
    b. sec. for second
    c. yr. for year
    d. mo. for month

58. Editorial style specifies that_______should be used infrequently or sparingly.
    a. Italics
    b. Abbreviations
    c. Headings
    d. Both a and b

59. A researcher is doing a study of peer groups in middle school. She interviews 5 girls and 5 boys. She is doing a grounded theory study; hence, she decides to generate her codes as she scans through her transcriptions of her data. These codes are labeled:
    a. A priori codes
    b. Post hoc codes
    c. Inductive codes
    d. Master list codes

60. Sarah is a qualitative researcher studying how children and parents interact in Head Start Centers. As she examines her data (videotapes and transcripts), she jots down notes concerning the interactions, generating hypotheses, suggesting relationships among categories of information she is examining and so on. This process of jotting notes as she examines the data is called:
    a. Memoing
    b. Transcription
    c. Facesheet coding
    d. Drawing diagrams

## Section-B ( For Management Ph D Students )

**II: Answer the following questions in brief:** **(40)**

i) Discuss Exploration type of research with its advantages.
ii) Explain in brief, research paradigm, based on pragmatic view of reality.
iii) Discuss importance of qualitative research questions with examples.
iv) Discuss the use of research ethics.
v) Explain the concept of systematic error, related to research
vi) Identify the difference between filter question and probe with examples.
vii) Compare Convenience sampling with Judgement sampling.
viii) Differentiate between cluster sampling and stratified sampling.
ix) Explain concept of internal validity, with its application in research
x) What is importance of covariance in research ?
xi) Discuss the concept of partial correlation analysis with examples.
xii) Explain predictive type of research.
xiii) Explain characteristics of qualitative research in brief.
xiv) Explain concept of internal criticism and compare with external criticism.
xv) Explain the demerits of mixed type of research.

# Paper-II Scientific Communication

## COURSE CONTENT

**Section-A (Common for all Departments)**

1. Basic of Communication skill.
2. English Grammar
   a) Word Choice, sentence Structure, paragraph structure
3. Types of Scientific Communication.
4. Importance of publishing research paper.
5. Publishing paper:
   a) Preliminaries, Format ,Choosing Journal
   b) Title, Running Title
   c) Authors: Single and Multi authorship
   d) Writing Abstract
   e) Selecting Keywords
   f) Introduction section
   g) Materials and Methods Section
   h) Result Section
   i) Figures: Design Principles, Legends, Table components, Graphs: Types, style, Tables v/s Graph
   j) Discussion Section: Format, Grammar Style, Content.
   k) Acknowledgements
   l) References : Different Styles
   m) Communication with the Editor, Handling Referees' Comments. Galey Proofs
6. Writing Review Articles
7. Preparing Posters for Scientific Presentation
8. Preparing and Delivering of Oral Presentation
9. Writing Practical Reports.
10. Avoiding Plagiarism
11. Research Grant funding Agencies, Preparing for application to grant providing Agencies
12. Patent drafting and submission
13. IUPAC symbols and Terminology for physicochemical quantities and units, SI prefixes, Fundamental Constants, Standard Abbreviations and Symbols
14. Preparing documents for Technology Transfers, MoUs, Confidentiality Agreements

***Reference Books:***


1) Study and Communication Skills for the Biosciences by Stuart Johnson and Jon Scott, Oxford University Press.
2) Write and Publish a Scientific Paper by Robert A. Day Oryx Press
3) Scientific Easy when you know how by Jennifer Peat BMJ Books
4) Research Projects and Research Proposals A Guide for Scientists Seeking funding by Paul G Chapin Cambridge University Press.

**SECTION-B (FOR FACULTY OF MANAGEMENT STUDIES)**

Assignments on following should be provided by the guide to the student which will be evaluated by two internal examiners appointed by the Dean, Assignments should include all the components mentioned below:

a) Exercises on writing research papers, preparing project proposals for any of the funding agencies and preparing a power point presentation for the made proposal.

b) Critical analysis of at least 10 research papers of interest published in refereed journals with respect to language, content, title, reference style, data, figures, tables, discussion etc. and preparing a report on the same.

C) Writing and submitting a review article related to doctoral research topic for an international journal.

# Paper –III Specialization Paper Course

**COURSE OUTLINE: MARKEITNG RESEARCH SCHOLARS**
**Section-A**
**PART 1** : UNDERSTANDING MARKETING MANAGEMENT
Defining Marketing for the 21st Century
Developing Marketing Strategies and Plans

**PART 2** : CAPURING MARKEITNG INSIGHTS
Gathering Information and Scanning the Environment
Conducting Marketing Research and Forecasting Demand

**PART 3** : CONNECTING WITH CUSTOMERS
Creating Customer Value, Satisfaction, and Loyalty
Analyzing Consumer Market
Analyzing Business Market
Identifying Market Segments and Targets

**PART 4** : BUILDING STRONG BRANDS
Creating Brand Equity
Crafting the Brand Positioning
Dealing with Competition

**PART 5** : SHAPING THE MARKET OFFERINGS
Setting product Strategy
Designing and Managing Services
Developing Pricing Strategies and Programs

**PART 6** : DELIVERING VALUE
Designing and Managing Integrated Marketing Channels
Managing Retailing , Wholesaling , and Logistics

**PART 7**: COMMUNICATING VALUE
Designing and Managing Integrated Marketing Communications
Managing Mass Communications: Advertising, Sales Promotions, Events, and Public Relations
Managing Personal Communications: Direct and Interactive Marketing and Personal Selling

**PART 8** : CREATING SUCCESSFUL LONG TEAM GROWTH
Chapter 20: Introducing New Market Offerings
Chapter 21: Tapping into Global Markets
Chapter 22 : Managing Holistic Marketing Organization

**Text books:**
- Marketing Management – Kotler, keller, koshi & Jha, PHI.
- Marketing Management – Evan & Berman, Cengage Publication.

**MODEL QUESTION-PAPER**

# Section –A

**I: Select the right choice in the questions given below: (60)**

1. Researchers at PPG industries spent considerable time, effort, and money developing bluish windshield that would let in filtered sunlight but block out the heat. Little market research was done. But the scientists were convinced this new product would be significantly better than existing windshields even tough they were more expensive and of a different color than the current models on the market. This scenario suggests PPG most likely has a(n)**__________**orientation
   a. exchange
   b. production
   c. sales
   d. promotion
   e. customer

2. Frito –Lay defines its business as “snack-food” rather than just “corn chips”. This is an example of:
   a. a marketing mix strategy.
   b. a mission statement.
   c. quantifiable goals.
   d. a financial statement.
   e. organizational accomplishment

3. GlaxoSmithKline PLC, the world’s biggest maker of HIV drugs, is accused in an antitrust lawsuit of preventing generic competition to its drugs. In terms of its situation analysis, this would be termed a threat for the pharmaceutical company.
   a. True
   b.False

4. Generation Y members are the most sophisticated generation ever when it comes to media.
   a. True
   b. False

5. The same Kellogg’s corn flakes you buy in U.S. supermarket can be purchased in supermarkets in Europe. This is an example of global brand extension.
   a. True
   b. False

6. Globalization holds many benefits to many different countries .Which of the following is
NOT a likely benefit of globalization?
   a. It raises productivity and living standards for people in developing countries.
   b. It helps labor unions in production-oriented businesses in industrialized countries.
   c. It provides needed technology to developing countries
   d. It encourages free trade.
   E. It provides developed countries access to additional resources.

