



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Entrepreneurship
PAPER: 1

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

Note: Attempt any FIVE questions. Question # 7 is compulsory.

Q1: What is an idea and what factors ensure that an entrepreneur is compassionate about executing his idea? [20]

Q2: How entrepreneurship can be differentiated with wage-employment, self-employment, manager, capitalist and intrapreneur? [20]

Q3: Discuss various methods of entrepreneurial entry into international business? [20]

Q4: What are trade secrets, trademark and copyright? Also discuss their registration process? [20]

Q5: How prosperity crises, delegation of authority crises and management succession crises can be avoided? [20]

Q6: What are operation and production plan? Explain with its major contents? [20]

Q7: Discuss the following: (5*4)

- Franchises Vs licensing
- SMEDA
- Causes of failure of business plan
- Risk response development
- Brainstorming vs Force field analysis



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Roll No.

Subject: Strategic Management
PAPER: 2

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any 6 Questions, Question No. 8 is compulsory.

Q: 1	Define the term strategic management. Draw Strategic Management Process and describe financial and non-financial benefits of good strategic management.	15
Q: 2	What is Porter's Five Forces Model and how it is used for conducting external analysis in an industry?	15
Q: 3	Explain how a manager can deal with problems associated with strategy implementation? Why is this process more difficult than formulation?	15
Q: 4	What are the features of Strategic Control? Explain the control process and different types of organizational Control.	15
Q: 5	Define functional strategy. Discuss in detail personnel and purchase strategy.	15
Q: 6	What are the functional level strategies? Identify the activities of marketing and personnel functions in strategy formulation.	15
Q: 7	Briefly Describe the following terms; i. SWOT Analysis ii. PEST Analysis iii. Sustainable Competitive Advantage iv. Forecasting v. Knowledge Based Economy	15
Q: 8	Solve the following Case Study	25

Case Study

CANVAS TENTAGE (PVT.) LIMITED

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.

COMPANY BACKGROUND

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.

MANAGEMENT OF PRODUCTION PERSONNEL

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 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?



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Roll No.

Subject: Management Information Systems
PAPER: 3

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.

(1.5*10=15)

1	Strategical work flow based on _____ (a) Long term (b) short term (c) moderate form (d) none of them
2	_____ is the tests is performed on a subset of a program. (a) subset test (b) unit test (c) stub test (d) program test
3	The most common medium for computer outputs is _____ (a) screen (b) paper (c) E-mail (d) scanner
4	Process of finding and correcting program error is _____ (a) debugging (b) bugs (c) hacking (d) cracking
5	All device files stored in _____ directory (a) /etc (b) /www (c) /dev (d) /html
6	_____ is not the application level protocol (a) FTP (b) http (c) PGP (d) S/MIME
7	In word , the mailing list is known as the _____ (a) Data Sheet (b) source (c) Data Source (d) Sheet
8	Management information system is used for _____ (a) Decision making (b) DBMS (c) managerial data (d) None
9	Which of the command is used for the copy _____ (a) cp (b) copy (c) move (d) mv
10	ES stands for _____ (a) Enterprise information (b) entity information (c) executive information (d) none

Q.No.2 Attempt the following Short Questions:

(5*3=15)

- 1) Define DSS and ES
- 2) What are the key challenges of MIS?
- 3) Define and explain networking protocol?
- 4) What is AI explain?
- 5) Define and explain OAS with types.

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SUBJECTIVE PORTION

NOTE: Attempt any Five Questions: (70 marks)

Q.No.3.

