



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Principles of Management
PAPER: 1

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

Note: Attempt Objective Type on this Question Sheet only and Subjective Types on separate Answer Sheet provided. Please return the Question paper along with your Answer Sheet.

Attempt any FIVE (05) questions, Question #1 & 8 are compulsory.

Question No. 1:

(a) Indicate True or False

(10)

1. A matrix design creates a dual chain of demand.
 - a. True
 - b. False
2. Technical skills become less important as a manager moves into higher levels of management.
 - a. True
 - b. False
3. In times of dynamic environmental change, well-defined and precisely developed action plans enhance organizational performance.
 - a. True
 - b. False
4. A non-profit organization cannot be considered an organization.
 - a. True
 - b. False
5. It is indicated that strong cultures are associated with high organizational performance.
 - a. True
 - b. False
6. The part of the environment directly related to achievement of an organization's goals is the general environment
 - a. True
 - b. False
7. A policy is an explicit statement that tells a manager what he or she ought or ought not to do
 - a. True
 - b. False
8. Risk is the condition in which the decision maker is able to estimate the likelihood of certain outcomes.
 - a. True
 - b. False
9. Even without planning, departments and individuals always work together, allowing organizations to move efficiently toward its goals.
 - a. True
 - b. False
10. Goals are the foundation of organizational planning.
 - a. True
 - b. False

(b) Multiple Choice Questions:

(10)

1. The lowest level of management is _____
 - a. a non managerial employee
 - b. a department of research manager
 - c. a vice president
 - d. a first-line manager

2. _____ is the process of getting activities completed efficiently and effectively with and through other people.
- leading
 - management
 - supervision
 - controlling
3. Which of the following phrases is associated with the definition of organizational culture?
- individual response
 - shared meaning
 - diversity of thought
 - explicit directions
4. An organization's specific environment _____.
- is unique and changes with conditions
 - is the same regardless of the organization's age
 - is determined by the top level of management
 - must be quantified to establish its existence
5. _____ is the existence of a discrepancy between an existing and a desired state of affairs.
- an opportunity
 - a solution
 - a weakness
 - a problem
6. When analyzing alternatives, what becomes evident?
- the strengths and weaknesses of each alternative
 - the weighting of alternatives
 - the list of alternatives
 - the problem
7. Planning is often called the primary management function because it _____.
- offers some basis for future decision making
 - creates the vision for the organizational members to work toward
 - establishes the basis for all the other functions
 - sets the tone for the organizational culture
8. Planning involves two important elements: _____.
- goals and decisions
 - goals and plans
 - plans and decisions
 - goals and actions
9. In describing the degree to which tasks in an organization are divided into separate jobs, managers use the term _____.
- work specialization
 - departmentalization
 - chain of command
 - span of control
10. A(n) _____ organization is able to change rapidly as needs require.
- organic
 - horizontal
 - vertical
 - mechanistic

Subjective Part		
Q: 2	What is Motivation? Explain in detail Maslow's Hierarchy of Needs.	18
Q: 3	Discuss six elements of organizational design. Differentiate between organic and mechanistic structures.	18
Q: 4	What is planning? How important is it for organizational performance? Discuss the contingency factors that affect planning.	18
Q: 5	Define Organizational Environment. Explain how specific and general environment can affect an organization's goal achievement?	18
Q: 6	What is Leadership? Explain Path Goal Theory in detail.	18
Q: 7	Define and describe the controlling process in detail. Also explain different tools for controlling organizational performance.	18
Q: 8	<p style="text-align: center;">Case Study</p> <p style="text-align: center;">CANVAS TENTAGE (PVT.) LIMITED</p> <p>In 1986, Mr. Nadeem Ahmad, Personnel Manager of Canvas Tentage (Private) Limited, Karachi, a leading tent manufacturing company, purchase, a sophisticated plant to replace his existing conventional one. This change was aimed at bringing about improvement in the quality and volume of production. The newly purchased plant was being installed and the vendor company had invited Mr. Nadeem to send personnel from Pakistan to be trained in Japan. Mr. Nadeem wondered whether he should sent the existing less educated but will experienced plant operators for training abroad or hire well-educated and professionally qualified but inexperienced persons and send them to Japan for the required training. Mr. Nadeem Ahmad had to make a decision soon in order to start up his plant with require trained personnel.</p> <p>COMPANY BACKGROUND</p> <p>Canvas Tentage was established as a registered firm in 1969 in Lahore to manufacture tents. In 1975, the firm was converted to a private limited company. The company has factories at Lahore and Karachi, employing 400 and 300 workers respectively, and controlled by its head office based at Karachi. The company was operating on the three shift basis with an annual consumption capacity of one million pounds of cotton yarn. It was regarded as unique, and the biggest of tent manufacturers in Pakistan. Over 90% of sales comprised exports to a wide range of clients in the Middle East. The company was self-contained, manufacturing high quality tents right from the spinning process to stitching.</p> <p>MANAGEMENT OF PRODUCTION PERSONNEL</p> <p>The company's management firmly believed in the manufacturing of top quality tents and other products to be competitive and gain even greater share in the international market. In January 1986, the company purchased a modern plant costing Rs. 35 million from Japan, to be created and commissioned for commercial production in the same year. The agreement governing the purchase of the plant provided for a two months training programme for two workers. The company, however, would need 12 trained persons to operate and supervise the plant. Mr. Nadeem who was a qualified industrial engineer knew that the machinery purchased was so highly sophisticated and technically complex that the existing operators could hardly handle it. The equipment required advanced technical knowledge, skill and training which they lacked. He feared heavy losses might result from mishandling of the plant. During their employment, they had demonstrated</p>	26