7. Roland tends to buy the same brands of mouthwash and toilet paper as his__________, which is often the strongest source of group influence upon the individual for many product purchases.
   a. family
   b. social class
   c. girlfriend
   d. subculture
   e. fraternity brothers

8. A minor league baseball (MilLB) marketer, who wanted to reduce the likelihood that people attending games played by her team would switch to another sport or source of entertainment might:
   a. create a feeling of post-purchase anxiety for fans purchasing MiLB tickets.
   b. Offer incentives to get baseball fans to repeatedly purchase tickets for its games until they do it out of habit
   c. Increase the social visibility of baseball
   d. Raise the price of game tickets relative to the price of similar events to reduce the level of consumer involvement.
   e. Switch ticket distribution to different outlets

9. The manager of Dalton Carpets has access to a list of potential customers through the North American Industry Classification System (NAICS). He would know more about potential customers if he concentrates on the first two digits in the classification system and ignores the last two digits.
   a. True
   b. False

10. Larry O'Hair sells hospital supplies and has had the most success speaking to nurses about his products. The nurses often tell him that will recommend his products to the purchasing department. Which role in the buying center do the nurses have?
   a. gatekeeper
   b. influencer
   c. purchaser
   d. decider
   e. buyers

11. Which of the following is NOT a typical market characteristic?

a. willingness to buy the product
b. ability to buy the product
c. are aware of the product
d. a group of people or organizations
e. has needs or wants

12. Soon after the Harriet Tubman Museum expanded its hours and began charging a small fee to pay for the extra help needed to keep it open longer hors, attendance decreased. To determine why this decrease in attendance occurred, the museum staff Could rely on.
a. a production audit
b. database marketing
c. marketing research
d. an internal marketing audit
e. secondary data

13. The sales manager periodically asks his salespeople to create a report on what they have observed the competition doing in the marketplace, what they suspects the competition may do, and how their buyers are reacting to the competition's strategies. The sales manager is conducting competitive espionage.
a. True
b. False

14. You walk into an electronics store to purchase a computer. Even before you purchase, you are pleased with the service of the store's sales associates, who seem knowledgeable and helpful The service provided by the sales associates can be judged Through the use of___________qualities.
a. credence
b. internal marketing
c. experience
d. search
e. reliability

15. The label on jug of milk says the product is fat-free .This label would be an example of an express warranty.
a. True
b. False

16. Pepsi-Cola is a brand that is over 100 years old and has lunched a series of line extensions Despite its age, it still maintains a large market share. Pepsi is in the. maturity stage of its life cycle
a. True
b. False

17. Jeremy is self- confident, well-educated, active outside of his community, and always eager to try new products. Jeremy would be considered an early majority adopter.

a. True
b. False

18. The growers of Vidalia onions have determined that their chief priority for choosing a transportation mode within .the United States is transit time. However, this must be emerged by practical cost considerations. In light of these considerations, Vidalia onion growers should use_________to ship their onions
    a) railroads
    b) motor carriers
    c) airplanes
    d) water transportation
    e) pipelines

19. Nancy Gordan orders office supplies from a local retailer through her computer. The computer program is set up to transmit purchase orders and invoices between customers and the retailer The retailer then delivers the products to her office. This is an example of electronic distribution
    a. True
    b. False

20. Chain stores are owned and operated by a single organization.
    a. True
    b. False

21. Strata is a retailing operation that sells on the internet. It carries everything from jewelry to telescopes to cosmetics. The company states its products “enhance and inspire the appreciation and preservation of nature and world cultures”. From this statement , you can infer that Strata uses
    a. the wheel of retailing
    b. very narrow product depth
    c. scrambled merchandising
    d. an expanded inventory
    e. an aggregated retailing mix

22. In the advertisement for Dow bathroom cleaner, animated, talkative scrubbing bubbles are used to show how hard the bubbles work to clean the lively scrubbing bubbles appear in all advertisements for this product and are depicted on the packaging. This is an example of a________executional style.
    a .fantasy
    b. lifestyle
    c. spokesperson
    d. product symbol
    e. scientific evidence

23. Sales promotion is typically more expensive and more difficult to measure than advertising.

a. True
b. False

24. New York City-based Unilever encouraged retailers to buy display units of soap products by offering them $100 gift certificates for each unit they purchased. The _______ helped drive a $1.2 million dollar increase in net dollar sales of bar soaps for the quarter in which the promotion was used:
a.premium
b. point-of-purchase discount
c. merchandise bonus
d. trade allowance
e. push money

25. The U.S department of Justice charged Samsung, Hynix Semiconductor Inc, Infineon computer memory between 1999 and 2002. This means the companies engaged in price discrimination.
a. True
b. False

26. Which of the following is NOT a feature of a good strategic marketing plan?
a. A process for formulating strategies
b. A large marketing budget
c. A means of monitoring performance
d. A process in which different functional areas coordinate efforts

27. Which of the following is NOT part of a total quality program?
a. Customer satisfaction
b. Continuous improvement
c. Low costs
d. Customer focus

28. Marketing plans can be categorized by
a. objective, size, and orientation.
b. cost, function, and level in organization.
c. cost, size, and degree of organizational commitment.
d. duration, scope, and method of development.

29. Which statement concerning the value chain is NOT correct?
a. There are two components of the value chain: the value chain itself and the value delivery chain.
b. The parties in a value chain typically have common goals.
c. Order fulfillment, quality control, and product commercialization are examples of value chain activities.
d. A value chain represents the series of business activities that are performed to design, produce, market, deliver, and service a product.

30. The sorting process enables

a. small firms to purchase large quantities of goods.
b. the conflicting goals of manufacturers and consumers to be resolved.
c. small firms to receive high levels of customer service.
d. channel members to be viewed as strategic partners.

31. With an administered channel arrangement,
    a. all the terms regarding distribution functions, prices, and other factors are clearly specified in writing. Process
    b. the dominant firm in the distribution plans the marketing program and itemizes and
    c. coordinates each member's duties.
    d. all of the channel members are owned and controlled by the manufacturer.
    e. the channel of distribution is direct.

32. A firm that is oriented toward high sales volume or high market share should seek_____-based pricing objectives.
    a. status quo
    b. broad
    c. profit
    d. sales

33. Penetration pricing is best used with which pricing objective?
    a. Status quo-based
    b. Sales-based
    c. Broad-based
    d. Profit-based

34. A wholesaler wanting to minimize the impact of a discounter selling gray market goods should use_____-based pricing objectives.
    a. profit
    b. status quo
    c. sales
    d. return-on-investment

35. What is the role of price in an open marketplace?
    a. It reflects payment for tangible marketing factors.
    b. It increases if there is an excess of supply over demand.
    c. It decreases if there is an excess of demand over supply.
    d. It allocates goods and services among potential buyers.

36. When there are product shortages due to too low a supply, an equilibrium point will be reached if
    a. consumer demand further expands.
    b. consumers bid up prices.
    c. sellers reduce prices.
    d. competitors leave the market.

37. The 16 million people identified as working in personal selling by the Department of Labor does not include a "hidden selling sector." The "hidden selling sector" is made up of
    a. wholesale sales employees.

b. retail sales employees.
c. telemarketers.
d. individuals whose jobs entail a high degree of personal interaction with customers, but who are not classified as salespeople.

38. A two-way flow of communication between a buyer and a seller is referred to as the
    a. interactive approach.
    b. Multi step flow.
    c. communication process.
    d. buyer-seller dyad.

39. The highest audience waste in personal selling occurs with
    a. selling to former customers.
    b. direct selling.
    c. selling to major accounts.
    d. selling to potential customers classified by the same NAICS code as current customers.

40. Which of these is NOT a major advantage of personal selling as compared with advertising?
    a. Personal selling has less waste than advertising.
    b. Personal selling is less costly than advertising on a per prospect reached basis.
    c. Personal selling centers on a more defined and concentrated target market.
    d. Those who walk into a store or who are contacted by personal selling are more likely to purchase a product than those who have watched a commercial.

41. Social responsibility is most correctly defined as
    a. a concern for the consequences of a person's or firm's acts as they might affect the interests of others.
    b. a marketing practice that capitalizes on short-run material wearout, style changes, and functional product changes.
    c. behavior based upon honest and proper conduct.
    d. the activities of government, business, and independent organizations that are designed to protect people from practices that infringe on their rights as consumers.

