



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

Subject: Mercantile Laws

PAPER: 1

MAX. TIME: 3 Hrs.

MAX. MARKS: 100

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

|      |   |        |
|------|---|--------|
| Q: 1 | Define coercion and explain its effect on contract.   | 20     |
| Q: 2 | What is an agency? Discuss different modes of creating an agency.   | 20     |
| Q: 3 | Define contract of Bailment and explain rights and duties of a Bailee.  | 20     |
| Q: 4 | Define Partnership and differentiate between Partnership and Co-ownership.  | 20     |
| Q: 5 | Discuss conversion of:<br>a) Private Limited Company into Public Limited Company<br>b) Private Limited Company into Single member Company | 20     |
| Q: 6 | Define Share Capital and explain different kinds of shares.   | 20     |
| Q: 7 | Write short notes on:<br>a) Holder in Due Course<br>b) Unsound Mind<br>c) Contract of Indemnity<br>d) Statutory Meeting<br>e) Prospectus  | 5X4=20 |



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

MAX. TIME: 3 Hrs.

MAX. MARKS: 100

Subject: Financial Management

PAPER: 2

NOTE: Attempt any FIVE questions. Extra attempt of any question will not be considered.

|            |  |          |
|------------|--|----------|
| Question 1 | <p>a) If Bob and Judy combine their savings of \$1,260 and \$975, respectively, and deposit this amount into an account that pays 2% annual interest, compounded monthly, what will the account balance be after 4 years?</p> <p>b) What is the rate of return on an investment of \$10,606 if the company will receive \$2,000 each year for the next 10 years?</p> <p>c) Gabrielle just won \$2.5 million in the state lottery. She is given the option of receiving a total of \$1.3 million now, or she can elect to be paid \$100,000 at the end of each of the next 25 years. If Gabrielle can earn 5% annually on her investments, from a strict economic point of view which option should she take?</p>   | 20 marks |
| Question 2 | <p>Play-More Toys produces inflatable beachballs, selling 400,000 balls per year. Each ball produced has a variable operating cost of \$ 0.84 and sells for \$1.00. Fixed operating costs are \$28,000. The firm has annual interest charges of \$6,000, preferred dividends of \$2,000, and a 40% tax rate.</p> <p>a. Calculate the <i>operating breakeven point</i> in units.</p> <p>b. Use the degree of operating leverage(DOL) formula to calculate DOL.</p> <p>c. Use the degree of financial leverage(DFL) formula to calculate DFL.</p> <p>d. Use the degree of total leverage(DTL) formula to calculate DTL. Compare this to the product of DOL and DFL calculated in parts (b) and (c).</p>  | 20 marks |
| Question 3 | <p>At the end of 2012, Lake Industries had 80,000 shares of common stock outstanding and had earnings available for common of \$160,000. Butler Company, at the end of 2012, had 10,000 shares of common stock outstanding and had earned \$20,000 for common shareholders. Lake's earnings are expected to grow at an annual rate of 5%, and Butler's growth rate in earnings should be 10% per year.</p> <p>a. Calculate earnings per share (EPS) for Lake Industries for each of the next 5 years (2013–2017), assuming that there is no merger.</p> <p>b. Calculate the next 5 years' (2013–2017) earnings per share (EPS) for Lake if it acquires Butler at a ratio of exchange of 1.1.</p> <p>c. Compare your findings in parts a and b, and explain why the merger looks attractive when viewed over the long run.</p>  | 20 marks |
| Question 4 | <p>Roberts Company, a small machine shop, is contemplating acquiring a new machine costing \$24,000. Arrangements can be made to lease or purchase. The firm is in the 40 percent tax bracket.</p> <p><b>Lease.</b> The firm would obtain a 5-year lease requiring annual end-of-year payments of \$6,000. All maintenance costs would be paid by the lessor, and insurance and other costs would be borne by lessee. The lessee would exercise its option to purchase the machine for \$1,200 at termination of the lease.</p> <p><b>Purchase.</b> The firm would finance the purchase of the machine with a 9%, 5-year loan requiring end -of-year installment payments of \$6,170. It would be depreciated under MACRS using a 5-year recovery period. The firm would pay \$1,500 per year for a service contract that covers all maintenance costs; insurance and other costs would be borne by the firm. The firm plans to keep the machine and use it beyond its 5-year recovery period.</p> <p><b>Required:</b> Which alternative of financing is better?</p> | 20 marks |
| Question 5 | <p>Lahey Industries has outstanding a \$1,000 par-value bond with an 8% coupon interest rate. The bond has 12 years remaining to its maturity date.</p> <p>a. If interest is paid annually, find the value of the bond when the required return is (1) 7%, (2) 8%, and (3) 10%</p> <p>b. Indicate for each case in part a whether the bond is selling at a discount, at a premium, or at its par value.</p> <p>c. Using the 10% required return, find the bond's value when interest is paid semiannually.</p>   | 20 marks |