efficiency and loyalty. Most of them worked beyond normal working hours and were paid overtime.

OPTIONS

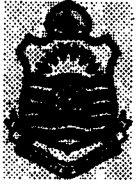
Mr. Nadeem was considering two options to deal with the problem of management of the newly purchased plant. He could send two of the existing operators, for training to Japan and, on their return; the remaining workers would be trained by them. If he exercised the first option, the factor might have to be closed down for a period of two months or more and some workers laid-off. He also feared that if two of the present operators, were sent for training, they might not be able to acquire sufficient technical know-how to run the plant efficiently. Also they might fail to provide a training platform to meet future training and technology requirements. Above all, he apprehended that if existing workers were engaged they would expect to earn as much as they previously had taken home. Because the old plant operated on the three shift basis, and these workers used to work overtime, their take-home pay expectations were high.

Another option was to recruit 12 professionally qualified staff and train all of them in Japan. This carried the risks of experienced operator being lost and increased maintenance cost in terms of the higher wages and financial benefits. Mr. Nadeem predicted that academically qualified and trained workers would ensure reduction in accidents, reduced employee turnover, a lower rate of production rejects, and less waste of time. He also considered that the process of recruitment of professionally qualified people was highly complex, time-taking and unpredictable. Such people should possess sufficient ability, receptivity and curiosity, fit the needs of the company and be capable of taking advantages of the Japanese training programme. This alternative, if implemented, would involve a cost of Rs. 400,000.

Mr. Nadeem wanted to review carefully the two options. As the plant was being installed, he was concerned about taking a correct decision soon.

ANSWER THE FOLLOWING QUESTIONS:

1. Evaluate Mr. Nadeem's two options.
2. What other alternatives should Mr. Nadeem consider in preparing for the operation of his new plant?



UNIVERSITY OF THE PUNJAB

Roll No.

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Subject: Business Communication & Report Writing
PAPER: 2

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt Objective Type on this Question Sheet only and Subjective Type on separate Answer Sheet Provided. Please return the Question paper alongwith your Answer Sheet.

Attempt FIVE questions in total. Q. No. 1 is compulsory.