42. Which concept is concerned with the impact of production and product consumption from a product's conception to its ultimate disposal?
    a. Planned obsolescence
    b. The socioecological view of marketing
    c. Process-related ethical issues
    d. Product-related ethical issues

43. BMW's "design for disassembly" (DFD) auto that facilities the proper recycling of steel and aluminum best illustrates which social responsibility concept?
    a. Process-related ethical issues
    b. Secondary consumers
    c. Planned obsolescence
    d. The socioecological view of marketing

44. The depletion of crude oil resources can be most effectively lowered by encouraging
    a. car manufacturers to post mileage ratings on all new cars.

b. car owners to drive at slightly above the speed limit.
c. consumers to purchase U.S.-produced cars.
d. car pooling and allowing car pools with three or more passengers access to special traffic lanes on congested highways.

45. Which of the following is an example of material planned obsolescence?
    a. The popularity of small microwave ovens for use in dorm rooms
    b. A new model camcorder that is one-third the weight of a previous model
    c. A disposable razor designed specifically for business people who travel and for tourists
    d. Same-color ties and shirts that are being heavily promoted in men's clothing magazines

46. Which types of products have been heavily criticized by environmentalists due to material planned obsolescence?
    a. Cigarettes
    b. Disposables
    c. Linen clothing
    d. SUVs

47. Which of these activities is NOT considered part of retailing?
    a. The sale of a car to a final consumer by a direct importer
    b. The sale of a car to a corporation for use by top executives
    c. The sale of a car to a final consumer by a retail car dealer
    d. The leasing of a car to a final consumer by a leasing agency

48. On average, department and specialty stores receive_____cents of every sales dollar for the functions they perform.
    a. 20-25
    b. 25-30
    c. 30-35
    d. over 50

49. On average, supermarkets receive_____cents of every sales dollar for the functions they perform.
    a. 8
    b. 15
    c. 25
    d. 40

50. A significant difficulty in adding up corresponding retail sales figures for different types of retailers is that
    a. figures come from different sources.
    b. figures may correspond to different fiscal years.
    c. retail categories may overlap.
    d. each source can define a retailer differently.
51. High failure rates, inadequate resources, and the highest degree of competition characterize which retail organizational format?
    a. Chains

b. Independents
c. Franchises
d. Leased departments

52. In retail franchising, the franchisor usually receives payments in the form of
    a. franchise fees and royalties.
    b. fees for specific consulting services.
    c. rental agreements.
    d. maintenance agreements.

53. A set business format, the use of an established name, strict operating controls, and motivated owner-operators are major characteristics of which form of retail institution?
    a. Independent retailer
    b. Retail chain
    c. Franchise
    d. Category killer

54. Which of these reflects the major consumer appeal of a conventional supermarket?
    a. Fill-in merchandise
    b. Delivery services
    c. One-stop grocery shopping
    d. A deep selection within a merchandise category

55. Which of these reflects the major consumer appeal of a conventional supermarket?
    a. Fill-in merchandise
    b. Delivery services
    c. One-stop grocery shopping
    d. A deep selection within a merchandise category
56. An extended fad product life-cycle pattern is characterized by
    a. a sharp decline in sales after a product's introduction.
    b. high seasonal sales or a high fashion component.
    c. residual sales that continue at a lower level than earlier sales.
    d. a product that maintains sales over a long time period.
57. The decline stage of the product life cycle is characterized by the
    a. development and sale of substitutes for a product.
    b. highest level of product competition.
    c. beginning of discounting by a firm and its competitors.
    d. expansion of distribution.

58. With a self-fulfilling prophecy, a firm incorrectly
    a. seeks out the largest, but most competitive market segment.
    b. assesses its ability to reverse a downward sales pattern.
    c. removes marketing support from a product that requires additional support to grow.
    d. seeks out an incorrect international market.
59. Which of the following is NOT a major reason for the importance of new products to a company?
    a. New products can utilize waste materials and byproducts of existing products.
    b. New products are generally necessary to maintain a balanced portfolio.

c. New products can reduce a firm's total investment requirements.
d. New products can help maximize the efficiency of a firm's distribution system.

60. Absolute product failure occurs when a firm
   a. is unable to regain its production and marketing costs.
   b. does not meet its sales and/or profit expectations.
   c. withdraws a product prior to commercialization.
   d. withdraws a product after test marketing.

61. Manufacturers'/service providers' agents sell only noncompetitive products to
   a. spread the risks of providing trade credit to smaller customers.
   b. provide ample customer service to both small and large customers.
   c. avoid a conflict of interest among their manufacturers/service providers.
   d. handle smaller territories.

## Section B

**Answer in brief:** **(40)**

1. Explain the statement "Advertising is paid for, publicity is prayed for."
2. How does the use of consumer demographics aid marketing decision making?
3. Under what circumstances should a manufacturer or service provider undertake wholesaling?
4. What are the unique features of cash-and-carry and truck/wagon merchant wholesalers?
5. State three ways for a firm to evaluate the success or failure of its public relations efforts.
6. Explain why so many marketers give only "lip" service to "customer service."
7. Under what circumstances should a company consider reappraising its organizational mission?
8. Describe the Boston Consulting Group Matrix and the Porter generic strategy model.
9. Outline the steps in the selling process.
10. As a telemarketer, how would you deal with the new Do Not Call Registry?
11. How can a service be positioned more tangibly?
12. What are some of the similarities and differences involved in the marketing efforts used by nonprofit and profit-oriented organizations?
13. Draw and discuss a service blueprint for an insurance broker dealing with life insurance for people ages 50 and over.
14. Describe the pros and cons of planned obsolescence as a marketing practice.
15. Why are ethical standards of conduct particularly complex for international marketers?

# FINANCE RESEARCH SCHOLARS
## COURSE OUTLINE

### 1. FINANCIAL THEORY

1. Introduction to Capital Market, Consumption and Investment: Primary Market , secondary market, Merchant Banking , mutual fund.
2. Efficient Capital Markets: Theory
3. Efficient Capital Market: Evidence.
4. Investment Decisions: NPV, IRR, PI, Payback Period
5. Theory of choice Under Uncertainty: Utility Theory
6. Market Equilibrium: CAPM and APT
7. Pricing Contingent Claims: options – call , put option, trading in India.
8. Futures Contracts and Market –
9. Multi Period Accepts of Financial Theory – Real Options – Investment. Types of real option.
10. Information Asymmetry: Agency Cost Theory and Signaling.

### 2. CORPORATE POLICY

11. The Role of the CFO and Performance Measurement: Agency Problem
12. Valuation and Tax Policy.
13. Capital Structure. NI approach, NOI approach, traditional approach, pecking order, Signaling, MM approaches
14. Dividend Policy: Walter model, Gordon Model, MM approach, stock split, buyback of shares.
15. External Investment Decisions. ECB, FCCB
16. International Finance: Theory and Evidence: foreign exchange market, risk and hedging .

**Reference Books:**

Financial Management by Prasanna Chandra , TMH
Financial Management by I M Pandey , vikas publishing house
Merchant Banking and Financial Services by Dr. Ss. Guruswamy, Latest Edition, TMH
Principles of Corporate Finance, Latest Edition, By Megginson, Smart, & Gitman., Cengage Learning. (India Edition), South - Western
International Financial Management-J. Madura-latest edition. South Western Publications

**<u>MODEL QUESTION-PAPER</u>**

## Section –A

**I:Select the right choice in the questions given below: (60)**

1. All large publicly owned corporations are “c Corporations”, and they must pay corporate income taxes. Their after tax income is taxed again when it is passed on to investors in the form of dividends, and this is called “double taxation “ However double taxation can be avoided provided a firm is small enough and has 75 of fewer stockholders, as it can then quality as an S Corporation. As a result, most small corporations are S rather than C Corporation. True or False?
   a. True
   b. False

2. Which of the following is NOT a financial institution?
   a. Investment bank
   b. Commercial bank
   c. Mutual Fund
   d. Hedge fund
   e. All of these choices are examples of financial Institutions.

3."Shareholder wealth" in a firm is represented by:
   a.the number of people employed in the firm.
   b.the book value of the firm's assets less the book value of its liabilities
   c.the amount of salary paid to its employees.
   d.the market price per share of the firm's common stock.