Question 6

Following are the balance sheets of Norton System as on 31<sup>st</sup> December 2011 and 2012  
(\$000)

| <u>Assets</u>                      | 2012            | 2011            |
|------------------------------------|-----------------|-----------------|
| Cash                               | \$ 363          | \$ 288          |
| Marketable securities              | 68              | 51              |
| Accounts receivable                | 503             | 365             |
| Inventories                        | 289             | 300             |
| Total current assets               | <u>\$ 1,223</u> | <u>\$ 1,004</u> |
| Land and buildings                 | \$ 2,072        | \$ 1,903        |
| Machinery and equipment            | 1,866           | 1,693           |
| Furniture & fixtures               | 358             | 316             |
| Vehicles                           | 275             | 314             |
| Other (includes financial leases)  | 98              | 96              |
| Total gross fixed assets (at cost) | <u>\$ 4,669</u> | <u>\$ 4,322</u> |
| Less: accumulated depreciation     | <u>2,295</u>    | <u>2,056</u>    |
| Net fixed assets                   | \$ 2,374        | \$ 2,266        |
| Total assets                       | <u>\$ 3,597</u> | <u>\$ 3,270</u> |

**Liabilities and Stockholder's Equity**

|  |                 |                 |
|--|-----------------|-----------------|
| Accounts payable   | \$ 382          | \$ 270          |
| Notes payable  | 79              | 99              |
| Accruals   | 159             | 114             |
| Total current liabilities  | <u>\$ 620</u>   | <u>\$ 483</u>   |
| Long term debt (includes financial leases)   | <u>1,023</u>    | <u>967</u>      |
| Total liabilities  | <u>\$ 1,643</u> | <u>\$ 1,450</u> |
| Preferred stock- cumulative 5%, \$ 100 par, 2,000 shares authorized and issued                                       | \$ 200          | \$ 200          |
| Common stock- \$ 2.50 par, 100,000 shares authorized, shares issued and outstanding in 2012: 76,262, in 2011: 76,244 | 191             | 190             |
| Paid-in-capital in excess of par on common stock   | 428             | 418             |
| Retained earnings  | <u>1,135</u>    | <u>1,012</u>    |
| Total stockholders' equity   | <u>\$ 1,954</u> | <u>\$ 1,820</u> |
| Total liabilities and Stockholder's Equity   | <u>\$ 3,597</u> | <u>\$ 3,270</u> |

Income statement data for the year ended 31<sup>st</sup> December 2012 (\$000)

|                          |               |
|--------------------------|---------------|
| Operating profits        | \$ 418        |
| Less: interest expense   | <u>93</u>     |
| Net profits before taxes | \$ 325        |
| Less: Taxes              | <u>94</u>     |
| Net profit after taxes   | <u>\$ 231</u> |

**Required:**

Prepare Cash flow Statement of Norton Systems for the year ended 31<sup>st</sup> Dec 2012.

20 marks

Question 7

Briefly explain the following.

Debt Ratios.

Operating leverage.

Continuous compounding.

Financial lease.

20 marks



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

**Subject: Human Resource Management**  
**PAPER: 3**

**MAX. TIME: 3 Hrs.**  
**MAX. MARKS: 100**

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

Q1: Discuss how new trends such as workforce demographics and globalization are shaping Human Resource Management? [19]

Q2: Define job analysis? Also discuss the procedure of conducting job analysis? [19]

Q3: Why effective recruitment is important for the organizations? Also discuss internal source of candidates? [19]

Q4: Why employee selection is important for the organization? Discuss the importance of reliability along with its types? [19]

Q5: what is the difference between structured and unstructured interviews? For what type of job unstructured interviews would be preferred by the management? [19]

Q6: Briefly explain each of the steps in training process? [19]

Q7: Case Study: [24]

Elegant Hotels is a chain of twenty hotels across the country. Each hotel is wholly owned by the company. Four years ago the chain was bought by a group of investors who installed a new management team.