1 (a)	<p>Multiple Choice Questions – Encircle the right choice:</p> <ul style="list-style-type: none">❖ While writing recommendations for people with shortcomings, negative material should be<ul style="list-style-type: none">a. omittedb. relevant❖ Every page in a report should be numbered except<ul style="list-style-type: none">a. Glossaryb. Title fly❖ Modified-Block refers to<ul style="list-style-type: none">a. Revision planb. Business Letter style❖ By restating a vague request in more specific terms one can achieve:<ul style="list-style-type: none">a. Correctnessb. Precision❖ Kinesics is another name for _____<ul style="list-style-type: none">a. Body languageb. Touch❖ Neutral Expressions are part of<ul style="list-style-type: none">a. Courtesyb. Completeness❖ Inferences are conclusions drawn from<ul style="list-style-type: none">a. Speechb. Evidence❖ Authorization refers to the process of establishing report writer's<ul style="list-style-type: none">a. Expertiseb. Validity❖ Reports are instrumental in<ul style="list-style-type: none">a. Upward Communicationb. Downward Communication❖ Attraction is a factor in:<ul style="list-style-type: none">a. Persuasionb. Ethics	[10]
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1 (b)	<p>TRUE / FALSE – Encircle the right choice:-</p> <ol style="list-style-type: none"> 1. Organization growth often leads to communication problem. 2. you are considerate when you maintain acceptable writing mechanics. 3. Acknowledging orders is a part of neutral messages. 4. Decision making is a part of National Cultural Variable. 5. Determine the purpose is a way of delivering oral message. 6. Communication is the life blood of an organization. 7. A letter written in response to an advertisement from an employer is called an Unsolicited letter. 8. If you are writing to someone to request a recommendation letter for a job or scholarship, you should include a copy of you resume. 9. A business report must be factual and objective. 10. Oral presentations follow the same three-step process as in message writing. 	(10) T/F T/F T/F T/F T/F T/F T/F T/F T/F
Q2.	<p>Answer the following short questions:-</p> <ol style="list-style-type: none"> i. What is the AIDA plan and how does it apply to persuasive messages? ii. How do emotional appeals differ from logical appeals? iii. How does a chronological resume differ from a functional resume and when is each appropriate? iv. What are Structured and Non-structured interviews? 	(20)
Q3.	<p>Explain the internal and external flow of information in a business environment.</p>	(20)
Q4.	<p>What are different ways of delivering oral message?</p>	(20)
Q5.	<p>There are five planning steps for preparing effective business message. Discuss.</p>	(20)
Q6.	<p>What are the Barriers to Communication? How these can be overcome.</p>	(20)
Q7. a) b)	<p>Describe the typical sequence of a job interview? Explain Solicited messages and PAL approach?</p>	(10) (10)



NOTE: Attempt Objective Type on this Question Sheet only and Subjective Type on separate Answer Sheet Provided. Please return the Question paper alongwith your Answer Sheet.

Instructions: Attempt any FIVE questions in total. Question No. 1 is compulsory. All questions carry equal marks. Cutting and overwriting is not allowed, indicate the best answer by encircling the right answer.

Q.NO. 1

1. An accounting system is cost-effective when it:
 - a. Produces useful information.
 - b. Produces reports required by law.
 - c. Uses computers to replace manual activities.
 - d. Produces information that is more valuable than the cost of obtaining the information.

2. A 'strong' statement of cash flows would show that the major sources of cash came from which of the following?
 - a. Investing activities
 - b. Operating activities
 - c. Financing activities
 - d. Owners

3. Which of the following are investing activities?
 - a. Selling a plant asset
 - b. Exchanging an old asset and cash for a new plant asset
 - c. Depreciating or amortizing an asset
 - d. Both (A) and (B)

4. The purpose of adjusting entries is to:
 - a. Recognize revenue earned but not yet recorded.
 - b. Recognize expenses incurred but not yet recorded.
 - c. Recognize the earned portion of services paid for in advance.
 - d. Recognize all of the above.

5. By understatement of ending inventory gross profit of the organization will be:
 - a. More
 - b. less
 - c. No change
 - d. None of the above

6. Gross profit is:
 - a. Excess of sales over cost of goods sold
 - b. Sale less purchases
 - c. Cost of goods sold + opening inventory
 - d. Net profit less expenses of the period

7. In general terms, financial assets appear in the balance sheet at:
- Face value
 - Current value
 - Cost
 - Estimated future sales value
8. What is the *annual straight-line depreciation* for an asset that cost \$34,600, has an estimated service life of 8 years, and an estimated *salvage value* of \$1,400?
- \$4,150
 - \$1,450
 - \$4,325
 - \$4,500
9. Which of the following is a factor suggesting the use of a *Periodic Inventory System*?
- Items of inventory have a high per-unit cost.
 - Merchandise is stored in multiple locations.
 - A low volume of sales transactions.
 - The inventory includes many different kinds of low-cost items.
10. A chronological record of transaction takes place in:
- Ledger
 - Trial balance
 - Journal
 - Balance Sheet
11. Which one of the following is NOT a feature of sole proprietorship business?
- Easy Formation
 - Easy Dissolution
 - Unlimited Liability
 - Separate Legal Entity
12. Which of the following voucher is used to record transactions that do not affect bank & cash?
- Journal Voucher
 - Receipt Voucher
 - Payment Voucher
 - Nominal Voucher
13. An accounting system is used by a business to:
- Analyze transactions
 - Handle routine bookkeeping tasks
 - Structure information
 - All of the given options
14. Expenditure incurred in acquiring the patent right for the business is an example of:
- Revenue expenditure
 - Capital expenditure
 - Deferred revenue expenditure
 - Administrative expenditure
15. What will be debited, if business bought goods on credit from Mr. Ali?
- Purchases account
 - Mr. Ali account
 - Cash account
 - Sales account

