



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 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 are the various types of innovations? Discuss along with their sources? [20]

Q2: How entrepreneurship is important? Discuss its various potential drawbacks and how these can be avoided? [20]

Q3: How new small scale business can be developed? ? [20]

Q4: What is school of thought and process approaches? Discuss with reference to theory of entrepreneur? [20]

Q5: What are various motivations for harvest strategy of entrepreneurship? Explain steps to be taken in this regard? [20]

Q6: What is compensation plan? Give details of its objectives and components? [20]

Q7: Discuss the following: (5*4)

- Internal vs Domestic entrepreneurship
- Social entrepreneurship
- Feasibility analysis
- Business plan
- Creativity vs Innovation



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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	Describe the role and benefit of vision and mission statements in strategic management. Also discuss the process of developing a mission statement.	15
Q: 2	Discuss 10 major external forces that affect organizations: economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive.	15
Q: 3	Explain why strategy implementation is more difficult than strategy formulation and how it can be performed effectively?	15
Q: 4	What is competitive advantage? Describe the role of strategic manager in achieving competitive advantage? Explain why is it necessary to sustain it?	15
Q: 5	Briefly describe corporate, business and functional level strategies and explain how you can differentiate between these three levels of strategies?	15
Q: 6	Describe the evolution of a Knowledge Based Economy. Discuss its characteristics that contribute in the development of a modern economy.	15
Q: 7	What is strategic control? Describe all the steps of strategy control process.	15
Q: 8	Solve the following Case Study:	25

Case Study

HI-CLASS WOOLLEN & TEXTILE MILLS

On 1st December 1985, Mr. Zaman, the Marketing Manager of HI-CLASS Woollen Executive Director, and was told that the Board of Directors was going to meet on 10th December 1985, in order to discuss and find a solution to the company's current problem of falling profits. Mr. Zaman, being the direct linkage between the company and the market, was asked to make a comprehensive presentation in the meeting on how the company might control its falling profits through a better marketing system.

COMPANY BACKGROUND

Established in 1954, HI-CLASS Woollen and Textile Mills unitized Pakistan's wool crop for the production of yarn for the indigenous hand-tufting carpet industry. It also made blankets for the armed forces, and Woollen over-coating and tweed for the general market. However, it imported wool tops from UK to produce worsted fabrics.

In 1960, the present group of industries acquired control of HI-CLASS. The event marked a significant change of direction for the mills. The group brought versatile skills in industrial management and a wide range of experience. Within a short period of time the worsted spinning capacity was increased by 85% and power looms by 238%. The group cellophane, general and life insurance, mining and two other textile mills. In all these areas of activity, it practiced a consistent policy of ensuring high dividends for thousands of shareholders.

PRODUCTION FACILITIES

Over the years, HI-CLASS had evolved into the largest worsted and woollen textile mills in the country. Its production services, including top-making, dyeing, spinning, weaving and finishing, were located within a single complex.

The quality of all raw materials used at the mills met the highest international standards. The finest wool was imported from Australia, polyester fiber from Europe and Japan, the chemicals from the Federal Republic of Germany, Switzerland and the UK.

PRODUCTION RANGE

HI-CLASS had a general product line-up including worsted and woollen fabrics, shawls, yarn as well as blankets. Its other branded products included varieties to serve the demand of different segments of the market, i.e. men, women, summer and winter, old and young groups, casual and formal.

RESEARCH AND DEVELOPMENT

HI-CLASS had its own R&D Department and, with its special expertise, it had developed the ability to use all five principal fibers, in their pure and blended form, i.e. nylon, acrylic, polyester, wool and cotton. It had achieved the capability of making fabrics ranging from 6 oz (170.1 gms per linear yard) to 24 oz (680.4 gms per linear yard). The Product Development and Design Department was creating 1,500 designs every year.