*4*.. The long-run objective of financial management is to:
   a.maximize earnings per share.
   b.maximize the value of the firm's common stock.
   c.maximize return on investment.
   d.maximize market share.

*5*. What are the earnings per share (EPS) for a company that earned $100,000 last year in after-tax profits, has 200,000 common shares outstanding and $1.2 million in retained earning at the year end?

*a.* 100,000
b. 6.00
c. 0.50
d. 6.50

*6.* A(n)_____would be an example of a *principal*, while a(n)______would be an example of an *agent.*
a. shareholder; manager
b. manager; owner
c. accountant; bondholder
d. shareholder; bondholder

*7.* The market price of a share of common stock is determined by:
a. the board of directors of the firm.
b. the stock exchange on which the stock is listed.
c. the president of the company.
d. individuals buying and selling the stock.

*8.* The focal point of financial management in a firm is:
a. the number and types of products or services provided by the firm.
b. the minimization of the amount of taxes paid by the firm.
c. the creation of value for shareholders.
d. the dollars profits earned by the firm.

*9.* Money market mutual funds
a. enable individuals and small businesses to invest indirectly in money-market instruments.
b. are available only to high net-worth individuals
c. are involved in acquiring and placing mortgages
d. are also known as finance companies

*10.* The purpose of financial markets is to:
a. increase the price of common stocks.
b. lower the yield on bonds.
c. allocate savings efficiently.
d. control inflation

*11.* Which of the following is NOT an example of a financial intermediary?
a. International Business Machines, Inc. (IBM).
b. Vanguard Mutual Fund
c. El Dorado Savings and Loan Association
d. Bank of America.

*12.* How are funds allocated efficiently in a market economy?

a. The most powerful economic unit receives the funds.

b. The economic unit that is willing to pay the highest expected return receives the funds.

c. the economic unit that considers itself most in need of funds receives them

d. Receipt of the funds is rotated so that each economic unit can receive them in turn.

*13.* The term "capital structure" refers to:

a. long-term debt, preferred stock, and common stock equity.

b. current assets and current liabilities.

c. total assets minus liabilities.

d. shareholders' equity.

*14.* A critical assumption of the net operating income (NOI) approach to valuation is:

a. that debt and equity levels remain unchanged.

b. that dividends increase at a constant rate.

c. that $k_o$ remains constant regardless of changes in leverage.

d. that interest expense and taxes are included in the calculation.

*15.* The traditional approach towards the valuation of a company assumes:

a.that the overall capitalization rate holds constant with changes in financial leverage.

b.that there is an optimum capital structure.

c.that total risk is not altered by changes in the capital structure

d. that markets are perfect.

*16.* Two firms that are virtually identical except for their capital structure are selling in the market at different values. According to M&M

a. one will be at greater risk of bankruptcy

b. the firm with greater financial leverage will have the higher value.

c. this proves that markets cannot be efficient.

d. this will not continue because arbitrage will eventually cause the firms to sell at the same value

*17.* According to the concept of financial *signaling,* management behavior results in new debt issues being regarded as "_____news" by investors.

a. good

b. bad

c. non-event

d. risk-neutral

*18.* The cost of capital for a firm -- when we allow for taxes, bankruptcy, and agency costs

a. remains constant with increasing levels of financial leverage.
b. first declines and then ultimately rises with increasing levels of financial leverage
c. increases with increasing levels of financial leverage
d. decreases with increasing levels of financial leverage

*19.* A profitability index of .85 for a project means that:

a. the present value of benefits is 85% greater than the project's costs
b. the project returns 85 cents in present value for each current dollar invested e project's
c. NPV is greater than zero.
d. the payback period is less than one year

*20.* Which of the following statements is correct?

a. If the NPV of a project is greater than 0, its PI will equal 0
b. If the IRR of a project is 0%, its NPV, using a discount rate, k, greater than 0, will be 0
c. If the PI of a project is less than 1, its NPV should be less than 0
d. If the IRR of a project is greater than the discount rate, k, its PI will be less than
1 and its NPV will be greater than 0

*21.* A project's *profitability index* is equal to the ratio of the_____of a project's future cash flows to the project's_____.

a. present value; initial cash outlay
b. net present value; initial cash outlay
c. present value; depreciable basis
d. net present value; depreciable basis

21. A *preliminary prospectus* is known as a

a. golden parachute.
b. red herring
c. blue sky
d. green shoe

22. When the investment banker bears the risk of not being able to sell a new security at the established price, this is known as:

a. best efforts offering
b. underwriting
c. shelf registration.
d. making a market

23. To say that there is "asymmetric information" in the issuing of common stock or debt means that

a. investors have nearly perfect information
b. the markets have nearly perfect information.
c. investors have more accurate information than management has
d. management has more accurate information than investors have

25. *Financial intermediaries_____.*
a. do not invest in new long-term securities
b. include insurance companies and pension funds
c. include the national and regional stock exchanges
d. are usually underwriting syndicates

26. Which of the following is a legitimate reason for international investment?
a. Dividends from a foreign subsidiary are tax exempt in the United States
b. Most governments do not tax foreign corporations
c. There are possible benefits from international diversification
d. International investments have less political risk than domestic investments

27. Interest-rate parity refers to the concept that, where market imperfections are few,
a. the same goods must sell for the same price across countries
b. interest rates across countries will eventually be the same
c. there is an offsetting relationship between interest rate differentials and differentials
d. there is an offsetting relationship provided by costs and revenues in similar market environments.

28. Which of the following statements is true?
a. pound interest means that interest in future periods is earned on the interest earned in the past, whereas under simple interest,
b. interest is earned only on the original investment. A deposit will grow faster if simple interest rather than compound
c. interest is paid It would be batter to both lend and borrow money at a rate of 6%
d. simple interest, rather than at a rate of 6% compound interest

29. All of the following are hedges against exchange-rate risk EXCEPT
a. balancing monetary assets and liabilities.
b. use of spot market.
c. foreign-currency swaps.
d. adjustment of funds commitments between countries.

30. Which of the following factors could lead to a NPV vs. IRR conflict between two mutually exclusive projects?
a. Differences in the projects sizes.
b. Differences in the timing of the projects' cash flows
c. Both options are true

31. Pro forma financial statements cannot be used to examine the effects of alternative

strategies and operating plans. True or false?
a. True
b. False
.
*32.* Preferred stockholders have a prior claim on the assets of the firm as compared to the claims of the lenders
a.True
b False

*33.* If you were a common shareholder with minority interests, you would prefer a majority-rule rather than a cumulative voting system
a. True
b False

*34.* Financial planning should be done within the context of a well-articulated strategic plan. True 'or' false?
a.True
b. False

*35.* Risk management involves the management of predictable events that have adverse Consequences for the firm .True or false?
a. True
b. False

*36.* An "aggressive" common stock would have a "beta"
a. equal to zero.
b. greater than one.
c. equal to one.
d. less than one

*37.* A direct foreign investment would involve real. Physical assets in a foreign country, while a foreign portfolio investment would involve stocks, bounds, or money market instruments issued foreign companies. True or false?
a. True
b. False

*38.*According to the capital-asset pricing model (CAPM), a security's expected (required) return is equal to the risk-free rate plus a premium
a. equal to the security's beta
b. based on the unsystematic risk of the security.
c. based on the total risk of the security.
d. based on the systematic risk of the security

*39.* The risk-free security has a beta equal to___________, while the market portfolio's beta is equal to___________.
a. one; more than one

b. one; less than one
c. zero; one
d. less than zero; more than zero

*40.* The expected return on a risk-free security is zero.
a. True
b. False

*41.* Beta is an index measure of systematic risk
a. True
b. False

*42.* The MINIMUM required rate of return for accepting any investment proposal should be the one that keeps the common stock price (at the least) unchanged
a. True
b. False

*43.* A firm's overall cost of capital is simply the sum of the firm's cost of equity, cost of debt, and cost of preferred stock.
a. True
b. False

*44.* The tax advantage that comes from debt financing is of special benefit to a firm that is losing money.
a. True
b. False