The new management team introduced a new reward scheme for the hotel managers in an attempt to motivate managers to improve the revenue and profitability of the chain. The salary package devised for each manager comprised:

- A relatively low fixed salary
- A bonus payment based on high room occupancy rate. The occupancy rate is the percentage of usable hotel beds filled every night. Managers who achieved more than 90% occupancy rate receive a significant bonus. This target is aimed at keeping the hotel full.
- A smaller bonus payment based on the net profit margin achieved by the hotel. This is aimed at improving the profitability of the hotel.

However, despite these incentives the overall performance of the company is still declining. Managers are generally achieving a high occupancy rate but are largely failing to deliver higher net margins. It is also clear that some managers have achieved a high occupancy rate by declaring that some bedrooms were unfit for use or were being used as seminar rooms.

Also, the pursuit of high occupancy and high net profit appears to be affecting the perceived image of the hotel chain. Once regarded as a mid-market hotel chain, the chain now seems to be perceived as a budget buy. A large percentage of bookings are received through the Internet broker lastsecondhotels.com and their view of the chain is given below, together with some visitor quotes from their web site.

## Comments

‘Full of school children on a trip ... will not be using this chain again’

‘The bath was cracked and the windows were dirty. Cheap, but badly in need of a clean’

‘The staff were surly and uncommunicative. Much worse than last time we visited it. It used to be such a lovely hotel’

‘Cheap, but don’t eat there.’

## Required:

**Identify why the Incentive Plan is fail at the Network of Elegant Hotels?**



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018  
Examination: M.B.A.  
(3½ Years Programme)

Roll No. ....

Subject: Production & Operation Management  
PAPER: 4

MAX. TIME: 3 Hrs.  
MAX. MARKS: 100

**NOTE: Attempt any TEN questions. All Questions carry equal marks.**

- Q1: Discuss the factors affecting OPERATIONS MANAGEMENT today.
- Q2: How OPERATIONS and MARKETING strategy are linked? Discuss
- Q3: Write a note on the PROCESS PLANNING and DESIGN.
- Q4: Explain the LOCATION DECISION stages and the factors affecting FACILITY LOCATION.
- Q5: What decisions does the Capacity Planning Activities involve? Briefly Discuss.
- Q6: Describe the process of MRP.
- Q7: Write a note on SUPPLY CHAIN MANAGEMENT.
- Q8. What are the various types of LAYOUT? Discuss.
- Q9. Discuss the characteristics of the QUEUING SYSTEM.
- Q10. Write a note on SCHEDULING PRODUCT-FOCUSED MANUFACTURING?
- Q11. What is AGGREGATE PLANNING? What are steps in AGGREGATE PLANNING PROCESS?
- Q12. Write a note on the PRODUCT-FOCUSED SYSTEM OF PRODUCTION.



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

Subject: Business Research Methods

PAPER: 5

MAX. TIME: 3 Hrs.

MAX. MARKS: 100

**NOTE: Attempt any FIVE questions in all while Question # 7 is compulsory.  
All questions carry equal marks.**

|      |   |             |
|------|---|-------------|
| Q: 1 | Briefly discuss the following:<br>1- Operationalization of a Concept/Construct<br>2- Nominal and Ordinal Scales<br>3- Intervening Variables<br>4- Research Gaps   | (4X5)<br>20 |
| Q: 2 | What is a theoretical framework? What is the need of a theoretical framework?<br>Also discuss the important components of a theoretical framework.  | 20          |
| Q: 3 | In detail, discuss the hall-marks of scientific research. Support your answer with the help of suitable examples.   | 20          |
| Q: 4 | Differentiate between the basic and applied researches. When are these types of research useful?  | 20          |
| Q: 5 | Write a detailed note on answering scales. With examples, explain the various types of scales.  | 20          |
| Q: 6 | What is hypothetical-deductive method? Explain the steps of this method. Support your answer with the help of examples.   | 20          |
| Q: 7 | Q. 7: Review the following paragraph:<br><br>According to the organizational business management literature, management often practice transactional and transformational leadership in planning and implement supply change activities. The capability of management to appropriately practice the leadership styles in supply chain activities may have a significant impact on organizational performance. More importantly, extant studies in supply chain based organization reveal that effect of leadership styles in supply chain activities on organizational performance is not consistent if management able to appropriately regulate movement of goods in supply chain activities. Even though this relationship is significant the role of regulatory pressure as an important moderating variable has been left unexplained in supply chain management research literature. Therefore, it motivates the researchers to recommend a research framework that explains the relationship between leadership styles in supply chain activities, regulatory pressure and organizational performance. This framework is developed based on current supply chain management theories and practices. In order to increase the understanding of research framework, the discussion was conducted with 16 executives from various port supply chain participants familiar with port operation. Their views were used to define the meanings of important constructs in the framework and explain the effect size of the interaction between leadership styles in supply chain activities and regulatory control on organizational performance. (Radzi et al. 2014). | 20          |
|      | After reading the above paragraph, explain the following: (5 x 4)<br>1- Identify the research problem/problem statement<br>2- Draw a theoretical/conceptual model<br>3- Enlist non-directional hypotheses of the study<br>4- Elaborate the methodology for the study<br>5- What can be the implication of the study   | (4X5)<br>20 |