DISTRIBUTION SYSTEM

Ninety per cent of HI-CLASS production was absorbed by the domestic market. The remaining 10% was exported to a few casual importers from middle-eastern countries. The company did not have an independent export office. Production was carried out to the orders of the wholesalers on receipt of a negotiable amount of security money at the time of their confirmation. The minimum order quantity was 1,000 meters and at least 3 months delivery time was necessary to expedite the order. Goods were sold on a cash basis only.

CURRENT SITUATION

There were only six to seven comparatively smaller domestic woolen textile units which could compete with HI-CLASS on the basis of an integrated production system. However, recently many small weavers had cropped up in the market. They had imported smaller capacity weaving looms and were posing a major threat to the company. These small weavers imported yarn and paid tariff duties much less than what HI-CLASS paid for its raw materials. It was feasible for these small units to price their products below Hi-Class because of their low overhead costs. They required less delivery time and needed just a token down payment as security at the time of confirmation of their orders.

As a cumulative result of the above factors, a considerable share of the Hi-Class market was being taken away by these small weavers. Hi-Class Woollen & Textile Mills not only was experiencing a downward sloping sales curve, but also was facing the problem of a considerable increase in the costs of production because of the trend of increasing raw material prices in world markets.

The company was afraid of adopting the policy of increasing the prices of its products for the following:

- a. Newly emerged small weavers were producing and marketing similar quality at prices lower than those of Hi-Class.
- b. Strict "Product Differentiation" could not be maintained in the market because the costly designs of Hi-Class were quickly copied by the competitors, who did not hire designers.
- c. The demand for such products was extremely sensitive to price.

Mr. Zaman realized that he must have some more and detailed information

regarding the company and the market before he could decide what, to do. He wondered what specific steps he should take so that he could successfully make his presentation on 10th December 1985, in the meeting of the Board of Directors.

ANSWER THE FOLLOWING QUESTIONS

1. Discuss the use of branding, and whether a branding strategy might be helpful in Hi-Class.
2. What strategic recommendations might Mr. Zaman make to his management to address the company's current problems?
3. In other industries, how do large companies with high overhead costs manage to compete against smaller, lower overhead cost producers?



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 2017

Examination: M.B.A.

(3½ Years Programme)

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	An information system that supports the planning and assessment needs of executive management is _____ (a) DSS (b) TPS (c) MIS (d) none of them
2	The default port address for http is _____ (a) 60 (b) 80 (c) 90 (d) 50
3	An input and output device at which data enters or leave a computer system is _____ (a) keyboard (b) terminal (c) printer (d) plotter
4	The most important attribute of information quality that a manager requires _____ (a) Relevance (b) execution (c) Reliability (d) portability
5	IRM stands for _____ (a) Information recovery management (b) info resource management (c) none (d) all
6	_____ 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	_____ is part of a static view of information. (a) DFD (b) ERD (c) database Model (d) None
10	_____ is not a phase of the systems development life cycle. (a) Analysis (b) requirement (c) post implementation (d) none

Q.No.2 Attempt the following Short Questions:

(5*3=15)

1. Define MIS and explain functions of it?
2. Define GDSS in detail.
3. How IRM works briefly explain it?
4. What is sub-system?
5. What are the benefits of DBMS?

(P.T.O.)

SUBJECTIVE PORTION

NOTE: Attempt any Five Questions: (70 marks)

Q.No.3

- (a) What is MIS and explain its subsystems. 7 marks
- (b) What are the key issues and challenges in MIS? Explain in detail. 7 marks

Q.No.4

- (a) What are functions of IRM explain in detail with diagram? 7 marks
- (b) What is the role of management for making decision? 7 marks

Q.No.5

- (a) What are the types of information system explain in detail? 6 marks
- (b) What are the characteristics of MIS and explain in detail? 8 marks

Q.No.6

- (a) What is DBMS and explain its three models? 8 marks
- (b) What are the roles of database administrator explain in detail? 6 marks

Q.No.7

- (a) Write a detailed note on Artificial intelligence and its applications? 7 marks
- (b) Write a note on GDSS in detail? 7 marks

Q.No.8

- (a) Why we use security control in our system and explain its advantages? 6 marks
- (b) What are the characteristics of Effective information system? 8 marks

Q.No.9

- (a) Describe the type and structure of reports in detail. 7 marks
- (b) Define file base system explain its limitations? 7 marks



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 2017
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Roll No.
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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. Hygiene Factors
- II. Hawthorne studies
- III. Stereo Typing
- IV. Positive and Negative Affectivity
- V. Job Satisfaction
- VI. Personality and Socialization
- VII. Person Job Fit
- VIII. Perceptual Organization
- IX. Monetary Rewards
- X. Organizational Conflict

Section 2

Attempt any Four Questions. All questions carry equal marks.

