



UNIVERSITY OF THE PUNJAB

M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: Organizational Behavior

Paper: MC-501

Time: 3 Hrs. Marks: 100

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

Q.1 What is value of subject of Organizational Behavior for managers?

Q.2 What are major kind of abilities and why intellectual abilities are more important than physical abilities?

Q.3 What are major segments of an attitude and how emotions and moods fall in the various components of attitude?

Q.4 Define job satisfaction and explain how an employee expresses job dissatisfaction.

Q.5 Who is a leader? How would you identify someone as leader/non-leader using behavioral and contingency theories of leadership?

Q.6 What is the difference between teams and groups and what are major types of teams?

Q.7 Define personality and highlight how personality is determined?

Q.8 Write short notes on the following:

1. Cognitive dissonance
2. Emotional dissonance
3. Emotional intelligence
4. Two factors theory



UNIVERSITY OF THE PUNJAB

M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: Financial Management

Paper: MC-502

Time: 3 Hrs. Marks: 100

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

- Q.1** Define Financial Management. Explain the role of Financial Manager to perform in today's complex business environment.
- Q.2** Johnson Inc. is considering two mutually exclusive projects, each with an initial investment of \$100000. The company's board of directors has set a maximum 3-year payback requirement and has set its cost of capital at 14%. The cash inflows associated with the two projects are shown in the following table.

Years	Cash inflows (CFt)	
	Project A	Project B
1	\$40000	\$75000
2	40000	60000
3	40000	30000
4	40000	25000
5	40000	20000

- a) Calculate the payback period for each project.
b) Calculate the NPV of each project at 14% cost of capital.
c) Which project would you finally select? Justify your decision.
- Q.3** From the following particulars, complete the Balance Sheet of *Fine Company*:
- Debt ratio: 40%
Current ratio: 1.50
Total assets turnover: 1.46
Average collection period: 40 days
Gross profit margin on sales: 40%
Inventory turnover ratio: 8
Calculation is based on a 365-day year.

XYZ Company
Balance Sheet
As on 31.12.2021

Assets	Amount \$	Liabilities & O/E	Amount \$
Cash		Accounts Payable	
Accounts Receivable		Accruals	30000
Inventories		Total Current Liabilities	
Prepaid Expenses	20000	Long Term Debt	80000
Total Current Assets		Common Stock	
Net Fixed Assets		Retained Earnings	100000
Total Assets	500000	Total Liabilities & O/E	

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- Q.4 James Consol Company currently pays a dividend of \$1.90 per share on its common stock. The company expects to increase the dividend at a 15 percent annual rate for the first two years and at a 10 percent rate for the next two years, and then grow the dividend at a 7 percent rate thereafter. This phased-growth pattern is in keeping with the expected life cycle of earnings. You require a 15 percent return to invest in this stock. What value should you place on a share of this stock?
- Q.5 Faisal Enterprises a distributor of electronic equipment is considering purchasing from Western Hardware Company the rights to market its home security system. The proposed deal calls for Faisal Enterprises to pay to the Western Hardware Company \$30000 and \$20000 at the end of years 1 and 2 and to make annual year-end payments of \$15000 in years 3 through year 9. A final payment to Hardware Company of \$20000 would be due at the end of year 10.
- Lay out the cash flows involved in the offer on a time line.
 - If Faisal Enterprises applies a required rate of return of 13%, what is the present value of this series of payments?
 - A second company has offered Faisal Enterprises an immediate lump sum payment of \$100000 for the rights to market the home security system. Which offer should Faisal Enterprises accept?
- Q.6 Five Star manufacturing company produces and sells 1000000 units per year. Each unit produced has a variable operating cost of \$0.80 and sells for \$1.00. Fixed operating costs are \$100000. The firm has annual interest charges of \$15000, preferred dividends of \$20000, and a 30% tax rate.
- Calculate the *operating breakeven point* in units.
 - Calculate degree of operating leverage (DOL)
 - Calculate degree of financial leverage (DFL)
 - Calculate degree of total leverage (DTL)
- Q.7 Y Ltd. presently gives credit terms of "net 30 days". It has \$5 million in annual credit sales, and its average collection period is 40 days. Currently bad debts are 3% of sales. To stimulate sales, the company may give credit terms of "net 45 days". If it does instigate these terms, sales are expected to increase by 20%. After the change, the average collection period is expected to be 60 days. Bad debts will rise from 3% to 4% of sales. Variable costs are \$0.75 for every \$1.00 of sales, annual collection expenses will increase by \$12000, and the company's before tax required rate on investment in receivables is 16 percent. Should the company extend its credit period? (There are 360 days in a year)



