

**Graduate School of Commerce Doctoral Program  
April Entrance Examination 2018  
Question Sheets**

**Instructions**

1. Do not touch your examination documents until instructed to do so.
2. Confirm that you have received the Question Sheets and separate Answer Sheets.
3. Answer only the two questions from the subjects that you have selected as part of your Admissions Application. (Should you answer the wrong question, the scores for those questions will not be included in your test score.)
4. After receiving the signal to start the examination, write your test subject name in the specified box on your Answer Sheet (upper left corner). Be sure to also provide your examination ID number and name in the designated space.
5. Write your answers on the Answer Sheet provided using only a ballpoint, or other type of pen, in blue or black ink. Erasable ink pens are not allowed.
6. The use of correction fluid or correction tape is allowed.
7. Examinees must use their own writing implements, correction fluid, and/or correction tape, as none are available at the test venue.
8. Examinees will not be allowed to request additional Answer Sheets or have them replaced.

## **Graduate School of Commerce Doctoral Program April Entrance Examination 2018 Question Sheets**

Answer only the two questions from the subjects that you have selected as part of your Admissions Application.

[Note]

- 1) The subject name should be written down on each answer sheet and Draft Paper in the designated space.
- 2) It is not necessary to write the questions sentence on the answer sheet.

### **Organizational Management**

Answer all the following questions.

- (1) Individual decision-making by top management can be described in rational approach and bounded rationality perspective. Explain these two ways and the difference between individual and organizational decision-making.
- (2) Conflict can occur between different groups or business units within an organization. Describe the sources of intergroup conflict, and explain the relationship between them

### **Strategic Management**

- (1) What is the VRIO framework proposed by Jay Barney? What does each letter ("V," "R," "I," and "O") mean? Explain the concepts.
- (2) What are limitations of the VRIO framework as an analytical framework? Explain two of them.
- (3) What are generic strategies in the business-level strategy proposed by Michael Porter? Explain.
- (4) How do the VRIO framework and generic strategies complementarily explain sources of a firm's sustainable competitive advantage? Referring to their theoretical limitations, explain their theoretical complementarity.

## Marketing

Answer the following questions.

- (1) Explain the similarities and differences between B-to-B marketing and B-to-C marketing.
- (2) What is sensory marketing? How does it work for new product development? Why do today's marketers place weight on it?

## Consumer Behavior

Answer all the following questions.

- (1) Explain the concept of consumer involvement using the following terms: cognition, affect and knowledge.
- (2) Describe the multiattribute attitude model and discuss the usefulness of the model for understanding consumer behavior.

## Financial Accounting I

- (1) Fama (1970) proposed three types of market efficiency. List all three types and provide brief explanation for each type.
- (2) Among those listed in (1) above, which type of market efficiency is the most relevant when one examines the usefulness of accounting information and why?
- (3) Assume the market efficiency described in (2) holds in the real market, explain how the market is expected to react to the change(s) in accounting policy by an individual firm.
- (4) Assume the market efficiency described in (2) holds in the real market, explain how the market is expected to react to an earnings announcement by an individual firm.
- (5) Discuss whether the market efficiency described in (2) actually holds in the real market or not. Base your discussion on the extant accounting literature.

## Management Accounting I

Answer all of the following questions.

- (1) Describe the procedures of the following three methods for capital expenditure decisions:
  - a) the payback method, b) the net present value method, and c) the internal rate of return method.
- (2) Discuss advantages and disadvantages of the three methods.