16. A business event which can be measured in terms of money and must be recorded in books of accounts is called:
- Condition
 - Transaction
 - Information
 - Record
17. Total Sales are calculated by adding:
- Cash sales and cash received from debtors
 - Credit sales and cash received from debtors
 - Cash sales and credit sales
 - Cash sales and credit purchases
18. Following information is available relating to a manufacturing concern: Cost of Goods Sold \$245,000 Purchases \$250,000 Freight Inward \$5,000 Closing Stock \$25,000 What will be the amount of Opening Stock?
- \$15,000
 - \$10,000
 - \$25,000
 - \$20,000
19. A bank reconciliation should be prepared
- Whenever the bank refuses to lend the company money.
 - When an employee is suspected of fraud.
 - To explain any difference between the depositor's balance per books with the balance per bank
 - By the person who is authorized to sign checks.
20. We can say that the business is in profit, when:
- Assets exceed Expenditure
 - Income exceeds Liabilities
 - Income exceeds Expenditure
 - Income exceeds Liabilities

Attempt ANY FOUR (4) questions
Extra Attempt of any question will not be considered

Q. No. 2

Delta Corporation was organized on December 1, 2016, and had the following account balances at December 31, 2016:

	\$
Cash	12,000
Land	80,000
Building	66,000
Office Equipment	41,300
Notes payable	42,000
Accounts payable	7,300
Capital Stock	150,000

Early in January 2017, the following transactions were carried out by Delta Corporation:

- 1) Issued additional capital stock to owners for \$40,000
- 2) Purchased land and a small office building for total price of \$80,000, of which \$30,000 was the value of the land and \$50,000 was the value of the building. Paid \$10,000 in cash and signed a note payable for the remaining \$70,000.
- 3) Bought several computer systems on credit for \$8,000 (30-day open account)
- 4) Obtained a loan from a bank in the amount of \$12,000. Signed a note payable.
- 5) Paid the \$4,000 account payable due as of December 31.

Instructions:

- a) List the December 31 2016, balances of assets, liabilities and owners' equity in tabular format of Accounting Equation.
- b) Record the effects of each of the five transactions in the tabular format of Accounting Equation.

Q. No. 3

Early in the year Bill Barnes and several friends organized a corporation called Barnes Communications, Inc. The corporation was authorized to issue 50,000 shares of \$100 par value, 10% cumulative preferred stock and 400,000 shares of \$2 par value common stock. The following transactions (among others) occurred during the year:

- Jan. 6 Issued for cash 20,000 shares of common stock at \$14 per share. The shares were issued to Barnes and 10 other investors.
- Jan. 7 Issued an additional 500 shares of common stock to Barnes in exchange for his services in organizing the corporation. The stockholders agreed that these services were worth \$7,000.
- Jan. 12 Issued 2,500 shares of preferred stock for cash of \$250,000.
- June. 4 Acquired land as a building site in exchange for 15,000 shares of common stock. In view of the appraised value of the land and the progress of the company, the directors agreed that the common stock was to be valued for purposes of this transaction at \$15 per share.
- Nov. 15 The first annual dividend of \$10 per share was declared on the preferred stock to be paid December 20. (Hint: Record the dividend by debiting Dividends and crediting Dividend payable)
- Dec. 20 Paid the cash dividend declared on November 15.
- Dec. 31 After the revenue and expenses were closed into the Income Summary account, that amount indicated a net income of \$147,200.

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Instructions:

Prepare journal entries in general journal form to record the above transactions. Include entries at December 31 to close the Income Summary account and the Dividends account.

Q. No. 4

Next Job Inc., provides employment consulting services. The company adjusts its accounts on monthly basis but performs closing entries annually on December 31. An unadjusted trial balance dated December 31, 2015, follows. [Bear in mind that adjusting entries have already been made for the first 11 months (upto November) of 2015, but not for December.]