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

Subject: Cost & Management Accounting

PAPER: 6

MAX. TIME: 3 Hrs.

MAX. MARKS: 100

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

| <p>Q. No.1</p>                              | <p>The annual budget of National Tannery shows:</p> <table border="0"> <tr> <td>Sales (80,000 units) -----</td> <td>Rs.160,000</td> </tr> <tr> <td>Fixed Production Cost -----</td> <td>Rs.40,000</td> </tr> <tr> <td>Fixed Marketing Costs -----</td> <td>52,400</td> </tr> <tr> <td>Variable Production Cost -----</td> <td>38,000</td> </tr> <tr> <td>Variable Marketing Cost -----</td> <td>10,000</td> </tr> <tr> <td>Total Cost -----</td> <td>140,400</td> </tr> <tr> <td>Profit -----</td> <td>19,600</td> </tr> </table> <p><b>Required:</b></p> <p>a) The Budgeted Profit and New Break-Even Point in rupees assuming that Company revises the annual budget by increasing the sales price by 5%, which is expected to decrease the volume by 15%, with variable costs bearing the same relationship to sales in rupees as in the original annual budget.</p> <p>(b). If C/M Ratio is 44% and total contribution Margin is Rs.116,600, what is the sales figure?</p>  | Sales (80,000 units) ----- | Rs.160,000 | Fixed Production Cost -----    | Rs.40,000 | Fixed Marketing Costs ----- | 52,400 | Variable Production Cost ----- | 38,000 | Variable Marketing Cost -----              | 10,000 | Total Cost ----- | 140,400 | Profit -----   | 19,600 | <p>20</p>                |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
|---|---|----------------------------|------------|--------------------------------|-----------|-----------------------------|--------|--------------------------------|--------|--|--------|------------------|---------|----------------|--------|--------------------------|--------|--|-------|---|-------|------------------------|--------|--------------|--------|------------------|-----|-------------------|-------|---------------------------|-------|-----------------------------------|-------|-----------|
| Sales (80,000 units) -----                  | Rs.160,000  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Fixed Production Cost -----                 | Rs.40,000   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Fixed Marketing Costs -----                 | 52,400  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Variable Production Cost -----              | 38,000  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Variable Marketing Cost -----               | 10,000  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Total Cost -----                            | 140,400   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Profit -----                                | 19,600  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| <p>Q. No.2</p>                              | <p>The Hassan company manufactures some of its product lines from raw materials and for other products assembles purchased parts. For one product 10,000 sub assembled parts at Rs.100 each are purchased annually. Per order and receiving cost is Rs.200 and carrying cost is 25%.</p> <p>This only one of many inventory items the firm must carry. A capital rationing decision has been made to spend only Rs.10,000 at a time on these sub-assemblies. Units must be ordered in multiple of 100.</p> <p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1) Compute EOQ</li> <li>2) The opportunity loss expressed as carrying cost by changing the EOQ and inventory level to the availability of capital.</li> </ol>   | <p>20</p>                  |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| <p>Q.No.3</p>                               | <p>The director of manufacturing business required statement showing the production results for the month of April 2010. The account reveals the following information:</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Rs.</th> </tr> </thead> <tbody> <tr> <td>Stock on hand, 1st April 2010:</td> <td></td> </tr> <tr> <td>Raw material</td> <td>25,000</td> </tr> <tr> <td>Finished goods</td> <td>17360</td> </tr> <tr> <td>Stock on hand 30<sup>th</sup> April 2010:</td> <td></td> </tr> <tr> <td>Raw material</td> <td>26,250</td> </tr> <tr> <td>Finished goods</td> <td>15,750</td> </tr> <tr> <td>Purchase of raw material</td> <td>21,900</td> </tr> <tr> <td>Work in process 1<sup>st</sup> April 2010</td> <td>8,220</td> </tr> <tr> <td>Work in process 30<sup>th</sup> April 2010</td> <td>9,100</td> </tr> <tr> <td>Sale of finished goods</td> <td>72,310</td> </tr> <tr> <td>Direct Wages</td> <td>17,150</td> </tr> <tr> <td>Factory salaries</td> <td>830</td> </tr> <tr> <td>Overhead expenses</td> <td>8,340</td> </tr> <tr> <td>Office and Admin expenses</td> <td>3,160</td> </tr> <tr> <td>Selling and distribution expenses</td> <td>4,210</td> </tr> </tbody> </table> <p><b>Required:</b></p> <p>You are required to construct the statement so as to show:</p> <ol style="list-style-type: none"> <li>1) The total cost of production.</li> <li>2) Total cost of goods sold</li> <li>3) Net profit for the month</li> <li>4) Gross profit</li> </ol> | Particulars                | Rs.        | Stock on hand, 1st April 2010: |           | Raw material                | 25,000 | Finished goods                 | 17360  | Stock on hand 30 <sup>th</sup> April 2010: |        | Raw material     | 26,250  | Finished goods | 15,750 | Purchase of raw material | 21,900 | Work in process 1 <sup>st</sup> April 2010 | 8,220 | Work in process 30 <sup>th</sup> April 2010 | 9,100 | Sale of finished goods | 72,310 | Direct Wages | 17,150 | Factory salaries | 830 | Overhead expenses | 8,340 | Office and Admin expenses | 3,160 | Selling and distribution expenses | 4,210 | <p>20</p> |
| Particulars                                 | Rs.   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Stock on hand, 1st April 2010:              |   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Raw material                                | 25,000  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Finished goods                              | 17360   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Stock on hand 30 <sup>th</sup> April 2010:  |   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Raw material                                | 26,250  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Finished goods                              | 15,750  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Purchase of raw material                    | 21,900  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Work in process 1 <sup>st</sup> April 2010  | 8,220   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Work in process 30 <sup>th</sup> April 2010 | 9,100   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Sale of finished goods                      | 72,310  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Direct Wages                                | 17,150  |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Factory salaries                            | 830   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Overhead expenses                           | 8,340   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Office and Admin expenses                   | 3,160   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |
| Selling and distribution expenses           | 4,210   |                            |            |                                |           |                             |        |                                |        |  |        |                  |         |                |        |                          |        |  |       |   |       |                        |        |              |        |                  |     |                   |       |                           |       |                                   |       |           |