- (a) What is information system and explain its essential goals of MIS. 7 marks
- (b) Describe the basic role of manager in operational and tactical planning. 7 marks

Q.No.4

- (a) What are the key objectives of effective information system in detail? 7 marks
- (b) What are the types of decision? How to evaluate decision making process? 7 marks

Q.No.5

- (a) what are the roles of MRS explain it in detail with its functions. 7 marks
- (b) Define DBMS and explain 3 schemas Architecture in detail. 7 marks

Q.No.6

- (a) Define and explain transaction process cycle with its sub-system 8 marks
- (b) What is knowledge based system? Why organizations are using it? 6 marks

Q.No.7

- (a) Write a detailed note on Artificial intelligence and its applications? 7 marks
- (b) What are the uses of expert system and explain its limitations? 7 marks

Q.No.8

- (a) Why businesses need Security controls and how to implement? 6 marks
- (b) What is networking media explain its working in detail. 8 marks

Q.No.9

- (a) Define and explain the role of database administrator explain in detail. 7 marks
- (b) Define and explain the functions of SQL in detail. 7 marks



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Roll No.

Subject: Organizational Behavior
PAPER: 4

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

Section 1

Q1. [Compulsory Question] Describe the following terms. All carry equal marks (10 x 4).(Marks: 40)

- I. Non-Financial Rewards
- II. Machiavellianism
- III. Effects of Stress
- IV. Traditional Negotiation skills
- V. Power Tactics
- VI. Internal Attention Factors
- VII. Stereo Typing
- VIII. Sub Processes of Perception
- IX. Recognition
- X. Types Conflicts

Section 2

Attempt any Four Questions. All questions carry equal marks.

Q. 2: In detail, discuss the organizational politics. Briefly discuss the factors which can cause an employee's involvement into the organizational political activities? (15)

Q. 3: Define job satisfaction. Briefly explain the various factors that influence job satisfaction. Also discuss the outcomes of job satisfaction. (15)

Q. 4: Explain the primary and secondary motives of an individual? Also discuss the content theories of motivation and their implications for the field of organizational behaviour. (15)

Q. 5: Discuss the big-five personality traits. Critically analyze these traits and provide appropriate examples. (15)

Q. 6: What is meant by the term "organizational behavior"? In detail, discuss the Hawthorne studies and its implications to the field of organizational behavior. (15)

Q. 7: Write a detailed note on organizational reward system. What are the new pay techniques? Provide a brief review of monetary and non-monetary reward systems. (15)



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017
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Roll No.

Subject: Logic and Critical Thinking
PAPER: 5

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. All questions carry equal marks.

1. Define following logical terms with examples.

- a. Quantity
- b. Quality
- c. Disjunction
- d. Distributed
- e. Logic
- f. Conclusion
- g. Premises
- h. Modern logic
- i. Deductive Argument
- j. Inductive Argument

2. Put the following syllogisms into standard form, name its mood and figure.

- a. All informative things are useful. Since some websites are not useful. It follows that some websites are not informative.
- b. All mammals are warm-blooded. All black dogs are mammal. Consequently, all black dogs are warm-blooded.
- c. No musicians are astronomers; all musicians are cricket fans; consequently no astronomers are cricket fans.
- d. Some Asians are not Gujaratis, for some Asians are not Indians, and some Indians are not Gujaratis.
- e. All doors are upon hinges and have something behind them. All hinged things with something behind them could be a wardrobe. So all doors to a wardrobe are a fallacy from the inside?
- f. All Greeks are mortal. All Athenians are Greeks. As a result all Athenians are mortal.
- g. No islands are men. Some islands are continents. As Some continents are not men
- h. All Greeks are mortal. All Athenians are Greeks. As a result all Athenians are mortal.

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3. Test the validity and invalidity of the following by means of Venn diagram

- a. EAA-1
- b. IOA-3
- c. IAI-2
- d. OEO-4
- e. EEE-1

4. State the Contrapositive of following propositions by conversion, Obversion method

- a. All mammals are worm-blooded
- b. No angel is man
- c. Some philosopher are mathematicians
- d. Some mammals are not horses.

5. State the subject term, predicate term, quality, quantity also distributed and undistributed term in the following

- a. All accomplished actors are hardworking people.
- b. No animals with horns are carnivores.
- c. Some hair stylish are fashion conscious.
- d. Some psychiatrists are not compassionate persons.