UNIVERSITY OF THE PUNJAB

M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: International Business & Finance

Paper: MC-503

Time: 3 Hrs. Marks: 100

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

- Q. No. 1 Explains the implications of global market place for the managers.
- Q. No. 2 Why some nations succeed and others fail in international competition? Explain in the context of determinants of national competitive advantages: Porter's Diamond.
- Q. No.3 Explain various policy instruments used by governments to influence international trade flows.
- Q. No. 4. Explain the benefits and costs of FDI to home and host countries.
- Q. No.5 What is strategic alliance? Explain the advantages and disadvantages of strategic alliance with a local firm for expanding business in a foreign market.
- Q.No.6. What is international bond market? Explain the various risk faced by MNC's in international bond market.
- Q. No.7 Briefly describe any four of the followings:
- a) Bill of Lading, b) Letter of credit, c) Future contract, d) Euro bond, e) Ex-work (EXW)
f) DAP, g) Certified invoice, h) Certificate of origin, i) Trust receipt, j) Currency option



UNIVERSITY OF THE PUNJAB

M.Com. (3½ Years Program) Part – I : Annual – 2022

Subject: Business Management

Paper: MC-504

Roll No.

Time: 3 Hrs. Marks: 100

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

- Q.1. Describe Robert L Katz three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Q.2. Discuss Henri Fayol's and Max Weber's contributions to management theory.
- Q.3. Define environment. Identify elements of the external environment that are critically important to an organization's survival.
- Q.4. Explain various steps involved in planning. Describe how managers can effectively plan in today's dynamic environment.
- Q.5. Explain what factors influence the amount of centralization and decentralization.
- Q.6. What is motivation? Describe how Maslow's Hierarchy of needs theory applies in an organization to motivate employees.
- Q.7. Discuss the reasons why control is important. Explain the steps involved in control process.



UNIVERSITY OF THE PUNJAB

M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: Principles of Marketing

Paper: MC-505

Time: 3 Hrs. Marks: 100

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

- Q1. Discuss in detail the common marketing mistakes. How marketers can avoid making such mistakes? Support your answer with suitable examples.
- Q2. Pricing a product is an important function of marketing which can significantly contribute towards success or failure of business. How price of a product influences business operations and performance especially sale? Also elaborate the pricing policies of a firm and discuss their advantages and disadvantages.
- Q3. In detail, describe the marketing management functions. What role these functions play in growth of a firm?
- Q4. What is the importance of promotion for a business venture? Discuss the advantages of different mediums of promotion? How a firm can use social media for its promotion activities?
- Q5. Discuss the similarities and differences between retailing and whole-selling. What are the various opportunities and threats in whole-selling? Explain your answer with examples.
- Q6. Write a detailed note on marketing of agricultural products? Why the marketing of agricultural products is important for our economy. Justify.
- Q7. What is meant by international marketing? How is it different then domestic marketing? Discuss the problems of international marketing and suggest its solutions.