*45.* A goal or objective is a necessary first step for effective financial management.
a. True
b. False

*46.* Deciding on the total amount of assets needed by the firm is a key step in the investment decision.
a. True
b. False

*47.* The goal of the firm should be to maximize earnings per share.
a. True
b. False

*48.* In a large corporation, the firm's owners are usually also its top managers.
a. True
b. False

*49.* Corporate management, acting as the owners' agent, makes all decisions in the owners' best interests.

a. True
b. False

*50.* Maximizing the price of a share of the firm's common stock is the equivalent of maximizing the wealth of the firm's present owners.
a. True
b. False

*51.* Corporate Social Responsibility (CSR) is usually in conflict with the objective of shareholder wealth maximization.
a. True
b. False

*52.* The price of a share of common stock acts as a barometer indicating how well management is doing on behalf of shareholders.
a. True
b. False

*53.* A firm short of cash might well give greater emphasis to the payback period in evaluating a project.
a. True
b. False

*54.* An investment with a short payback period is almost certain to have a positive net present value.
a. True
b. False

*55.* The net present value of a project generally decreases as the required rate of return increases.
a. True
b. False

*56.* A mutually exclusive project is one whose acceptance does not preclude the acceptance of alternative projects.
a. True
b. False

*57.* Use of the IRR method implicitly assumes that the project's intermediate cash inflows are reinvested at the required rate of return used under the NPV method.
a. True
b. False

*58.* If a project's cash flows are discounted at the internal rate of return, the NPV will be zero.
a. True

b. False

*59.* Beta is the slope of
a.the security market line
b.the capital market line
characteristic line
d.the CAPM

*60.* A measure of "risk per unit of expected return."
a. standard deviation
b. coefficient of variation
c. correlation coefficient
d. beta

**Answer in brief: (40)**

1. In what ways is the wealth maximization objective superior to the profit maximization objective? Explain.
2. What do you understand by NPV
3. Discuss CAPM model
4. Discuss hedging strategy
5. discuss sec 80c with respect to tax policy
6. the equity capital is cost free, do you agree
7. Are retained earning less expensive than the new issue of ordinary shares? Give your views
8. Debt is the cheapest source of funds, explain.
9. Briefly explain the factors that influence the planning of the capital structure in practice.
10. How does financial management of an international firm differ from that of domestic firm?

<u>HR RESEARCH SCHOLARS</u>

## COURSE CONTENT

1. Introduction to Human Resource Management
2. Equal Opportunity and the Law
3. Strategic Human Resource Management and the HR Scorecard
4. Job Analysis
5. Personnel Planning and Recruiting
6. Employee Testing and Selection
7. Interviewing Candidates
8. Training and Developing Employees
9. Performance Management and Appraisal
10. Managing Careers
11. Establishing Strategic Pay Plans
12. Pay for Performance and Financial Incentives
13. Benefits and Services
14. Ethics, Justice, and Fair Treatment in HR Management
15. Labor Relations and Collective Bargaining
16. Employee Safely and Health
17. Managing Global Human Resources

MODEL QUESTION-PAPER

# Section –A

**I: Select the right choice in the questions given below: (60)**

1. _____________ Measures the HR function's effectives and efficiency in producing employee behaviors needed to achieve the company's strategic goals.
   a. HR scorecard
   b. HR metrics
   c. HR Profile
   d. None of them

2. HPWS means,
   a. Higher Program work structure
   b. High performance work system
   c. High program work structure
   d. High performance work structure

3. The procedure through which you determine the duties of positions and the characteristics of the people to hire for them is called:
   a. Competency based analysis
   b. Job specifications
   c. Job analysis
   d. Job descriptions

4. Quantitative Job Analysis Techniques include the following:
   a. Interviews
   b. Questionnaires
   c. Observation
   d. Functional job analysis

5. Competency Based Job Analysis :
   a. Is better than traditional job analysis
   b. is more tactical than strategic

reeds a “that’s not my job” attitude
d.Focuses more on how the worker meets the job’s objectives or actually accomplishes the work

6. Trend Analysis, Ratio Analysis and Scatter Plots are all methods of:
a.Recruiting
b.On-Demand Recruiting Services
c.Qualifications Inventories
d.Forecasting Personnel Needs

7. Contingent staffing is:
a.Potentially risky for employers
b.Beneficial in terms of productivity
c.Costs employers more than permanent workers
d.All of the above

8. Selection Devices that can be used to screen applicants are:
a.Structured interviews
b.Job descriptions
c.Qualifications inventories
d.None of the above

9. Qualifications Inventories,and Replacement Charts are examples of tools to:
a.Finding contingent workers
b.Forecast the supply of internal candidates
c.Recruiting a more diverse workforce
d.Ratio analysis

10. MBO is more related with
a.Performance locale theory
b.Objective setting theory
c.Goal setting theroy
d.None of above

11. One of the legal implications of training related deicions include:
a. discrimination
b. negligent training
c. overtime pay
d. all of the above
e. a & b only

11.__is a method that lists a number of traits and a range of performace for each.the employee is then rated by identifiyng the socre that best descibes his or her level of performace for each trait.
a.Alteration ranking method
b.Forced distribution mehtod
c.Behaviorally anchored rating scale
d.Graphic rating scale

12. In performace appraisal, the problem that occurs when a supervisor’s ratin of a subordinate on one trait biases the rating of the peron on other traits. That is called:
    a.Stereotyping error
    b.Bias error
    c.Projection error
    d.Halo effect

13. The method of analyzing training needs by verifying that there is a performance deficiency is called:
    a.task analysis
    b.on-the-job training
    c.job instruction training
    d.performance analysis

14. Criterion Related validity:
    a. is a test's first major requirement and refers to its consistency
    b.demonstrates that those who do well on the test also do well on the job
    c.shows that the test constitutes a fair sample of the content of the job
    d.none of the above

15. Tests that measure general reasoning ability and mental abilities are called
    a. Personality and Interest Tests
    b. Tests of Motor and Physical Abilities
    c, Tests of Cognitive Abilities
    d. Achievement Tests

16. How employers acquire and use applicants' background information is governed by:
    a.The ADA
    b.The Fair Credit Reporting Act
    c.The Federal Rehabilitation Act of 1973
    d.The Immigration Reform and Control Act of 1986

17. Evaluating an employee’s current and/or past perforace relative to his or her performace standrs is called PM (Performace management)
    a.True
    b. false

18. The performance management process seeks to link the formal appraisal process to the organisation's ,
    a.Strategic goal
    b.Org. structure
    c.Culture
    d.Stakeholder’s need

19. The performance appraisal approach that requires managers to record specific examples of effective and ineffective performance is called
    a.management by objectives

b.behavior observation scale
c.graphic rating scale
d.critical incidents method

20._ describes the relationship among the various functions and activities of the organization by showing the individuals, the groups or the departments responsible for performing theses functions.

a. Procedure chart
b. Organization chart
c. Organizational manuals
d. Procedure manuals

21. A coordinated series of work activity elements used to produce an identifiable and definable output that can be consumed or used independently is called__________.

a.Function
b.Task
c.Duty
d.Responsibility

22. Essential or Non essential activity is assigned in____________form.

a.Duty identification form
b.Responsibility identification form
c.Task identification form

23. In DOL procedure is mainly used for.

a.Job analysis
b.Job evaluation
c.Job identification
d.Job design

24. PAQ stands for….

a.Procedure analysis questionnaire
b.Position analysis questionnaire
c.Process analysis questionnaire

25. Secretary III is a example for

a.Job
b.Class
c.Family
d.Class series

26. Which of the following best describes the two primary elements of compensation?

a.Profit sharing and incentive pay
b.Financial and nonfinancial pay
c.Fixed and variable pay

27. What is the first step in building a job worth hierarchy?

a. Complete the job documentation
b. Conduct a job evaluation
c. Complete a job analysis
d. Build a base pay structure

28. Which of the following is the most appropriate use for a job description?
    a. To assist with exit interviews
    b. To train temporary workers
    c. To evaluate job content
    d. To eliminate level cutters

29. The phrases “lifts cover, lays paper on glass, closes cover and presses start button” are examples of which term within a job description?
    a. Responsibilities
    b. Duties
    c. Tasks
    d. Task elements

30. What best describes one of the purposes of job analysis?
    a. To define the level of coaching needed by supervisors
    b. To define the scope of any follow-up studies
    c. To document work processes for training purposes
    d. To document the tools necessary to perform the job

31. Prior to conducting a job analysis interview, where might one obtain secondary job information?
    a. Employment applications
    b. The Fair Labor Standards Act
    c. The employee’s supervisor
    d. Organizational charts

32. Which of the following is the most appropriate use for a job description?
    a. To assist with exit interviews
    b. To train temporary workers
    c. To evaluate job content
    d. To eliminate job identification

33. Which of the following statements is most accurate regarding the market-based job evaluation method?
    a. The relative value of jobs is determined primarily by the nature and level of work.
    b. The emphasis for evaluating jobs is based on the internal value of the different jobs within the organization.
    c. Jobs may be slotted using job content if there is insufficient market data.