6. State the Broken rule and fallacy committed in the following.

- a. AIO-2
- b. AIE-3
- c. OOA-1
- d. EAI-4
- e. AAI-2

7. Identify the fallacy of ambiguity in the following

- a. The Anthropologists went to remote area and took photographs of some native women, but they were not developed.
- b. Blind Bishop appointed to see.
- c. Sure philosophy helps you argue better, but do we really need to encourage people to argue.
- d. My stomach is telling me it is time to eat.
- e. Water is liquid. Therefore: H₂O molecules are liquid
- f. The United States is richest country in the world; therefore, everyone in the United States must be rich and live well.
- g. A giraffe eats more than a dog; therefore, all giraffe eat more than all dogs.
- h. The whole car is heavy, so each of its part must be heavy.
- i. Killer Sentenced to Die for Second Time in Ten Years.
- j. Each atom in the table is invisible to the naked eye. Therefore, the table is invisible.



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017

Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Economy of Pakistan
PAPER: 6

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. Question # 7 is compulsory.

Q: 1	Different between Economic Growth and Economic Development and Explain Economic Characteristics of under developed Countries.	15
Q: 2	Describe the importance of Cottage Industry in Pakistan? Identify its problems and suggest remedies.	15
Q: 3	Define and Explain in detail the Fiscal Policy.	15
Q: 4	What are the main problems faced by the Agricultural Sector of Pakistan. Suggest remedies.	15
Q: 5	"Foreign Aid is regarded as indispensable for economic Development". Discuss.	15
Q: 6	Define Inflation? What are its causes in Pakistan and how it can be controlled in Pakistan?	15
Q: 7	Write Short Notes on: a) FDI b) Energy Crisis c) Agricultural Credit d) Unemployment	(4X10) 40



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Corporate Finance – Elective (Finance Specialization)
PAPER: 7

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. All questions carry equal marks.

Q # 1

- (10, 10)
- A bank offers you a seven-month certificate of deposit (CD) at a 7.06 percent annual rate that would provide a 7.25 percent effective annual yield. For the seven-month CD, is interest being compounded daily, weekly, monthly, or quarterly? And, by the way, having invested \$10,000 in this CD, how much money would you receive when your CD matures in seven months? That is, what size check would the bank give you if you closed your account at the end of seven months?
 - A Dillonvale, Ohio, man saved pennies for 65 years. When he finally decided to cash them in, he had roughly 8 million of them (or \$80,000 worth), filling 40 trash cans. On average, the man saved \$1,230 worth of pennies a year. If he had deposited the pennies saved each year, at each year's end, into a savings account earning 5 percent compound annual interest, how much would he have had in this account after 65 years of saving? How much more "cents" (sense) would this have meant for our "penny saver" compared with simply putting his pennies into trash cans?

Q # 2

- (10, 10)
- A) A company has total annual sales (all credit) of \$400,000 and a gross profit margin of 20 percent. Its current assets are \$80,000; current liabilities, \$60,000; inventories, \$30,000; and cash, \$10,000. i) How much average inventory should be carried if management wants the inventory turnover to be 4? ii) How rapidly (in how many days) must accounts receivable be collected if management wants to have an average of \$50,000 invested in receivables? (Assume a 360-day year.)
- B) Stoney Mason, Inc., has sales of \$6 million, a total asset turnover ratio of 6 for the year, and net profits of \$120,000. i) What is the company's return on assets or earning power? ii) The company is considering the installation of new point-of-sales cash registers throughout its stores. This equipment is expected to increase efficiency in inventory control, reduce clerical errors, and improve record keeping throughout the system. The new equipment will increase the investment in assets by 20 percent and is expected to increase the net profit margin from 2 to 3 percent. No change in sales is expected. What is the effect of the new equipment on the return on assets ratio or earning power?