Q. 2: Write a detailed note on the functions of attitude. Also explain the antecedents of work-related attitudes. (15)

Q. 3: What is meant by organizational behavior? Briefly discuss the theoretical framework of organizational behavior. (15)

Q. 4: Compare and contrast the traditional and new negotiation skills. Also discuss the steps involved in negotiation process. (15)

Q. 5: What are the primary and secondary motives? Also critically analyze the content theories of motivation. (15)

Q. 6: How does stress influence our individual and organizational work? Briefly explain the physical, psychological and behavioral effects of stress. Also discuss the coping strategies of stress. (15)

Q. 7: Define job Commitment. What are the outcomes of organizational commitment? Briefly explain the various factors that influence organizational commitment. (15)



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Part-III: Supply - 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.State the name, quality, quantity, subject term, predicate term of the given propositions also indicates the distributed and undistributed terms.

- (a). All M.B.A students are hard workers
- (b). No Sport persons are vegetarians.
- (c).Some politicians are not liars.
- (d). Some marines are mammals.
- (e). Some animals are not herbivorous.

2. Write the mood and figure of the following statements.

- (a). Some reformers are eccentrics, so some idealists are eccentrics, since all reformers are idealists.
- (b). Some philosophers are mathematicians; hence some scientists are philosophers, since all scientists are mathematicians.
- (c).Some Asians are not Gujaratis, for some Asians are not Indians, and some Indians are not Gujaratis.
- (d).No animals are plants. So, no sheep are plants. All sheep are animals.

3.Test the validity of the following arguments by using the technique of Venn diagram.

- (a). OAO-4 (b). EAA-1 (c). OAI-3 (d). AII-3

4. Use the truth table method to decide whether the following arguments forms are tautologies.

- (a). $(\sim H \supset G) \equiv (J \vee H)$ (b). $(P \vee q) \equiv (\sim P \vee \sim q)$

5. Identify the use of language in the following.

- (a).Please sit down. (b). The Pizza is hot (c). Congratulation (d). More coffee? (e). I come to bury Caesar, not to praise him. (f). Did you know this is the nonsmoking section. (g). He still hoped to win (h). Glade to meet you. (i). What a movie! (j). What day this is?

6. What is syllogism? Explain its six rules with examples

7.What is definition? Explain types of definitions with one example



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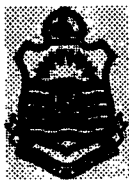
Roll No.

Subject: Economy of Pakistan
PAPER: 6

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

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

Q: 1	What is meant by Public Finance? "Why in preparation of Annual Budget Expenditures are estimated first and then sources are considered to Finance it". Critically examine.	15
Q: 2	Define Capital Market and discuss its role in promoting savings and investments.	15
Q: 3	Define Economic Development? Explain Characteristics of developing Countries.	15
Q: 4	Discuss role and importance of Agricultural Credit in economic development also explain sources of Agricultural Credit.	15
Q: 5	Write a detailed note on Energy Crisis in Pakistan.	15
Q: 6	"For development promote Trade not Aid" Discuss in context of Pakistan.	15
Q: 7	Write Short Notes on: a) CPEC b) Green Revolution c) Cottage Industry in Pakistan d) Inflation	(4X10) 40



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 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** (5 Each)
- a. Vernal Equinox wishes to borrow \$10,000 for three years. A group of individuals agrees to lend him this amount if he contracts to pay them \$16,000 at the end of the three years. What is the implicit compound annual interest rate implied by this contract (to the nearest whole percent)?
 - b. You have been offered a note with four years to maturity, which will pay \$3,000 at the end of each of the four years. The price of the note to you is \$10,200. What is the implicit compound annual interest rate you will receive (to the nearest whole percent)?
 - c. Sales of the P.J. Cramer Company were \$500,000 this year, and they are expected to grow at a compound rate of 20 percent for the next six years. What will be the sales figure at the end of each of the next six years?
 - d. Difference between real and nominal interest rate.

