

# Salim Habib University

## PhD SAMPLE TEST

### General Test:

**There will be three sections of the paper i.e English, Quantitative/Analytical Reasoning, and Subject.**

### Section 1. ENGLISH:

**Q1.** Select the synonym for “**Pernicious**”:

- a) Harmless
- b) Deleterious
- c) Innocuous
- d) Benign

**Correct Answer: B**

**Q2.** Choose the pair that best complete the analogy;

*OBSTINATE : YIELD ::*

- a) Frugal : Conserve
- b) Garrulous : Talk
- c) Capricious : Predict
- d) Erudite : Learn

**Correct Answer: C**

**Q3.** Idiom “*Throw down the gauntlet*” means:

- a) To admit defeat politely
- b) To issue a challenge boldly
- c) To withdraw from competition
- d) To avoid direct confrontation

**Correct Answer: B**

**Q4.** Sentence Completion:

Despite his reputation for \_\_\_\_, the researcher was remarkably open to new perspectives and alternative methodologies.

- a) Flexibility
- b) Dogmatism
- c) Curiosity
- d) Humility

**Correct Answer: B**

Organizations that centralize decision-making often gain strategic coherence and economies of scale, but they can be slow to respond to local contingencies. Decentralized units respond faster and tailor actions to context, yet their autonomy can produce conflicting priorities and duplication of effort. The optimal design, the author argues, is not pure centralization or pure decentralization but institutional mechanisms that preserve coordinated strategy while enabling timely local adaptation.

**Q1.** Which one of the following is best supported by the passage?

- a) Centralized organizations always outperform decentralized ones in implementing strategy.
- b) Decentralized units never achieve economies of scale.
- c) An organization that lacks mechanisms for coordination risks incoherence across units.
- d) Local adaptation is unnecessary when strategy is clear.

**Correct Answer: C**

**Q2.** The author's conclusion that mechanisms should preserve coordination while enabling adaptation depends most on which assumption?

- a) Local managers prefer autonomy over consultation.
- b) Strategic coherence and timely local response are both valuable organizational goals.
- c) Central offices always have better information than local units.
- d) All organizations face identical local contingencies.

**Correct Answer: B**

**Q3.** Which of the following, if true, would most strengthen the author's conclusion?

- a) Case studies showing some centralized firms achieved coherence but lost market share due to slow local responses.
- b) Evidence that local units in all industries always make better decisions than central offices.
- c) Data showing that decentralization eliminates all duplication of effort.
- d) A theory asserting that strategy is irrelevant to organizational performance.

**Correct Answer: A**

## **Section 2. ANALYTICAL/LOGICAL & QUANTITATIVE REASONING:**

**Q1.** If a number is increased by 25% and then decreased by 25%, the final value becomes 225. What was the original number?

- a) 280
- b) 300
- c) 320
- d) 240

**Correct Answer: D**

**Q2.** The ratio of two numbers is 5:7. If the smaller number is increased by 25%, the ratio becomes 25:36. What is the larger number?

- a) 84
- b) 90
- c) 96
- d) 108

**Correct Answer: A**

**Q3.** A train 190 m long passes a pole in 15 seconds. What is its speed in km/h?

- a) 40 km/h
- b) 45.6 km/h
- c) 48 km/h
- d) 52 km/h

**Correct Answer: B**

### **Logical Reasoning:**

**Q4.** Four colleagues A, B, C, D sit in a row. A is left of B. C sits at one of the ends. D sits between A and C. Which is true?

- a) A is at leftmost end.
- b) B is rightmost.
- c) D is between B and C.
- d) C is rightmost.

**Correct Answer: B**

**Q5.** Statement: "The university will increase research grants next year." Which assumption is required for this statement to affect faculty behavior immediately?

- a) Faculty are aware of the announcement.
- b) Grants are distributed equally.
- c) Students will benefit from grants.
- d) Faculty salaries will rise.

**Correct Answer: A**

Q6. Premise: “Company sales fell by 10% in Q1.” Which is the best inference?

- a) Company will cut staff.
- b) Demand for product decreased in Q1.
- c) Company’s market share decreased.
- d) Sales revenue in Q1 is 90% of last year’s Q1.

**Answer: D**

### **Section 3. SUBJECT QUESTIONS**

#### **PART -1 - MCQs**

1. Which of the following best describes “Double Jeopardy” law?
  - a) Smaller brands suffer both from fewer buyers and lower purchase frequency compared to larger brands.
  - b) Brands with higher loyalty face double the risk of market exit.
  - c) Smaller brands can overcome market share disadvantage through extreme differentiation.
  - d) Niche brands are exempt from market penetration laws.

**Correct Answer: A**

2. Which of the following is the primary focus of the AMO framework in HRM?
  - a) Aligning workforce diversity with corporate culture
  - b) Enhancing performance by focusing on employees’ Ability, Motivation, and Opportunity
  - c) Measuring HR outcomes only through motivation and engagement scores
  - d) Reducing labor costs while increasing productivity

**Correct Answer: B**

3. In the context of strategic HRM, high-performance work systems (HPWS) are primarily designed to:
  - a) Increase compliance with labor laws
  - b) Integrate mutually reinforcing HR practices that improve firm performance
  - c) Focus solely on training and development initiatives
  - d) Standardize HR practices across industries

**Correct Answer: B**

4. Which of the following statements is correct regarding Economic Value Added (EVA)?
- a) EVA is equivalent to net profit after tax.
  - b) EVA measures value creation after accounting for the cost of capital.
  - c) EVA ignores opportunity cost of capital.
  - d) EVA is a purely accounting-based metric with no relation to shareholder wealth.

**Correct Answer: B**

5. The concept of **dynamic capabilities** as defined by Teece emphasizes:
- a) The accumulation of static resources to outperform competitors
  - b) A firm's ability to sense opportunities/threats, seize opportunities, and reconfigure resources
  - c) Leveraging economies of scale to sustain cost leadership
  - d) Outsourcing non-core functions to achieve efficiency

**Correct Answer: B**

### **Part – 2 – DESCRIPTIVE QUESTIONS.**

- a. Evaluate the implications of agency theory in corporate governance and financial decision-making. How do mechanisms such as ownership structure, executive compensation, and debt discipline mitigate agency costs?
- b. Traditional STP has been criticized as being too static for dynamic, data-rich markets. In light of emerging paradigms such as Jobs-to-be-Done theory, ecosystem-based value creation, and AI-enabled micro-segmentation, critically discuss how strategic marketers should reconceptualize customer understanding and value delivery. How do these approaches address the limitations of STP, particularly in platform-based and digital-first industries?

**Good luck and the End.**