Next Job Inc.
Un-Adjusted Trial Balance
December 31, 2015

Account Titles	Dr. (\$)	Cr. (\$)
Cash	226,500	
Accounts receivable	78,500	
Office supplies	800	
Prepaid rent	2,940	
Unexpired insurance	1,600	
Prepaid Advertising	2,200	
Office equipment	72,000	
Acc. Dep. Office Equip.		24,000
Accounts Payable		6,200
Notes payable		60,000
Interest payable		600
Income taxes payable		9,000
Dividends payable		3,000
Unearned consulting fee		22,000
Capital stock		200,000
Retained earnings		40,000
Dividends	3,000	
Consulting fees earned		400,000
Rent expenses	14,700	
Insurance expense	2,200	
Office supplies expense	4,500	
Dep. Exp. Office equipment's	11,000	
Salaries expense	292,060	
Utilities expense	4,800	
Interest expense	3,000	
Income taxes expense	45,000	
Total	764,800	764,800

Other Data:

- 1) The company determined that \$15,000 of previously unearned consulting services fees had been earned at December 31, 2015.
- 2) Accrued but unrecorded and uncollected consulting fees earned total \$45,000 at December 31, 2015.
- 3) The company purchased all of its equipment when it first began business. At that time, the estimated useful life of the equipment was eight years.
- 4) The company prepaid its nine-month insurance policy on November 1, 2015.
- 5) Accrued but unpaid salaries total \$12,980 at December 31, 2015.
- 6) The company's accounting firm estimates that income tax expenses for the entire year is \$50,000. The unpaid portion of this amount is due early in 2016.

Instructions:

- a) Record the necessary adjusting journal entries on December 31, 2015.
- b) Prepare Financial Statements i.e., Income Statement, Statement of Retained Earnings and Balance Sheet.

Q. No. 5

Davidson, DDS purchased new furniture for its store on June 1, 2014. The furniture is expected to have a 12½ years life and no residual value. The following expenditures were associated with the purchase:

Cost of the furniture	\$ 11,000
Freight charges	375
Sales taxes	550
Installation of furniture	75
Cost to repair furniture damaged during installation	400

Instructions:

- a. Compute depreciation expense for the year 2014 through 2017 under each depreciation method listed below:-
 1. Straight-line, with fractional years rounded to the nearest whole month.
 2. 150 percent declining-balance, using the half-year convention
- b. Assume that Davidson, DDS, sells the furniture on December 31, 2015, for \$10,210 cash. Prepare the journal entries to record disposal transactions under each of the depreciation methods used in part a.

Q. No. 6

On 31st of July 2015, the cash book of Western Supply Company showed an overdraft balance of \$38,400. This balance did not agree with the balance as per pass book. On comparing, the Cash Book with the Bank Statement (Pass Book), the following discrepancies were noted.

- a. Bank charges of \$1,400 shown on the bank statement have not been recorded in the Cash Book.
- b. A cheque deposited for \$2,880 has been recorded as a payment.
- c. The opening balance of the Cash Book should have been brought down as \$38,400 instead of \$56,280.
- d. Three cheques issued to the suppliers for \$8,560, \$14,800 and \$1,200 have not yet been presented to the bank.
- e. Pay-in-slip of the month of July, showing a deposit of \$30,000 has not yet been credited by the Bank.
- f. The bank has wrongly credited a cheque for \$2,880 to the account of Western Supply Company.
- g. A cheque of \$800, which was received from a customer was entered in the bank column of the cash book in the month of July but was paid into the bank in the next month i.e., August 2015.
- h. Western Supply Company paid into their bank account in cash an amount of \$4,000 but it was wrongly credited to Eastern Supply Company account.

Instructions:

From the particulars given above, prepare **Bank Reconciliation Statement** as on July 31, 2015.

Q. No. 7

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Briefly contrast the accounting procedures in perpetual and periodic inventory systems.



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Economics
PAPER: 4

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions in all . Question No. 1 is compulsory.

SECTION 1

Q No.1: Answer the following short questions. Use examples and graph where necessary. (4*10=40)

1. What is production possibility curve?
2. State any four characteristics of monopoly?
3. What is Okun's law?
4. State any four causes of unemployment?
5. State any four determinants of demand?
6. Differentiate between implicit cost and explicit cost?
7. Define price elasticity of demand? Write down its formula?
8. Define law of increasing returns?
9. Define MRS-marginal rate of substitution?
10. Differentiate between GDP and GNP?