Q # 2 (20)
 The following information is available on the Vanier Corporation:

BALANCE SHEET AS OF DECEMBER 31, 20X6 (IN THOUSANDS)			
	Cash and marketable securities	\$500	
	Accounts receivable	?	Accounts payable
	Inventories	?	Bank loan
e.	Current assets	?	Accruals
f.			Current liabilities
g.	Net fixed assets	?	Long-term debt
h.	Total assets	?	Common stock and retained earnings
i.			Total liabilities and equity

INCOME STATEMENT FOR 20X6 (IN THOUSANDS)	
	Credit sales
j.	Cost of goods sold
k.	Gross profit
l.	Selling and administrative expenses
m.	Interest expense
n.	Profit before taxes
	Taxes (44% rate)
	Profit after taxes

Assuming that sales and production are steady throughout a 360-day year, complete the balance sheet and income statement for Vanier Corporation.

OTHER INFORMATION	
Current ratio	3 to 1
Depreciation	\$500
Net profit margin	7%
Total liabilities/shareholders' equity	1 to 1
Average collection period	45 days
Inventory turnover ratio	3 to 1

(P.T.O.)

Q # 3

(7,7,6)

- a. How diversification can be achieved?
- b. "CAPM is also called Security Market Line". Discuss this statement.
- c. Pattern of Corporate Financing

Q # 4

(10,10)

- a. Fast Typing Co. is in the business of manufacturing and selling Fast-Line Typewriters. It does not offer any credit sales currently. The per unit price and cost of each Fast-Line typewriter are \$900 and \$600, respectively. Fast Typing Co. is considering the possibility of credit sales. The market price of the typewriter will stay the same with credit sales, but it is expected that the annual sales will increase from 5000 units to 9000 units and the per unit cost will go up by \$50 due to implementation cost of credit sales. The credit period will be two months and the appropriate discount rate for the credit period is 1.5 percent. what is the minimum probability of repayment that can make Fast Typing Co. indifferent between whether or not to implement the new credit policy?
- b. What is acquisition of stock? What are the factors involved in choosing between an acquisition of stock and a merger?

Q # 5

(7,7,6)

- a. Sensitivity Analysis
- b. The role of finance manager
- c. Hedging with forward and future contract

Q. 6

(10, 10)

- (a) The Dhatu Company was recently formed to manufacture a new product. The Dhatu Company assumes that the model developed by Sharpe (1964) is good estimate for required rate of return. It has the following capital structure in market value terms. Common Stock (320000 shares) PKR 8000000, Debentures PKR 6000000, Preferred Stock PKR 2000000. Dhatu Company has a marginal tax rate of 40%. A study of publicly held companies in this line of business suggests that the required return on equity is about 17 %. The Dhatu Company's debt is currently yielding at 13%, and its preferred stock yielding is 1 percentage point less than the Company's debt that is yielding at 13 percent. Compute the firm's present weighted average cost of capital (WACC)
- (b) Discuss money and capital market instruments and their uses?

Q # 7

(20)

Beta industries are attempting to select the best of the three mutually exclusive projects. The initial investments and after tax cash inflows associated with these projects are shown in the following table.

	Project P	Project Q	Project R
Investment Initial	\$ 80000	\$ 120000	\$ 100000
	Cash inflows		
Year 1 to 9	\$ 45000	\$ 37000	\$ 24000

- a. Calculate each project's payback period.
- b. Calculate the net present value for each project. Assuming cost of capital is 14%.
- c. Calculate the internal rate of return for each project.
- d. Why Capital Budgeting is used? Discuss strengths and weakness of each method.