P.T.O.

| Q.No.4               | <p>Burhan and Company applied FOH to its production on the basis of direct labor hours. For the year 2008 , the company estimated its expected actual capacity 300,000 direct labor hours, estimated fixed factory overhead Rs.180,000 and estimated variable factory overhead Rs.330,000. By the end of 2008 actual capacity attained was 280,000 direct labor hours and actual factory overhead for year totaled Rs.456,000.</p> <p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1) Total under and over applied FOH</li> <li>2) Budgeted Variance</li> <li>3) Idle Capacity Variance</li> </ol>  | 20                         |                            |                            |                            |                            |                      |       |       |       |       |    |
|----------------------|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|-------|-------|-------|-------|----|
| Q. No.5              | <p>The production manager of Alrehman corporation has submitted the following forecast of units to be produced by quarter for the upcoming fiscal year:</p> <table border="1" data-bbox="346 700 1235 855"> <thead> <tr> <th></th> <th>1<sup>st</sup><br/>Quarter</th> <th>2<sup>nd</sup><br/>Quarter</th> <th>3<sup>rd</sup><br/>Quarter</th> <th>4<sup>th</sup><br/>Quarter</th> </tr> </thead> <tbody> <tr> <td>Units to be produces</td> <td>8,000</td> <td>6,500</td> <td>7,000</td> <td>7,500</td> </tr> </tbody> </table> <p>Each unit requires 0.35 direct labor hours and direct laborers are paid Rs.12 per hour.</p> <p><b>Required:</b></p> <ol style="list-style-type: none"> <li>a) Construct the company's direct labor budget for the upcoming fiscal year assuming that the direct labor workforce is adjusted each quarter to match the number of hours required to produce the forecasted number of units to be produced.</li> <li>b) Construct the company's direct labor budget for the upcoming fiscal year assuming that the direct labor workforce is not adjusted each quarter. Instead assume that the company's direct labor workforce consist of permanent employees who are guaranteed to be paid for at least 2,600 hours of work each quarter. If the number of direct labor hours is less than this number, the workers are paid for 2,600 hours anyways. Any hours worked in excess of 2,600 hours in a quarter are paid at the rate of 1.5 times the normal hourly rate for direct labor.</li> </ol> |                            | 1 <sup>st</sup><br>Quarter | 2 <sup>nd</sup><br>Quarter | 3 <sup>rd</sup><br>Quarter | 4 <sup>th</sup><br>Quarter | Units to be produces | 8,000 | 6,500 | 7,000 | 7,500 | 20 |
|                      | 1 <sup>st</sup><br>Quarter   | 2 <sup>nd</sup><br>Quarter | 3 <sup>rd</sup><br>Quarter | 4 <sup>th</sup><br>Quarter |                            |                            |                      |       |       |       |       |    |
| Units to be produces | 8,000  | 6,500                      | 7,000                      | 7,500                      |                            |                            |                      |       |       |       |       |    |
| Q. No.6              | <p>The Inam Company estimates its FOH for the next period at Rs. 108,000. It is estimated that 72,000 units will be produced at a material cost of Rs.90,000. Production will require 48,000 direct labor hours at an estimated cost of Rs.240,000. The machines will run about 32,000.</p> <p><b>Required:</b></p> <p>The predetermined FOH rate based on:</p> <ol style="list-style-type: none"> <li>1) Material cost</li> <li>2) Units of Production</li> <li>3) Direct Labor</li> <li>4) Direct Labor Hour</li> <li>5) Machine Hours</li> </ol>  | 20                         |                            |                            |                            |                            |                      |       |       |       |       |    |
| Q.No.7               | What is cost accounting? State briefly the scope of cost accounting.   | 20                         |                            |                            |                            |                            |                      |       |       |       |       |    |
| Q.No.8               | <p>Distinguish between:</p> <ol style="list-style-type: none"> <li>a) Cost center and Cost unit</li> <li>b) Product cost and Period cost</li> <li>c) Direct cost and Indirect cost</li> <li>d) Capital cost and Revenue Cost</li> <li>e) Prime cost and Conversion Cost.</li> </ol>  | 20                         |                            |                            |                            |                            |                      |       |       |       |       |    |





# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

**Subject: Auditing-Elective (Finance Specialization)**

**PAPER: 7**

**MAX. TIME: 3 Hrs.**

**MAX. MARKS: 100**

***NOTE: Attempt any FIVE questions. All questions carry equal marks.  
Extra attempt will not be considered.***

- Q1) Define auditing. Discuss its scope and explain in detail the objects of Audit. (20)
- Q2) Define Internal control. Explain in a comprehensive manner the principles of internal control for a large scale business concern. (20)
- Q3) Explain the meaning of Auditor's Report. Distinguish between Qualified and Unqualified report. Gives a specimen of a Qualified Report. (20)
- Q4) Define Auditor's Liability for Negligence with the help of legal reference cases at least two. (20)
- Q5) Explain the procedures that the Auditor should adopt before commencing the new Audit. Also discuss those instructions that must be given by the Auditor to its client. (20)
- Q6) Describe the important features of independence of Auditor. Also discuss the status of an Auditor according to Companies Ordinance. (20)
- Q7) What is Audit Evidence? How it is obtained? Also explain the quality and quantity of Audit Evidence. (20)
- Q8) Discuss those points, which an Auditor should keep in mind while auditing the sugar mill. (20)
- Q9) Write short notes on the following. (4\*5)
- Materiality.
  - Disqualification of an Auditor.
  - Teeming and Lading.
  - Window Dressing.



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

Subject: Business Taxation – Elective (Finance Specialization)

PAPER: 8

MAX. TIME: 3 Hrs.

MAX. MARKS: 100

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

**Tax Rates attached herewith.**

Q1) Brief the following terms under Income Tax Ordinance, 2001.

- a) Special Tax Year (4x5=20)
- b) Transitional Tax Year
- c) Small Company
- d) Final Discharge of Tax Liability

Q2) Discuss in Detail the Provident Fund and the provisions related to Provident fund, as per Income Tax Ordinance 2001.

20

Q3) In context to Income Tax Ordinance 2001. Discuss in detail the related provisions of the following:

- i) Universal Self Assessment 10
- ii) Amended Assessment 5
- iii) Provisional Assessment 5

Q4) Discuss how the treatment of the following Perquisites and Allowances is required to be done while calculating the tax liability of an individual: (10x2)

- i) Medical Facility received and allowances
- ii) Conveyance Facility

Q5) Mr. Shafique is a full time professor in Punjab University. He has received Taxable Salary of Rs.6,00,000/-. He also conducts a business from which he received an income of Rs.4,00,000/-. He also received a share from AOP which was already taxed in the hands of AOP. The tax deduction at source on salary is Rs. 5,000/- . Advance tax paid on Electricity bills of Business Rs.6,000/-. Advance tax paid on Mobile phone is Rs.1,500/-. Agricultural Income Received Rs.20,00,000/- upon which the due Provincial Income tax has already paid. Find out the tax liability of Mr. Shafique.