Q # 3

- (7,7,6)
- What are the different reasons for holding cash?
 - Discuss the Baumol Model with opportunity cost and trading cost
 - Determining the synergy from an Acquisition

Q # 4

- (10,10)
- (A) Indicate whether you think the following claims regarding takeovers are true or false. In each case provide a brief explanation for your answer.
- By merging competitors, takeovers have created monopolies that will raise product price, reduce production, and harm consumers.
 - Managers act in their own interests at time and, in reality, may not be answerable to shareholders. Takeover may reflect runaway management.
 - In an efficient market, takeovers would not occur because market price would reflect the true value of corporations. Thus, bidding firms would not be justified in paying premiums above market prices for target firms.
 - Traders and institutional investors, having extremely short time horizons, are influenced by their perceptions of what other market traders will be thinking of stock prospects and do not value

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takeovers based on fundamental factors. Thus, they will sell shares in target firms despite the true value of the firms.

- v. Mergers are a way of avoiding taxes because they allow the acquiring firm to write up the value of the assets of the acquired firm.

(B) Coldran Aviation has voted in favor of being bought out by Arcadia Financial Corporation. Information about each company is presented below.

	Arcadia Financial	Coldran Aviation
PE Ratio	16	10.8
Number of shares	100000	50000
Earnings	\$225000	\$100000

Stockholders in Coldran Aviation will receive six-tenths of a share of Arcadia for each share they hold.

- i. How will the EPS for these stockholders be changed?
- ii. What will be the effect on the original Arcadia stockholders of changes in the EPS?

(7,7,6)

Q # 5

- a. The role of finance manager
- b. How individual securities affect portfolio risk?
- c. Why Markets should be efficient?

(20)

Q # 6

The most recent (2012) annual dividend payment of Warren Industries, a rapidly growing boat manufacturer, was \$ 2.50 per share. The firm's financial manager expects that these dividends will increase 10% annual rate over the next three years because the introduction of a hot new boat. At the end of the 3 years, the firm's mature product line is expected to result in a slowing of the dividend growth rate of 0.06 per year for the foreseeable future. The firm's required return is 15%. Estimate the current value of Warren's common stock? If the stock is trading at \$ 22.47 what will be your decision whether this stock is undervalued or overvalued? Should you hold / buy or sell the stock (if you already have)?

(10,10)

Q # 7

- (a) For each (P, Q, R) of the mixed streams of cash flows shown in the following table, determine the present value at the end of the final year if deposits are made into an account paying annual interest of 12%, assuming that no withdrawals are made during the period and that the deposits are made at the end of each year.

Years	Cash flow stream		
	P	Q	R
1	\$ 900	\$ 30000	\$ 1200
2	1000	25000	1200
3	1200	20000	1000
4	1300	10000	1900

- (b) Robert Arias recently inherited a stock portfolio from his uncle. Wishing to learn more about the companies that he is now invested in, Robert performs a *ratio analysis* on each one and decides to compare them to each other. Some of his ratios are listed below. Assuming that his uncle was a wise investor who assembled the portfolio with care, Robert finds the wide differences in these ratios confusing. Help him out.

Ratio	Island Electric utility	Burger Heaven	Fink Software	Roland Motors
Current Ratio	1.10	1.3	6.8	4.5
Quick Ratio	0.90	0.82	5.2	3.7
Debt Ratio	0.68	0.46	0	0.35
Net Profit margin	6.2%	14.3%	28.5%	8.4%



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017

Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Investment and Portfolio Management
Elective (Finance Specialization)

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

PAPER: 8

NOTE: Attempt any FIVE questions. All questions carry equal marks.