34. What are the two nonquantitative job evaluation methods?
    a. Ranking and classification
    b. Job component and point factor
    c. Market-based and job content

35. Which of the following best describes the ranking method of job content evaluation?
   a. It ranks jobs based on the level of complexity of the work.
   b. It requires a high degree of technical knowledge of the job.
   c. It is a whole-job rather than a factor-based job evaluation method.
   d. It is difficult and expensive to implement.

36. Trait appraisals assess what a worker_______, while behavior appraisals assess what a worker _________
   a. does; is like
   b. thinks; acts
   c. acts; thinks
   d. is like; does

37. Pay plans that are strictly linked to organizational performance are called:
   a. Piece-rate pay plans
   b. Cost-of-living pay plans
   c. Bonus plans
   d. Gain sharing plans

38. Subjective measures are based on individual perceptions and can be used for appraisals based on traits, behaviors, and results.
   a. True
   b. False

39. When relying on behaviors to assess performance:
   a. Employees and law courts involved in cases of potential employment discrimination are likely to view The focus is not on what employees do on the job but on the effects of their behaviors or their actual output.
   b. Employees might not be motivated because the focus is on relatively enduring characteristics that cannot be changed in the short run.
   c. There could be a potential problem because sometimes the same level of performance can be achieved through different behaviors.

40. Selection interviews are classified by their:
   a. Content.
   b. How interview is administered.
   c. Structure.
   d. All of the above.

41. How a candidate reacted to actual situations in the past is asked during a interview.
   a. Job-related
   b. Situational
   c. Behavioral
   d. Stress

42. Jobs of approximately equal difficulty or importance as established by a job evaluation are grouped into:

a.Benchmark jobs.
b.A wage structure.
c.Pay ranges.
d.Pay grades.

44. Employers use______to make sure employees are working toward organizational goals.
a.Training
a.Motivation
b.Orientation
c.Performance management

45. With______training, people become skilled workers through a combination of classroom instruction and OJT.
a.Simulated
b.Job instruction
c.Programmed
d.Apprenticeship

46. The main advantage of programmed learning is that:
a.It presents facts and follow-up questions.
b.Trainees learn more than they do from a textbook.
c.It reduces training time.
d.None of the above.

46. Because it is a subjective exercise, the selection interview is the least frequently used employee Selection procedure.
a. true
b. false

47. With respect to compensation,______refers to how a job's pay rate in one company compares to the job's pay rate in other companies.
a.External equity
b.Procedural equity
c.Individual equity
d.Internal equity

49. Compensable factors______.
a.Establish how the jobs compare to one another
b.Set the pay for each job
c.Are factors the jobs have in common
d.All of the above

50. A job evaluation committee should be appointed to perform the actual evaluation because
a.Members will have different perspectives regarding the nature of the job.
b.Employee will more readily accept the results.
c.Job must be ranked for pay purposes.

and 2

51. Jobs of approximately equal difficulty or importance as established by a job evaluation are grouped into:
    a. Benchmark jobs.
    b. A wage structure.
    c. Pay ranges.
    d. Pay grades.

52. The lifelong series of activities that contributes to a person's career exploration, establishment, success and fulfillment is:
    a. Career management.
    b. Career planning.
    c. A career.
    d. Career development.

53. An employee's career is likely to be driven by the:
    a. Economy.
    b. Employee.
    c. Environment.
    d. Organization.

53.______occur(s) when a new employee's high expectations and enthusiasm confront the reality of a boring, unchallenging job.
a.Career-oriented appraisals
b. Mentoring
c,Realistic job previews
d.Reality shock

55. The process for enabling employees to better understand and develop their skills and interests and to use them effectively even after they leave the firm is career planning.
a. True
b. False

56.Responsibility for the employee's career development and career success must be borne by the employer.
a. True
b. False

57. The career planning process means the employee must conduct a personal SWOT analysis.
a. True
b. False

58. Reality shock occurs when a new employee's high expectations and enthusiasm confront the reality of a boring, unchallenging job.
a. True
b. False

59. A manager matches an employee's strengths and weaknesses with a feasible career path and required development work through mentoring.
    a. True
    b. False

60. In a career planning workshop, participants are expected to be actively involved, completing career planning exercises and participating in career skills practice sessions.
    a. True
    b. False

## <u>Section:-B</u>:

### Short questions **(40)**

1. Explain and differentiate line and staff aspects of HRM.
2. Differentiate job description and job specification.
3. How training evaluation can be done?
4. Differentiate selection and recruitment.
5. Define exit interview and appraisal interview.
6. Discuss the methods for appraising performance of employees in organization.
7. What are the main roles of individual, manager and employer in career development?
8. What are the main types of tests for selection of employees? Explain each.
9. Explain main five steps of election for union.
10. Discuss various methods for collecting job analysis information.
11. How can employers protect themselves against negligent hiring claims?
12. Explain how you would apply our principles of learning in developing a lecture, say on orientation and training.
13. Discuss the pros and cons of four performance appraisal tools.
14. Establish strategic pay plans.
15. Explain competency mapping,

# **IT RESEARCH SCHOLARS**

## COURSE CONTENT

1. Information Systems Management
2. Business Process Management
3. E-Business and E-Commerce
4. Enterprise Engineering
5. Database Management and Concepts of business intelligence
6. Business Collaboration & e-Services
7. Systems Analysis and Design
8. Software Development Methodologies
9. Data warehousing and data mining
10. Software Process Models
11. Foundations of Software Engineering
12. Software quality assurance
13. Knowledge Management
14. Information Systems Security
15. Authentication and Access Control
16. Workflow Management Systems
17. Business Processes Re-engineering
18. Managing Software Projects
19. Database Security and Transaction Support
20. Modeling Concepts and Information Integration Tools
21. Software Quality
22. Business Processes optimization

**MODEL QUESTION-PAPER**

**Section –A**

**I: Select the right choice in the questions given below: (60)**

1. E-commerce and e-business are:
   A. The same
   B. Increasingly valuable tools for more traditional firms
   C. Growing more slowly with the failure of the dot-coms
   D. Restricted to the Web

2. The purpose of check digit verification of an account number on an update transaction is to:
   A.Verify that the account number corresponds to an existing account in the master file
   BPrevent an incorrect match of the update transaction to the master file
   C.Ensure that supporting documentation exists for the update transaction
   D.Link the account number to other fields in the file

3. What is a primary risk of a 'phased' implementation?
   A. Previous implementations may need to be reworked.
   B. The project may lose momentum.
   C. Business Analysts will find problems in the data sooner.
   D. Executives will lose focus.
   E. The project budget may be exceeded.

4. What is the interactive, computer-based information system that collects data on transactions and operations?
   A.Transaction processing system
   B. Decision support system
   C. Executive information system
   D. Expert system

5.What level of decision is appropriate for a manufacturing industry if it involves rearranging the work area, altering production schedules, changing inventory methods, or expanding quality control measures?