SECTION 2

- Q No 2: Explain consumer's equilibrium using indifference curves technique under Ordinal approach? (15)**
What happens equilibrium position when income of consumer increases?
- Q No: 3 Define inflation and its various types? Identify major causes of inflation? How inflation can be controlled? Give measures? (15)**
- Q No4: Explain market equilibrium using demand and supply analysis? Express various effects of change in quantity demanded and quantity supplied on equilibrium? (15)**
- Q No5: What is fiscal policy? State some major objectives and tools of fiscal policy? Differentiate between expansionary and contractionary fiscal policies? (15)**
- Q No6: Explain marginal productivity theory of resource demand in detail? Also state its assumptions and criticism? (15)**
- Q No7: Define monopoly? State characteristics of monopoly? How prices and output are determined under monopoly when a firm faces profit and loss in the short run? (15)**



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Principles of Banking
PAPER: 5

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. Question No.7 is compulsory.

Q: 1	Define Bank and Explain the role of a bank in economic development of the Country.	15
Q: 2	Define Negotiable Instruments. Briefly define and Explain salient features of i)- Cheque ii)- Promissory iii)- Bank Draft	15
Q: 3	Define Central Bank and Explain in detail how Central Bank Controls Credit.	15
Q: 4	Write down in detail the right and duties of Banker and Customer.	15
Q: 5	Define Letter of Credit and Explain different types of letters of Credit.	15
Q: 6	Write in Detail the Growth and future challenges of Islamic Banking in Pakistan.	15
Q: 7	Write Short Notes on: a) Money Market b) Garnishee Order c) Running Account d) Hypothecation e) Leasing	(5X8) 40



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Principles of Marketing
PAPER: 6

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. Question No. 7 is compulsory.

Q1.	Describe the marketing management functions, including the elements of a marketing plan.	[19]
Q2.	How you describe Marketing Environment? Explain in detail the political and cultural environments.	[19]
Q3. (a)	Discuss the functions of a marketing information system	[10]
(b)	Describe the basic marketing research process.	[9]
Q4.	Define consumer buying behavior. Discuss characteristics effecting consumer behavior.	[19]
Q5.	Explain the term Pricing; Elaborate Product Mix Pricing Strategies with examples.	[19]
Q6. (a)	Define Business Market. Elaborate the characteristics of Business Market.	[10]
(b)	Explain the personal selling process in detail.	[9]
Q7.	Carefully read the following case study. Analyze it and deliver your answers in the light of questions given at the end of the case.	[24]

Case Study

In mid 1984 Mr. Mahmood, the general manager of Westward Exports Limited, Karachi, Pakistan was trying to implement a management information system. He was facing resistance from Mr. Saleem, his most senior supervisor. Mr. Mahmood wondered what he could do to overcome this resistance.

Westward Exports was an exporters of ladies' cotton garments. It was a private company established in 1971. It was a family run business and all four directors were brothers. Over the past fourteen years the exports of the company had grown from Rs.0.71 million in 1972-73 to Rs. 59.76 million in 1984. Almost 90% of the exports went to USA. It owned no manufacturing facility of any kind. It purchased cotton cloth from six different textile mills and had the cloth dyed and printed. This fabric was then passed on to 138 stitching subcontractors. The company had been expanding the product line over the years and by 1983 it was exporting about one million garments in over one hundred basic designs. The 100 designs were presented in a range of fabric types, shades, designs and sizes.

When seen in the context that the company had to get all these things done through subcontractors, the managerial control of the operations became quite challenging. The directors who had always been actively involved in each and every aspect of the business, and made all the decisions by themselves, felt the heat of changing situations. They appreciated the problem and decided to hire some professional assistance to bring more control to heir operations.

PTO

Mr. Mahmood was hired in late 1983 to be the new general manager. He was an agricultural graduate who had about fifteen years of marketing and sales experience with a multinational organization. He also had attended more than a dozen management development courses. The directors were confident that he could introduce some new control measures to help ensure the continued success of the company.

Mr. Mahmood quickly determined that if Westward Exports was to remain in business it immediately must eliminate the haphazardness in its operations. No proper costing, no scheduling, no progress sheets or order status reports, no follow up charts, or for that matter no control procedure worth the name existed. "It was all so nebulous" he concluded. He worked late hours to comprehend fully the nature and scope of the company's business and its coordination and working relationships without contractors. Almost immediately he started to design a proper system to help cure the lack of control and information available.