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M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: Banking Law & Practice in Pakistan

Paper: MC-506

Time: 3 Hrs. Marks: 100

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

- Q.1** List out important banking laws of Pakistan and its main features/characteristics.
- Q.2** (a) Explain the procedure of Countermand of payment of a cheque?
(b) Enlist the major reasons of Bouncing of cheque by a Bank?
- Q.3** (a). Write Essentials of Payment of cheque in Due course?
(b). Write advantages and disadvantages of crossed cheque.
- Q.4** What is meant by banker-customer relationship? Explain the general reasons for termination of Banker Customer Relationship.
- Q.5** Write short notes on the followings:
i. Interest-free banking
ii. Principles of lending
iii. Functions of bank
- Q.6.** Define commercial Letter of Credit. Explain various types of commercial letter of credit used in international trade.
- Q7.** Briefly explain different sources of funds available for bank. Explain statutory requirements regarding Banker's Funds.



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M.Com. (3½ Years Program) Part – I : Annual – 2022

Roll No.

Subject: Interpersonal Skills

Paper: MC-507

Time: 3 Hrs. Marks: 100

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

- Q1. What is the importance of Self-awareness? Explain the role of Perception in the development of one's self.
- Q2. What is the importance of listening? How can we improve it?
- Q3. What is organizational stress? How can we overcome the factors that create stress in our organizational life?
- Q4. Why do we negotiate? What are the strategies to improve Negotiation Skills?
- Q5. Draw and explain Time Management Matrix with the tips and importance of time management.
- Q6. Describe the benefits of self-disclosure and the fears associated with it. Explain the remedial measures to tackle this issue.
- Q7. Write short Notes on the following:
- Integrative Bargaining
 - Active Listening



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M.Com. (3½ Years Program) Part – I : Annual – 2022

Subject: Non-Banking Financial Institutions

Paper: MC-508

Roll No.

Time: 3 Hrs. Marks: 100

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

Q. No. 1 What is money market? Explain its instruments and importance.

Q. No. 2 Describe the nature of Non-Banking Financial Institutions (NBFIs) and related governance issues in Pakistan.

Q. No. 3 Explain functions and achievements of Zarai Taraqiati Bank Limited (ZTBL).

Q. No.4 Write a detailed note on the International Bank for Reconstruction and Development (IBRD).

Q. No. 5 What is a Mutual Fund? Describe the difference between open end and closed end Mutual Funds.

Q. No.6 Discuss role of Stock Exchange in the development of financial markets. Also explain how index 100 is prepared.

Q.No.7 Define Credit Rating. Discuss procedure and objectives of credit rating.



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Subject: Human Resource Management

Paper: MC-601

Roll No.

Time: 3 Hrs. Marks: 100

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

Question 1: Define human resource management. Explain its function in detail.

Question 2: Define the term recruiting. Explain constraints human resource managers face in determining recruiting sources or during recruiting efforts.

Question 3: Explain who is responsible for managing careers. Identify and explain the five traditional stages involved in a career.

Question 4: Define relative standards and absolute standards in the performance management system. Also, explain Factors That Can Distort Appraisals.

Question 5: What are the objectives of the Occupational Safety and Health Act? Give details about Contemporary Health and Safety Issues.

Question 6: Explain the advantages and disadvantages of group incentives and organization-wide incentives.

Question 7: Define job evaluation. Explain Job evaluation methods to determine Compensation.

Question 8: Define employee development. Describe why employee training is important and explain on-the-job training and off-the-job training.



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Operations & Production Management

Paper: MC-602

Time: 3 Hrs. Marks: 100

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

- Q.1 What is an inspection? Discuss the types of inspection.
- Q.2 What is Job evaluation? What are the advantages of job evaluation to the employer?
- Q.3 What is a standardization? Discuss how it helps in simplification with the help of an example.
- Q.4 Define job design. Explain the contents and methods of jobs design.
- Q.5 Briefly explain different steps to motivate the efficiency of industrial worker.
- Q.6 What are the ~~determinants~~ for location of a plant? Explain special consideration with reference to location of a textile mill.
- Q.7 Write a short note on the following:
- a) JIT
 - b) Project Management.
 - c) Standardization.
 - d) Waiting lines



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

Q#1. A company makes and sells a single product. At the beginning of period 1, there are no opening inventories of the product, for which the variable production cost is \$4 and the sales price \$6 per unit. Fixed costs are \$2,000 per period, of which \$1,500 are fixed production costs. Normal output is 1,500 units per period. In period 1, sales were 1,200 units, production was 1,500 units. In period 2, sales were 1,700 units, production was 1,400 units.