   A.Operational
   B. Tactical
   C. Strategic

D.None of the above

6. The purpose of decision support systems is to:
   A. Replace a manager's judgment during the decision-making process
   B. Provide a predefined sequence of analysis during the process of problem solving
   C. Provide interactive assistance during the process of problem solving
   D. Automate a manager's decision-making process

7. Establishing an e-business requires that you either run a________or pay someone to run it for you, so you should understand some of the main issues in Web________.
   A. Server, servers
   B. Printer, site
   C. Scanner, servers
   D. Printers, servers

8.Projections and responses to queries are information output characteristics associated with a (n):
   A.DSS
   B. MIS
   C. ESS
   D. TPS

9.Business models typically use:
   A. Flow diagrams to represent various aspects of the process and relationships
   B. Digital logic diagrams to represent the process and various relationships
   C. Mathematical equations to represent the process and the various relationships
   D. Venn diagrams to represent the process and the various relationships

10. Strategic changes often involve:
   A. Applying for funds from a bank before changes are considered
   B. Laying off old employees before changes are made
   C Hiring new IS teams before any of your competitors
   D. Implementing new technology before any of your competitors

11. In an architecture where 'atomic' data are maintained in the Data Warehouse and used to create the Data Marts, what is the best implementation for the Data Warehouse databases?
   A. Multi-Dimensional Database Management System
   B. Hierarchical Database Management System
   C. Relational Database Management System
   D. Object Database Management System
   E. Any Database Management System is acceptable.

12. Information systems can facilitate supply chain management by:
   A.Tracking the status of orders
   B. Rapidly communicating orders
   C. Providing product specifications
   D. Doing all of the above

12. The E-commerce domain that involves business activity initiated by the consumer and targeted to businesses is known as:
    A. Consumer to Consumer (C2C).
    B. Business to Consumer (B2C).
    C. Consumer to Business (C2B).
    D. Consumer to Consumer (C2C).
    E. Consumer to Business (C2B).
    F. Business to Business (B2B).
    G. Business to Consumer (B2C).

14. Why would an organization decide to implement a Data Warehouse on a mainframe computer with its For cost considerations only.
    a. For improved response time on queries to the Data Warehouse.
    b. The size of the Data Warehouse has outgrown the small computer's capability of handling it.
    c. To avoid large network requirements as a result of having to move large amounts of data between platforms and database management systems.
    d. The number of Data Warehouse users has increased to a point where the smaller platforms cannot handle them.

15. The type of website that is designed to build customer goodwill and to supplement other sales channels rather then sell the company's products directly is known as a________________website.
    A. click-and-mortar
    B. marketing
    C. corporate
    D. customer service
    E. click-and-mortar
    F. marketing
    G. corporate
    H. customer service

16._occurs when one business transmit computer-readable data in a standard format to another business.
    A. EFT
    B. VAN
    C. EDI
    D. LAN

17. What are the characteristics of a good candidate for a Web application?
    A. One that provides data in multiple formats to a small group of business analysts and management.
    B. Any application intended to be used by executive management.
    C. One that provides data in multiple formats and that requires a low level of processing to a large number of users.
    D. Any application providing access to a Data Warehouse, Data Mart, or Operational Data Store.
    E. One that requires intensive processing and provides data in a few formats to a large number of

users.

18. One significant components of_____can be the investment a seller makes in equipment or in the hiring of skilled employees to supply the product or service to the buyer.
    a. economic cost
    b.. transaction cost
    c.SWOT analysis
    d.retention cost

19. What does the statement "A Data Warehouse database is non-volatile" mean?
    a.Data Warehouse databases contain only historical transaction data.
    b.Business requirements for a Data Warehouse are stable.
    c.Data Warehouse database structures change very infrequently.
    d. Data within the databases do not change from second to second.
    e.Data Warehouse databases support the creation of a set of reports.

20. ______ is the degree to which the product offers utility to a potential customer .
    A. Differentiation
    B. Relevance
    C. Perceived value
    D. brand

21. What is typically discovered when historical data are first extracted from legacy systems for initial into the Data Warehouse loading?
    A. Flaws in the warehouse database design.
    B. Flaws in the extraction program code.
    C. The need for additional data sources.
    D. Extraction run times are shorter than expected.
    E. Undocumented changes in the content, usage, and structure of the historical data.

22. Most courts will hold that a(n)______exists when the terms of a contract have been reduced to some tangible form.
    A. writing
    B.file
    C. agreement
    D. term

23. Which of the following statements correctly describe a Dimension table in Dimensional Modeling?
    A. Dimension tables contain fields that describe the facts.
    B. Dimension tables do not contain numeric fields.
    C. Dimension tables are typically larger than fact tables.
    D. Dimension tables do not need system-generated keys.
    E. Dimension tables usually have fewer fields than fact tables

24. Pay Pal earns a profit on the______which is money that is deposited in Pay Pal accounts and not used immediately.
   A. scrip
   B. commission
   C. transaction cost
   D. Float

25. When preparing a website, designers should ensure that the site enables user-to-user communication. This design feature is known as____________________.
   A. community
   B. context
   C. commerce
   D. connection
   E. context
   F. community
   G. commerce
   H. connection

26. Primitive operations common to all record management system include
   A. print
   B. sort
   C. look-up
   D. all of above

27. Which of the following contains a complete record of all activity that affected the contents of a database during a certain period of time?
   A. report writer
   B. query language
   C. data manipulation language
   D. transaction log
   E. none of the above

28. Referential Integrity is a set of rules
   A. used to ensure relationships between records in related tables are valid
   B. Used to lookup data in another table
   C. Used to make sure data are correct.
   D. None of the above

29. The generic two-level data warehouse architecture includes which of the following?
   A. At least one data mart
   B. Data that can extracted from numerous internal and external sources
   C. Near real-time updates
   D. All of the above.

30. The extract process is which of the following?
   A. Capturing all of the data contained in various operational systems

B. Capturing a subset of the data contained in various operational systems
C. Capturing all of the data contained in various decision support systems
D. Capturing a subset of the data contained in various decision support systems

31. A goal of data mining includes which of the following?
    A. To explain some observed event or condition
    B. To confirm that data exists
    C. To analyze data for expected relationships
    D. To create a new data warehouse

32. A goal of data mining includes which of the following?
    a) To explain some observed event or condition
    b) To confirm that data exists
    c) To analyze data for expected relationships
    d) To create a new data warehouse

33. Which data administration subsystem periodically backs up information contained in a database?
    a) Concurrency control facilities
    b) Reorganization facilities
    c) Backup and recovery facilities
    d) Security management facilities

34. Software______is work done to enhance software functionality, correct errors and improve the performance of software.
    A. re-design
    B. maintenance
    C. corrections
    D. re-engineering

35. A corporation uses formal methods for requirements specification because they believe that it guarantees that the customer's needs will be met by the new software application. Which statement about this corporation's belief is true?
    A. Formal methods do provide this guarantee because they are safer to use.
    B. Formal methods do not provide this guarantee because they are not testable.
    C. Formal methods do provide this guarantee because they are based on mathematical techniques for which proof systems exist.
    D. Formal methods do not provide this guarantee because they are difficult to communicate accurately to the user.

36. Software deteriorates rather than wears out because
    a) Software suffers from exposure to hostile environments
    b) Defects are more likely to arise after software has been used often
    c) Multiple change requests introduce errors in component interactions
    d) Software spare parts become harder to order

37. Which of the following aspects are normally associated with defining a 'knowledge worker'? Select all that apply

a) Carry out work which is intellectual in nature.
b) Highly valued occupational elite.
c) Are typically employed on full-time permanent contracts.
d) Carry out work which contributes significantly to the performance of their employers.
e) Use established bodies of formal codified knowledge.

38. What is meant by a personalization approach to knowledge management activities?
A. Where workers share their tacit knowledge with other people.
B. The use of IT systems where employees codify their own knowledge and use systems to search for
C. knowledge they don't possess.
D. Where no structured approach to knowledge management is in place.

