

## SAMPLE QUESTIONS

### TISS Management Aptitude Test (TISS-MAT)

Each multiple-choice question has one correct answer. Each correct answer will fetch 1 mark and each wrong answer will result in 0.25 negative marks.

#### Section A: Comprehension

**Answer the questions based on the information given in the following passage.**

The glass ceiling is an idea familiar to many. It refers to the invisible barrier that seems to exist in many fields and which prevents women from achieving senior positions.

Less well-known, but arguably a more pernicious problem, is the “glass cliff”. Originally recognised by academics Michelle Ryan and Alex Haslam back in 2005, this is the phenomenon of women making it to the boardroom but finding themselves disproportionately represented in untenable leadership positions.

Ryan and Haslam presented evidence that women were indeed starting to secure seats at boardroom tables. But the problem was that their positions were inherently unstable. These women would then find themselves in an unsustainable leadership position from which they would be ousted with evidence of apparent failure. The title of their paper sums it up: women are over-represented in precarious leadership positions.

Subsequent research in an array of environments has demonstrated that this is not an isolated issue, nor is it unique to certain industries or geographical locations. It reveals that women in top leadership positions seem to be routinely handed inherently unsolvable problems.

These are problems that they strive very hard to address – but no matter the effort, these problems cannot be solved. The women in charge are then still held personally accountable for failure, ultimately leading to their resignation or dismissal. This creates a damaging, self-fulfilling prophecy that women are unsuitable for leadership positions. Not only does it knock the confidence of the woman in question, it also makes organisations wary of recruiting women to these positions.

A chequered picture

The glass cliff theory and its supporting evidence appears, at face value, to be at odds with evidence from other sources which confirms that more women than ever before are making it to the boardroom.

But the detail of gender representation in large organisations presents a more chequered picture. Plus, the snapshots and headlines of more women in the boardroom tend to lack the granular analysis of boardroom turnover – that women are more likely to be over-represented on boards of companies that are more precarious.

There is also the more challenging question of why any organisation would actively set out to sabotage someone’s career, which is what the glass cliff situation appears to do. This is where the data gets really interesting.

A wider look at glass cliff scenarios reveals that in most situations the women in question have experience of the organisation when they are recruited into the top position. They are not external hires, they are internal. This means that, in practice, these women are far more likely to have a fundamental understanding of the politics of the organisation, its culture and power brokers.

The evidence seems to suggest that these women find themselves with the choice of accepting a glass cliff position or resigning altogether. Having worked for many years to secure a leadership or executive role, it is perhaps less surprising to understand why these women feel a sense of obligation to take on what appears to be an impossible challenge.

1. “Glass cliff” represents:
  - a. the phenomenon of women being assigned to difficult board-level leadership positions
  - b. the phenomenon of women being disproportionately less in board-level leadership positions.
  - c. the phenomenon where women are under-represented in precarious leadership positions.
  - d. None of above
2. Ryan and Haslam showed that:
  - a. Women were securing more boardroom positions and were more successful than before.
  - b. Women were securing more boardroom positions but they refused to join them.
  - c. Women were securing more stable boardroom positions.
  - d. Women were securing more unstable boardroom positions.
3. Which of the following is not an outcome of the “Glass cliff” problem?
  - a. Organizations are cautious about recruiting women.
  - b. Women may resign or be dismissed.
  - c. Women’s confidence is reduced.
  - d. Women’s performance appraisals are done more frequently.
4. What is the meaning of the term “chequered” as it is used in the passage?
  - a. Analysis of women’s careers must be done at a granular level.
  - b. At times women are confident and at other times they are not.
  - c. Snapshots and headlines capture the true picture of women’s careers.
  - d. There appears to be conflicting evidence about the success of women in top leadership positions.
5. Why is it that women end up choosing to opt for top jobs which may be detrimental to their career?
  - a. Companies actively work to make the work difficult after a woman is appointed.
  - b. The job details presented to women at the time of joining is not accurate.
  - c. Women hired for top jobs are promoted from within the company and have to take up the job or else they are forced to resign.

- d. Women hired for top jobs come from other companies and are ignorant of organizational politics.

**Section B: Management Data Interpretation**

Answer the questions on the basis of the information given in the following tables/graphs.

**Table1: Manufacturing costs for the production of 50 television (TV) sets**

Direct Material	\$ 1500
Direct Labour	\$ 750
Factory Overheads	\$ 3500
Total factory cost of 50 TV sets	\$ 5750
Recommended selling price to retailers per TV set	\$ 130

**Table 2: TV sets sold in millions**

Year	2007	2008	2009
TV Sets Sold (millions)	2.7	2.1	1.2

**Table 3: TV Viewing Habits (Hours spent on TV per week)**

Hours of Viewing	Number of Viewers
20-24	200
25-29	600
30-34	900
35-39	400

6. 70% of sales in 2007 and 2009 occurred in the EU and US territories, how many more TV sets were sold into these territories in 2007 than in 2009?
- 1.03 m
  - 1.04 m
  - 1.05 m
  - Cannot tell
7. From the table, calculate the absorption cost of each TV set (absorption cost = total factory cost divided by the number of units produced).
- \$115
  - \$116
  - \$117
  - \$118

8. Use the figures provided to calculate the total factory cost of producing all the TV sets sold in 2008.
  - a. \$ 241.5 m
  - b. \$ 240 m
  - c. \$ 235.5 m
  - d. Cannot tell
  
9. Calculate the marginal cost of each TV set (marginal cost = direct material and labour cost divided by number of units produced).
  - a. \$46
  - b. \$45
  - c. \$44
  - d. \$43
  
10. What is the percentage profit/loss made on each TV set (use absorption cost in this calculation)?
  - a. 9%
  - b. 10%
  - c. 11%
  - d. 13%

### **Section C: Business Awareness**

11. Which is the least corrupt country according to Transparency International Index 2018?
  - a. Denmark
  - b. New Zealand
  - c. Finland
  - d. Australia
  
12. Which of these companies is planning to enter the subscription-based movie streaming service?
  - a. Walt Disney
  - b. One97
  - c. Apple
  - d. Zillow
  
13. In business terms, what is a unicorn?
  - a. A company that produces in the AI sphere in Silicon Valley
  - b. A company located in an emerging economy
  - c. A company having green field project working in around ecology
  - d. A company with a market capitalisation valuation of at least \$ 1 billion
  
14. Which labour code has recently been passed by the parliament?
  - a. Industrial relations

- b. Occupational safety, health and working conditions
- c. Social security
- d. Wages

15. Recently, Reliance Industries Ltd. (RIL) has planned to sell 20% stake to which foreign company?

- a. Saudi Aramco
- b. Gazprom
- c. BP Plc
- d. Sinopec

### Correct Answers

- 1. a
- 2. d
- 3. d
- 4. d
- 5. c
- 6. c
- 7. a
- 8. a
- 9. b
- 10. d
- 11. a
- 12. a
- 13. d
- 14. d
- 15. a