(20)

Q6) Differentiate between Direct taxes and Indirect Taxes. Give relevant examples. Also discuss which tax is better for economy and society.

20

Q7) Find out the tax liability of Mr. Shahbaz.

The profit and loss account of business of Mr. Shahbaz is as follows:

20

|                                   |           |                     |           |
|-----------------------------------|-----------|---------------------|-----------|
| Salaries paid                     | 5,00,000  | Gross Profit        | 17,00,000 |
| Rent of office Building           | 6,00,000  | Bad Debts Recovered | 5,65,000  |
| Personal Expenses of Shahbaz      | 50,000    |                     |           |
| Legal Consultant Fee              | 40,000    |                     |           |
| Provision for bad debts           | 1,00,000  |                     |           |
| Bad Debts                         | 20,000    |                     |           |
| Repair of Machinery               | 65,000    |                     |           |
| Depreciation of Car               | 15,000    |                     |           |
| Professional Tax paid             | 30,000    |                     |           |
| Contribution to unrecognized fund | 45,000    |                     |           |
| Electricity Expenses              | 1,00,000  |                     |           |
| Net Profit                        | 7,00,000  |                     |           |
| Total                             | 22,65,000 | Total               | 22,65,000 |

Further information

is as under:

A part of total salary amounting to Rs.2,50,000/- was paid without deducting the tax although it was required to do so. Legal consultant fee of Rs.40,000/- was paid in cash.

A transaction of Rs.20,000/- regarding Repair of Machinery was paid through cash.

\*\* An Electricity Expenses transaction of Rs. 30,000/- out of total was paid by cash.

\*\*\* Mr. Shahbaz also has a property income of Rs.5,00,000/-.

# Tax Rates 2018

## Income Tax Rates for individuals and AOP for tax year 2018

|    |                               |  |
|----|-------------------------------|--|
| 1. | Up to<br>Rs.4,00,000          | 0%   |
| 2. | Rs.4,00,001 to<br>Rs.5,00,000 | 7% of amount Exceeding Rs.4,00,000                     |
| 3. | Rs.5,00,001 to<br>7,50,000    | Rs.7,000 + 10% of amount Exceeding<br>Rs.5,00,000      |
| 4. | Rs.7,50,001 to<br>15,00,000   | Rs.32,000 + 15% of amount<br>Exceeding Rs.7,50,000     |
| 5. | Rs.15,00,001 to<br>25,00,000  | Rs.1,44,500 + 20% of amount<br>Exceeding Rs.15,00,000  |
| 6. | Rs.25,00,001 to<br>40,00,000  | Rs.3,44,500 + 25% of amount<br>Exceeding Rs.25,00,000  |
| 7. | Rs.40,00,001 to<br>60,00,000  | Rs.7,19,500 + 30% of amount<br>Exceeding Rs.40,00,000  |
| 8. | Exceeding<br>Rs.60,00,000     | Rs.13,19,500 + 35% of amount<br>Exceeding Rs.60,00,000 |

## Income Tax Rates for Salaried individuals for tax year 2018

|     |                               |   |
|-----|-------------------------------|---|
| 1.  | Up to<br>Rs.4,00,000          | 0%  |
| 2.  | Rs.4,00,001 to<br>Rs.5,00,000 | 2% of amount Exceeding Rs.4,00,000                      |
| 3.  | Rs.5,00,001 to<br>7,50,000    | Rs.2,000 + 5% of amount Exceeding<br>Rs.5,00,000        |
| 4.  | Rs.7,50,001 to<br>14,00,000   | Rs.14,500 + 10% of amount<br>Exceeding Rs.7,50,000      |
| 5.  | Rs.14,00,001 to<br>15,00,000  | Rs.79,500 + 12.5% of amount<br>Exceeding Rs.14,00,000   |
| 6.  | Rs.15,00,001 to<br>18,00,000  | Rs.92,000 + 15% of amount<br>Exceeding Rs.15,00,000     |
| 7.  | Rs.18,00,001 to<br>25,00,000  | Rs.1,37,000 + 17.5% of amount<br>Exceeding Rs.18,00,000 |
| 8.  | Rs.25,00,001 to<br>30,00,000  | Rs.2,59,500 + 20% of amount<br>Exceeding Rs.25,00,000   |
| 9.  | Rs.30,00,001 to<br>35,00,000  | Rs.3,59,500 + 22.5% of amount<br>Exceeding Rs.30,00,000 |
| 10. | Rs.35,00,001 to<br>40,00,000  | Rs.4,72,000 + 25% of amount<br>Exceeding Rs.35,00,000   |
| 11. | Rs.40,00,001 to<br>70,00,000  | Rs.5,97,000 + 27.5% of amount<br>Exceeding Rs.40,00,000 |
| 12. | Exceeding<br>Rs.70,00,000     | Rs.14,22,000 + 30% of amount<br>Exceeding Rs.70,00,000  |