Out of about 200 old employees in the company, the key operating manager was Mr. Saleem joined the company in 1973 as a production officer, nearly the lowest rung in the company's hierarchy. He distinguished himself because of his hard work and was promoted to be a supervisor. By 1982, Saleem, under direct supervision of the directors, was looking after every activity in manufacturing. Right from raw material procurement to packing and shipping of finished garments, he was coordinating all of the activities. Because of the varied nature of his duties and his dedication to work, he was able to learn all the ins and outs of the business. Saleem also was considered to be a man with a photographic memory. He virtually ran the whole business from the information stored in his head. "I have an abhorrence for paperwork," said Saleem. "My work load is so great that I am always engrossed in my job. Even my dreams are job related," he added. "But due recognition has always been awarded to me by my director."

Mr. Saleem initially cooperated with Mr. Mahmood. However, when Mr. Mahmood started to implement some of the new systems and procedures, Mr. Saleem refused to go along with them. Mr. Saleem even questioned the very need for such a drastic change. "Ask me about anything.... Any detail of a fabric, any garments any export order ... for that matter anything that has happened in this company since I joined, and I will tell you instantly. Why are you bothering the people here with such clerical burdens? These luxuries are all right for big companies, but not for us. We cannot spare people for such unproductive thing."

Mr. Mahmood understood that Mr. Saleem was close to the director and was the senior-most supervisor. Therefore, his opposition could not be taken lightly. Mr. Mahmood also felt that others might say that he had neither the general management experience nor any particular experience in the garment industry.

Nevertheless, Mr. Mahmood was confident that the company did need the change and as soon as possible. He was troubled, however, with the resistance of Mr. Saleem. Unless he somehow could overcome Mr. Saleem's reluctance to accommodate his new systems, he would not be able to do the job.

QUESTIONS

1. Do you agree with Mr. Saleem that "such luxuries are for big companies, but not for us"? Why or why not?
2. What mistake did Mr. Mahmood make?
3. How should Mr. Mahmood handle the current situation?



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Business Mathematics & Statistics
PAPER: 7

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

Section 1

Attempt all Questions

1. Write short answers of the following questions. All questions carry equal marks. 20
 - i. Compound Interest 2
 - ii. Matrix 2
 - iii. Intercept 2
 - iv. Descriptive Statistics 2
 - v. Measure of Central Tendency 2
 - vi. Skewness 2
 - vii. Scatter Diagram 2
 - viii. Probability 2
 - ix. Continuous variable 2
 - x. Primary Data 2

Section 2

Attempt any Four Questions.

- 2a. The value of machine is expected to decrease at a linear rate over time. Two data points indicate the value of the machine 1 year after the date of purchase will be 84000 rupees and its value after 5 year is expected to be 36000 rupees. Determine the slope intercept form of equation that represents the value of machine V in terms of time t. 10
- b. Solve the following second degree inequality 10
$$2x^2 + 5x + 3 \geq 0$$
3. Following is the Linear programming model for determining the quantities of the two products (x_1 , x_2) which completed through three departments. Company need to know the combination of products which minimize the cost (in rupees) while ensuring the maximum capacity of production of three departments. 20
$$P = 20x_1 + 30x_2$$
Subject to the maximum intake of component 1 and 2.
$$3x_1 + 2x_2 \leq 18$$
$$4x_1 + 2x_2 \leq 22$$
$$x_1 + x_2 \leq 16$$
$$x_1 \geq 0$$
$$x_2 \geq 0$$

(P.T.O.)

- 4a. A corporation wants to establish a sinking fund beginning at the end of this year. Annual deposits will be made at the end of this year and for the following 9 years. If deposits earn interest at the rate of 8 percent per year compounded annually, how much money must be deposited each year in order to have \$12million at the time of the 10th deposit? How much interest will be earned? 10
- b. A rare piece of artwork has been appreciating in value over recent years. The function $V=1.5e^{0.06t}$ estimates the value V of the artwork (measured in millions of dollars) as a function of time t, measured in years since 1986. Determine the general expression for the instantaneous rate of change in the value of artwork. At what rate is the value of the artwork expected to be increasing in the year 2018. 10
5. Advertising expenses are a significant component of the cost of goods sold. Listed below is a frequency distribution showing the advertising expenditures for 60 manufacturing companies located in the Southwest. Estimate the mean, the standard deviation of advertising expenses and draw frequency curve. 20

Advertising Expenditure (\$ millions)	No. of Companies
25 up to 35	5
35 up to 45	10
45 up to 55	21
55 up to 65	16
65 up to 75	8