Question 1	A. What is investment? Is investment different from speculation? Explain. (05 Marks) B. Explain the concept and process of portfolio analysis? (15 Marks)
Question 2	Almost in the 30 years history of Pakistan, the interest rate is at its lowest. How will it facilitate the Economy of Pakistan. Describe the actual outcome in detail keeping in view current scanerio. (20 marks)
Question 3	CPEC, which is a part of China's ambitious One-Belt, One-Road multi-billion dollar initiative and also a part of Pakistan's vision of 2025. How would it attract investment opportunities for Gulf and other Countries like Russia, India and Afghanistan in Pakistan. What are the threats to Pakistan's Industry. (20 Marks)
Question 4	1. Cleveland Corporation has 100,000 shares of common stock outstanding, its net income is \$750,000, and its P/E is 8. What is the company's stock price? 2. Brown Enterprises' bonds currently sell for \$1,025. They have a 9-year maturity, an annual coupon of \$80, and a par value of \$1,000. What is their yield to maturity? 3. T. Martell Inc.'s stock has a 50% chance of producing a 30% return, a 25% chance of producing a 9% return, and a 25% chance of producing a -25% return. What is Martell's expected return? 4. A stock is expected to pay a dividend of \$1 at the end of the year. The required return is 11%, and the expected constant growth rate is 5%. What is the current stock price? (20 Marks)
Question 5	Assume that you plan to construct a portfolio aimed at achieving your stated objectives. The portfolio can be constructed by allocating your money to the following asset classes: common stock, bonds, and short-term securities. i) Identify state and comment your investment objectives. ii) Determine an asset allocation to these three classes of assets considering your stated investment objectives. Explain your decision. iii) What reasons could cause you to make changes in your asset allocations? (20 Marks)
Question 6	The new little known firm is analyzed from the prospect of investments in its shares by two friends. The firm paid dividends last year Rs.3 per share. Tomas and Arnas examined the prices of similar stocks in the market and found that they provide 12 % expected return. The forecast of Tomas is as follows: 4 % of growth in dividends indefinitely. The forecast of Arnas is as follows: 10% of growth in dividends for the next two years, after which the growth rate is expected to decline to 3 % for the indefinite period. a) What is the intrinsic value of the stock of the firm according to Tomas forecast? b) What is the intrinsic value of the stock of the firm according to Arnas forecast? c) If the stocks of this firm currently are selling in the market for Rs.40 per share, what would be the decisions of Tomas and Arnas, based on their forecasting: is this stock attractive investment? Explain. (20 Marks)
Question 7	Differentiate between Fundamental and Technical Analysis and its significance for investors. (20 Marks)
Question 8	Write a short note on the following: a) Deferred coupon bonds b) Eurobonds c) Coupon Bonds d) Zero-coupon bonds e) Intrinsic Value of Stock (20 Marks)



UNIVERSITY OF THE PUNJAB

Part-III: Annual - 2017
Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Global/ International Business
Elective (Marketing Specialization)

PAPER: 9

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

NOTE: Attempt any FIVE questions. All questions carry equal marks.

- Q1. What is international business? Explain the features and importance of international business. [20]
- Q2. What are the two ways in which world trade is conducted? [20]
- Q3. What is new Trade Theory? What are the implications of new trade theory for nations. [20]
- Q4. What is impact of International Monetary System on funds flow of International Business? Discuss in context of current international financial environment. [20]
- Q5. What is Human Resource Management? Discuss the importance of Human Resource Management. Discus in detail. [20]
- Q6. Why do firm become multinational enterprises? Identify and discuss reasons in detail. [20]
- Q7. What is balance of payments? What are the three major accounts in the balance of payments. [20]
- Q8. As political systems change, economic systems follow'. Discuss in the light of this statement. [20]



UNIVERSITY OF THE PUNJAB

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(3½ Years Programme)

Roll No.

Subject: Marketing Research
Elective (Marketing Specialization)

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

PAPER: 10

NOTE: Attempt any FIVE questions. All questions carry equal marks.

Q: 1	What do you understand by marketing research? Explain its classification and its role in business decision making.	20
Q: 2	What are the differences between primary and secondary data? Why is it important to obtain secondary data before primary data?	20
Q: 3	What is theoretical framework? How it helps in research? Also discuss hypothesis development with reference to theoretical framework.	20
Q: 4	What is the major purpose for which descriptive research is conducted? How it different from exploratory research?	20
Q: 5	Define 'structured interview'. What are the causes of respondent bias in personal interview?	20
Q: 6	Formulate a sample questionnaire with reference to a marketing research problem, having not more than ten questions.	20
Q: 7	Discuss the format for writing research report? What are the General Guidelines which should be taken care during writing a Research Report.	20



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Part-III: Annual - 2017

Examination: M.B.A.
(3½ Years Programme)

Roll No.

Subject: Marketing Research
Elective (Marketing Specialization)

PAPER: 10

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

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