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 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 capital market? What are the assumptions of Perfect Capital Market? b. What are the various constraints to Investment?	(10 marks) (10 marks)
Question 2	Two stocks have the same return and risk (Standard Deviation): 10% return and 20% Standard Deviation. You form a portfolio with 50% each of stock 1 and Stock 2 to examine the effect of correlation on risk. 1. Calculate the portfolio return and risk if the correlation is 1.00 2. Calculate the portfolio return and risk if the correlation is 0.00 3. Calculate the portfolio return and risk if the correlation is -1.00 4. Discuss the results calculated above.	(20 marks)
Question 3	a. Distinguish between the open end and closed end mutual funds. b. Distinguish and briefly explain strategic and tactical asset allocation.	(10 marks) (10 marks)
Question 4	a. Firm currently pays a dividend of \$ 4.50 per share. That dividend is expected to grow at a 5 % rate indefinitely. Stocks with similar risk provide a 10 % expected return. Estimate the intrinsic value of the firm's stock based on the assumption that the stock will be sold after 2 years from now at its expected intrinsic value. b. Security J has a beta of 0.75 while security K has a beta of 1.45. Calculate the expected return for these securities, assuming that the risk free rate is 5 per cent and the expected return of the market is 14 per cent.	(10 marks) (10 marks)
Question 5	What is behavioral Finance? Briefly explain prospect theory, anchoring, mental accounting, over confidence and over reaction in the context of investor behavior.	(20 marks)
Question 6	Differentiate between Weak form, semi strong and Strong form of market efficiency? What would happen if markets are highly efficient?	(20 marks)
Question 7	Is gold actually a safe and profitable investment? What is the correlation of gold with economic growth, inflation, stock market and Real Estate returns? You are required to explore the options for investing in gold in today's market.	(20 marks)
Question 8	Write a short note on the following. a. Technical Analysis b. OTC Market c. Stock Market Index d. Overvaluation of securities	(20 marks)



UNIVERSITY OF THE PUNJAB

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

Roll No.

Subject: Global/ International Business
Elective (Marketing Specialization)

TIME ALLOWED: 3 hrs.
MAX. MARKS: 100

PAPER: 9

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

- Q1. Explain the term International Business. Also explain International Business Approaches. [20]
- Q2. What is Multinational Enterprise? What are the challenges facing the MNE in the world. [20]
- Q3. Write a note on International Monetary Fund. Describe its role in determination of exchange rates. [20]
- Q4. How Privatization politics of host country affect business of multinational? [20]
- Q5. Describe the screening and selecting criteria often used in choosing people for overseas assignments. [20]
- Q6. What is meant by the term 'Political Risk'? Is there political risk in every country of the world? Discuss. [20]
- Q7. Describe some of the major characteristics of the Japanese economic system that are critical to doing business in that country. [20]
- Q8. Describe some of the ways in which MNEs use advertising and personal selling techniques to promote their product in worldwide markets. [20]



UNIVERSITY OF THE PUNJAB

Part-III: Supply - 2017

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

Roll No.

Subject: Marketing Research
Elective (Marketing Specialization)

TIME ALLOWED: 3 hrs.

PAPER: 10

MAX. MARKS: 100

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

Q: 1	What is the first step in conducting a marketing research project? Why is it important to define the marketing research problem appropriately?*	20
Q: 2	What are the steps in research design process?	20
Q: 3	What is a depth interview? Under what circumstances is it preferable to conduct Focus Group? Explain in detail?	20
Q: 4	What is an Ordinal Scale? What statistical techniques can be used with an ordinal scale?	20
Q: 5	What is the purpose of questionnaire and observational forms?	20
Q: 6	a) Explain the meaning of a 'type 1 error'. b) Explain the Quota-Sampling, Judgment Sampling, and Convenience Sample?	20
Q: 7	a) Name the major modes for obtaining information via a survey? b) What are the relevant factors for evaluating which survey method is best suited to a particular research project?	20