6. Bi-lo Appliance Super-Store has outlets in several large metropolitan areas in New England. The general sales manager aired a commercial for a digital camera on selected local TV stations prior to a sale starting on Saturday and ending Sunday. She obtained the information for Saturday-Sunday digital camera sales at the various outlets and paired it with the number of times the advertisement was shown on the local TV stations. The purpose is to find whether there is any relationship between the number of times the advertisement was aired and digital camera sales. The pairings are: 20

Location of TV Station	Number of Airings	Saturday-Sunday Sales (\$ thousands)
Providence	4	15
Springfield	2	8
New Haven	5	21
Boston	6	24
Hartford	3	17

- a. What is the dependent variable?
- b. Determine regression line for dependent on independent.
- 7a. A study by the National Park Service revealed that 50 percent of vacationers going to the Rocky Mountain region visit Yellowstone Park, 40 percent visit the Tetons, and 35 percent visit both. What is the probability a vacationer will visit at least one of these attractions? 10
- b. The breaking strength of cables produced by a company has a mean of 180 pounds and standard deviation of 10 pounds. By new techniques in the production processes, it is claimed that the breaking strength can be increased. To test this claim, a sample of 60 cables is tested and it is found that the mean breaking strength is 185 pounds. Can we support the claim at the 0.05 significance level? 10



UNIVERSITY OF THE PUNJAB

Part-I: Supply - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Information Technology for Business Executives
PAPER: 8

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt this paper on separate Answer Sheet Provided.

Objective Portion

Note: Attempt all Questions;

Q. No. 1 Select the most suitable choice. (2*10=20)

1	Daisy wheel printer is a type of _____ (a) Impact printer (b) Laser printer (c) Matrix primer (d) All above
2	_____ Junk e-mail is also called a. spam b. spoof c. sniffer script d. spool
3	An input and output device at which data centers or leave a computer system is (a) magnetic core (b) magnetic tape (c) a & b (d) none
4	_____ is the secondary storage device. (a) keyboard (b) ALU (c) Disk (d) All of above
5	_____ can edit existing Excel data by pressing the key. (a) F1 key (b) F4 key (c) F2 key (d) F10 key
6	_____ memories allows simultaneous read and writes operations. (a) ROM (b) PROM (c) RAM (d) EPROM
7	In word , the mailing list is known as the _____ (a) Data Sheet (b) source (c) Data Source (d) Sheet
8	_____ is not a valid version of Ms Office. (a) Office xp (b) office vista (c) Office 2007 (d) None
9	_____ is the shortcut key to open the dialog box? (a) Ctrl+F12 (b) Shift+F12 (c) Alt+F12 (d) Alt+Ctrl +F12
10	_____ is the first level of memory access by the microprocessor. (a) Cache memory (b) Data Memory (c) Main Memory (d) All of these

Q.No.2 Write down the name of the following abbreviations: (1*10=10)

1	KMS	6	SDLC
2	HDD	7	UNIVAC
3	MICR	8	DMA
4	CAD	9	MIS
5	GDSS	10	EIS

Q.No.3 Attempt the following Questions: (2*5=10)

1. Differentiate between I.T and I.S.
2. Define ERP with example.
3. What are the phrases of SDLC?
4. What is hybrid computer explain briefly?
5. What are the benefits of MIS?

(P.T.O.)

SUBJECTIVE PORTION

NOTE: Attempt any Five Questions :(60 Marks)

- Q.No.4** **(6+6)**
a. Define information system and explain operating systems and its types.
b. Define and explain about input and output devices in detail.
- Q.No.5** **(6+6)**
(a) Write a note on computer language explain compiler and assembler in detail.
(b) How the processors works explain storage devices briefly?
- Q.No.6** **(6+6)**
(a) Define and explain SDLC and explain technique in SDLC.
(b) Define and explain the incremental model in detail?
- Q.No.7** **(6+6)**
(a) what are the types of software explain in detail?
(b) How to check the formation, spelling and grammar in Microsoft word 2007?
- Q.No.8** **(6+6)**
(a) What are key components of system unit explain with diagram?
(b) Define and explain E-commerce applications and components.
- Q.No.9** **(6+6)**
(a) Why we use security control in our system and explain its advantages?
(b) What are the basic functions of windows 8.1 explain in detail?
- Q.No.10** **(6+6)**
(a) Define and explain input output devices in briefly.
(b) Describe multithreading and multitasking in software concept explain it.