39. What does the term 'Ad-hoc Analysis' mean?
A. Business analysts use a subset of the data for analysis.
B. Business analysts access the Data Warehouse data infrequently.
C. Business analysts access the Data Warehouse data from different locations.
D. Business analysts do not know data requirements prior to beginning work.
E. Business analysts use sampling techniques

40. How do highly distributed source systems impact the Data Warehouse or Data Mart project?
A. The source data exists in multiple environments.
B. The location of the source systems has minimal impact on the Data Warehouse or Data Mart implementation.
C. The timing and coordination of software development, extraction, and data updates are more complex.
D. Large volumes of data must be moved between locations.
E. Additional network and data communication hardware will be needed.

41. Which of the following is an example of a process performed by a Level 3 OLAP tool?
A. Drill down to another level of detail.
B. Display the top 10 items that meet specific selection criteria.
C. Trend analysis.
D. Calculate a rolling average on a set of data.
E. Display a report based on specific selection criteria.

42. In a Data Mart Only architecture, what will the Data Mart Development Team(s) encounter?
A. There is little or no minimal data redundancy across all of the Data Mart databases.
B. Issues such as inconsistent definitions and dirty data in extracting data from multiple source systems will be addressed several times.
C. Database design will be easier than expected because Data Mart databases support only a single user.
D. There is ease in consolidating the Data Marts to create a Data Warehouse.
E. It is easy to develop the data extraction system due to the use of the warehouse as a single data source.

43. What is the primary responsibility of the 'project sponsor' during a Data Warehouse project?
A. To manage the day-to-day project activity.

B. To review and approve all decisions concerning the project.
C. To approve and monitor the project budget.
D. To ensure cooperation and support from all 'involved' departments.
E. To communicate project status to higher management and the board of directors.

44. What are Metadata?
    A. Data used only by the IS organization.
    B. Information that describes and defines the organization's data.
    C. Definitions of data elements.
    D. Any business data occurring in large volumes.

45. How can the managers of a department best understand the cost of their use of the data warehouse?
    a) A percentage of the business department's budget should be directed to the maintenance and enhancement of the Data Warehouse.
    b) Institute a charge-back system of computer costs for the access to the Data Warehouse.
    c) Develop a training program for department management.
    d) Provide executive management with computer utilization reports that show what percentage of utilization is due to the Data Warehouse.
    e) Business managers should participate in the acquisition process for computer hardware and software.

46. Which of the following classes of corporations can gain the most insights from their legacy data?
    a) A corporation that wants to determine the attitude of its customers towards the corporation.
    b) A corporation that offers new products and services.
    c) A new corporation.
    d) A corporation that has existed for a long time.
    e) A corporation that is constantly introducing new and different products and services.

47. Which of the following is NOT found in an Entity Relationship Model?
    a) A definition for each Entity and Data Element.
    b) Entity Relationship Diagram
    c) Entity and Data Element Names
    d) Fact and Dimension Tables
    e) Business Rules associated with the entities, entity relationships, and the data elements
48. What is Data Mining?
    a) The capability to drill down into an organization's data once a question has been raised. The setting up of queries to alert management when certain criteria are met.
    b) The process of performing trend analysis on the financial data of an organization.
    c) The automated process of discovering patterns and relationships in an organization's data.
    d) A class of tools that support the manual process of identifying patterns in large databases.

49. What does implementing a Data Warehouse or Data Mart help reduce?
    a) The data gathering effort for data analysis.
    b) Hardware costs.
    c) User requests for custom reports.
    d) Costs when management downsizes the organization.

e) All of the above.

50. Profitability Analysis is one of the most common applications of data warehousing. Why is Profitability Analysis in data warehousing more difficult than usually expected?
    a) Almost every manager in an organization wants to get profitability reports.
    b) Revenue data cannot be tracked accurately.
    c) Expense data is often tracked at a higher level of detail than revenue data.
    d) Revenue data is difficult to collect and organize.
    e) Transaction grain data is required to properly compute profitability figures.

51. Which of the following would NOT be considered a recurring cost of either Data Warehouse User Support or Data Warehouse Administration?
    a) Capacity Planning
    b) Creation of New Data Marts
    c) Security Administration
    d) Data Archiving
    e) Database Management System Software Selection
52. Why is it important to track all project issues and their resolution?
    a) To show management what the project team has accomplished.
    b) Issues will be brought back up even after they have been resolved.
    c) Provides an audit trail for use in internal or external audits.
    d) There is no need to track issues once they are resolved.
    e) Tracking is needed for project status report.
53. When a physical database design contains summary data, what must the database designer always ensure?
    a) Non-numeric (non-summary) data elements should not be placed in a summary table.
    b) The detail data used to create the summary data is kept in case the Data Warehouse database needs to be reloaded.
    c) The level of detail lost by summarization will not affect the business analysts' use of the data.
    d) Each table with summary data has a 'from' and 'to' date.
    e) The appropriate business rule(s) describing how the data will be summarized is in place.
54. Which of the following is a business benefit of a Data Warehouse?
    a) Customers are happier.
    b) Reduction in Government interference.
    c) Decision makers will be able to make more decisions each day.
    d) Ability to identify historical trends.
    e) Improves morale of the business analysts.
55. How does Ad-hoc Access differ from Managed Query Access?
    a) Ad-hoc access provides users more flexibility when retrieving data.
    b) Ad-hoc query access requirements are easier to anticipate.
    c) Managed query access is more frequently implemented.
    d) Managed query access give users more ways of getting the data they need.
    e) Managed query response times are easier to optimize.
56. What is a 'snowflake' schema?
    a) The dimension tables are 'normalized'.
    b) The dimension tables can refer to more than one fact table.
    c) All recurring groups of attributes are completely removed from dimension tables.

d) A schema that can be implemented only with an MDDB Database Management System.
e) Any database implemented with a network Database Management System.

57. Which of the following describes a successful decision support environment?
a) Depends heavily on sets of 'canned' queries to provide good performance and reduced costs
b) Has data warehouse and data mart databases that are of terabyte size
c) Costly
d) Totally independent of the operational systems
e) Iterative and evolutionary

58. What is an Operational Data Store?
a) A set of databases that serve as a 'staging' area to facilitate consolidating data from several, distributed-source systems.
b) A set of databases that support OLAP.
c) A set of databases that support reporting from an application system.
d) A set of databases that provide integrated operations data to serve the organization's day-to-day activities.
e) A set of databases to provide operational data for a single department.

59. When is it appropriate to 'denormalize' a relational database design for a Data Warehouse database?
a) When disk space is low.
b) When memory is low.
c) When the analysis requirements are understood.
d) Any time.
e) When the database design is no longer expected to change.

60. Where in the warehouse architecture is it appropriate to calculate 'derived' data elements for storage?
a) As part of the business analysts' queries.
b) In an application system developed solely to address 'derived' data elements.
c) When the data are extracted from the source systems.
d) After the business analysts have extracted their data from the Data Warehouse.
e) Just prior to loading the data into the Data Warehouse databases

# Section:-B

## Short questions: (40)

1. Explain the cost estimation procedure using COCOMO Model.
2. Explain the organizational structure of the software development.
3. What features of the information systems she is using support the assertion that it is more of a Decision Support System (DSS) than a traditional Management Information System (MIS)?
4. Explain how Information technologies can be used to reduce each of the 5 threats identified in Porter's competitive model
5. Describe the complete life cycle for the development of on-line E-commerce system using any of the existing E-commerce systems.
6. With the help of any example web-site, explain the perspectives of the buyers and sellers in a B2B E-Commerce type'. Also, mention the benefits over the traditional commerce. List the disadvantages, if any.
7. Identify six factors that influence the maintainability of the system.
8. List the main features of the object-oriented approach to databases.

9. Explain how the Internet reduces information asymmetry.
10. Describe the differences between a data warehouse and data mart.
11. Identify the six phases of the SDLC.
12. Identify three ways that data security is built into a file.
13. Describe what a risk assessment is and why it's necessary.
14. Describe the strategies normally used for an inference engine.
15. Compare and contrast the different capabilities of DSS and MIS systems. If you had to do without one of them, which would it be? Why?