

Mid-West University
Office of the Dean
Graduate School of Management
Master of Philosophy (MPhil) in Management
Model Questions for Entrance Examinations - 2026

Time: 2:00 Hours

Full Marks: 50

Pass Marks: 30

Instructions to Applicant: Please attempt all questions from all sections. Your answers must reflect clarity of reasoning, analytical rigor, and research orientation. You may use appropriate assumptions, examples, and managerial interpretations where necessary. Marks are allocated for logical coherence, methodological understanding, and critical insights.

Section A: Logical Reasoning and Analytical Thinking (10 x 2 = 20 Marks)

Q1. In management research, decision-making is often influenced by assumptions and logical structures. 'Organizations that invest heavily in employee training always achieve higher productivity. Therefore, training expenditure is the single most important determinant of organizational success.' Identify whether the above argument is deductive or inductive. Point out two logical weaknesses or fallacies in the reasoning. Suggest one way the argument could be strengthened through research evidence.

Q2. A researcher studying consumer satisfaction in Karnali Province collected the following satisfaction scores (out of 10) from 8 respondents: 8, 6, 7, 9, 5, 6, 8, 7. Compute the mean satisfaction score. Identify the median score. Interpret what these values suggest about overall customer satisfaction. Mention one limitation of drawing conclusions from such a small dataset.

Section B: Management Research Aptitude and Conceptual Competence (15 Marks)

Q3. Management researchers must align research problems with appropriate philosophical assumptions, methodological choices, and analytical strategies. Suppose you intend to conduct a study entitled, 'Leadership Practices and Employee Motivation in Public Organizations in the Federal Context of Nepal.' Formulate main purpose and two possible research questions for this study. Explain with justification whether a qualitative, quantitative, or mixed-method approach would be most suitable, with justification. Propose an appropriate sampling strategy and data collection tool. Highlight the potential managerial and policy relevance of such a study.

Section C: Case Incident (3 x 5 = 15 Marks)

Digital Service Reform, Citizen Satisfaction, and Organizational Workload Dynamics in Local Government

In the evolving federal governance context of Nepal, local governments are increasingly expected to enhance the quality, accessibility, and efficiency of basic public service delivery. Municipal administrations, particularly in geographically remote provinces such as Karnali, face persistent challenges related to delayed service processes, limited institutional capacity, weak record management systems, and growing citizen dissatisfaction.

In response to these challenges, the Office of the Chief Minister and Council of Ministers (OCMCM), Government of Karnali Province supported a municipality in Karnali Province to introduce a Digital Service Registration System (DSRS) as part of its broader public sector reform initiative. The primary objective of DSRS was to improve service delivery performance by

reducing procedural delays, strengthening transparency, minimizing citizen complaints, and promoting evidence-based administrative decision-making.

The DSRS was designed to digitally record and track key municipal services such as: Vital registration and recommendation letters; Business registration and renewal services; Social security allowance verification; Land and property-related documentation support; Citizen grievance and feedback submissions.

The system was expected to reduce manual paperwork, improve accountability among municipal staff, and ensure faster service response times through digital monitoring and reporting mechanisms.

After six months of implementation, the municipality conducted a service user survey and administrative performance review to assess whether DSRS had generated measurable improvements. The evaluation compared key indicators from the period before DSRS implementation with those observed after the system became operational.

The findings were summarized as follows:

Indicator	Before DSRS	After DSRS
1. Average service completion time (days)	12 days	5 days
2. Citizen satisfaction score (out of 10)	4.8	7.6
3. Number of complaints per month	95	40
4. Staff workload index (1–10)	6.2	8.1

The results indicate substantial improvements in service completion time, citizen satisfaction levels, and complaint reduction. However, the municipality also observed an unexpected increase in the staff workload index. Municipal employees reported that while digital processing reduced paperwork, it also introduced new responsibilities, including system data entry, technical troubleshooting, and continuous service monitoring requirements.

The OCMCM is now considering whether DSRS should be scaled up and replicated across other municipalities in Karnali Province. However, decision-makers are seeking deeper research-based interpretation regarding sustainability, institutional readiness, workload management, and the broader governance implications of digital transformation in public service delivery.

As an applicant to the MPhil program in Management, you are required to critically analyze the case using management research aptitude, data interpretation skills, and evidence-based reasoning.

Q4. Interpret the changes shown in the table. What do the trends suggest about the effectiveness of DSRS?

Q5. Despite improvements in service time and satisfaction, the staff workload index increased significantly. Explain two possible managerial reasons behind this increase and suggest one corrective strategy.

Q6. As a management researcher, propose two evidence-based recommendations for scaling up DSRS across Karnali Province, considering governance and inclusive service delivery.