## TAX RATES FOR PROPERTY INCOME: Division VIA

The rate of tax to be paid under section 15, in the case of individual and association of persons, shall be as follows:-

| <u>S.No.</u> | <u>Gross amount of rent</u>   | <u>Rate of tax</u>   |
|--------------|---|--|
| <u>(1)</u>   | <u>(2)</u>  | <u>(3)</u>   |
| 1.           | Where the gross amount of rent does not exceed Rs.200,000.                            | Nil  |
| 2.           | Where the gross amount of rent exceeds Rs.200,000 but does not exceed Rs.600,000.     | 5 per cent of the gross amount exceeding Rs.200,000.                     |
| 3.           | Where the gross amount of rent exceeds Rs.600,000 but does not exceed Rs.1,000,000.   | Rs.20,000 plus 10 per cent of the gross amount exceeding Rs.600,000.     |
| 4.           | Where the gross amount of rent exceeds Rs.1,000,000 but does not exceed Rs.2,000,000. | Rs.60,000 plus 15 per cent of the gross amount exceeding Rs.1,000,000.   |
| 5.           | Where the gross amount of rent exceeds Rs.2,000,000.                                  | Rs.210,000 plus 20 per cent of the gross amount exceeding Rs.2,000,000"] |



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

Subject: Consumer Behavior – Elective (Marketing Specialization)

MAX. TIME: 3 Hrs.

PAPER: 9

MAX. MARKS: 100

**NOTE: Attempt any FIVE questions in all while Question No. 1 is Compulsory.**

- Q. 1 Write short answers of the following. All questions carry equal marks 4\*10
- 1 What is the importance of Psychographics factors in consumer analysis?
  - 2 For a product or service situation: What is the predominant social class of buyer?
  - 3 What is information processing? How does it differ from perception?
  - 4 What criteria's are used by marketers to classify groups?
  - 5 What is meant by Diffusion process?
  - 6 Describe the multistep model of communication.
  - 7 What are Conscious and Unconscious motives?
  - 8 Define subculture. Briefly discuss the nature of subculture.
  - 9 Define Group. List down some types of groups.
  - 10 List the three broad classes of message codes.
- Part 2 Attempt any four questions. Each question carry 15 marks 4\*15
- Q2 Describe the general types of consumer decisions. Why is it important to understand consumer decision making?
  - Q3 Discuss in detail The Adoption Process. Also draw the flow chart/diagram.
  - Q4 Inter-relate the Market segmentation and Product Positioning. Discuss strategies to Position Products.
  - Q5 What are Reference groups? Discuss the various types of Reference Groups.
  - Q6 What is learning? Briefly explain its importance to understanding consumer behaviour.
  - Q7 Who are market opinion leaders? How do they differ from those they influence?



# UNIVERSITY OF THE PUNJAB

Part-II: Annual – 2018

Examination: M.B.A.

(3½ Years Programme)

Roll No. ....

**Subject: Advertising and Promotional Strategies**  
**Elective (Marketing Specialization)**

**MAX. TIME: 3 Hrs.**

**MAX. MARKS: 100**

**PAPER: 10**

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

1. Define advertising. Why do students need to study advertising? Also describe the difference between publicity and advertising.
2. Give comprehensive note on Art Director's tool kit for print advertising. Also explain the procedure of advertising layout.
3. Discuss the importance of relationship of advertising manager with advertising agencies.
4. Message strategy of advertising is derived from the General Strategic Planning of company. Discuss.
5. What is advertising research? Explain in detail the advertising research process.
6. Why budget is a critical part of planning of an advertising campaign and also explain different budgeting methods of advertising.
7. Write short note on:
  - a. Trade mark
  - b. Captions
  - c. IMC
  - d. Importance of print media.