Required Prepare profit statements for each period and for the two periods in total using both absorption costing and marginal costing.

Q#2. A department in a large organisation wishes to develop a method of predicting its total costs in a period. The following data have been recorded.

Month	Activity level (X) units	Cost \$
January	1,600	28,200
February	2,300	29,600
March	1,900	28,800
April	1,800	28,600
May	1,500	28,000
June	1,700	28,400

Required (i) The total cost model for a period could be represented by what equation?
(ii) What is the usefulness of high-low Method?

Q#3. An organisation makes and sells three products, F, G and H. The products are sold in the proportions F:G:H = 2:1:3. The organisation's fixed costs are \$80,000 per month and details of the products are as follows.

Product	Selling price \$ per unit	Variable cost \$ per unit
F	22	16
G	15	12
H	19	13

The organisation wishes to earn a profit of \$52,000 next month.

Required (i) Calculate the required sales value of each product in order to achieve this target profit.
(ii) what are the assumptions and limitations of CVP analysis?

Q#4.

- (i) Discuss the effect that variances have on staff motivation and action.
- (ii) Identify and explain those factors that could and could not be allowed to revise an original budget.

Q#5. A company produces and sells one product only, the Thing, the standard cost for one unit being as follows.

	\$
Direct material A – 10 kilograms at \$20 per kg	200
Direct material B – 5 litres at \$8 per litre	30
Direct wages – 5 hours at \$6 per hour	30
Fixed production overhead	<u>50</u>
Total standard cost	<u>310</u>

The fixed overhead included in the standard cost is based on an expected monthly output of 900 units. Fixed production overhead is absorbed on the basis of direct labour hours.

During April the actual results were as follows.

Production	800 units
Material A	7,800 kg used, costing \$159,900
Material B	4,300 litres used, costing \$23,650
Direct wages	4,200 hours worked for \$24,150

Fixed production overhead \$47,000

- Required**
- Calculate price and usage variances for each material.
 - Calculate labour rate and efficiency variances.
 - Calculate fixed production overhead expenditure and volume variances and then subdivide the volume variance.

Q#6. O'Reilly Co has been approached by a customer who would like a special job to be done for him, and who is willing to pay \$22,000 for it. The job would require the following materials:

<i>Material</i>	<i>Total units required</i>	<i>Units already in inventory</i>	<i>Book value of units in inventory</i> \$/unit	<i>Realisable value</i> \$/unit	<i>Replacement cost</i> \$/unit
A	1,000	0	–	–	6
B	1,000	600	2	2.5	5
C	1,000	700	3	2.5	4
D	200	200	4	6.0	9

- Material B is used regularly by O'Reilly Ltd, and if units of B are required for this job, they would need to be replaced to meet other production demand.
- Materials C and D are in inventory as the result of previous over-buying, and they have a restricted use. No other use could be found for material C, but the units of material D could be used in another job as substitute for 300 units of material E, which currently costs \$5 per unit (of which the company has no units in inventory at the moment).

Required What are the relevant costs of material, in deciding whether or not to accept the contract?

- Q#7.**
- Briefly discuss the type of factors which could affect the choice of the bases an organisation can use to apportion service department costs.
 - Discuss any two reasons of Under/over absorption overheads.
 - Discuss the issues surrounding setting the difficulty level for a budget.
 - Outline the objectives of a budgetary control system.



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Research Methods in Business

Paper: MC-604

Time: 3 Hrs. Marks: 100

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

- Q. 1. Describe the hallmarks of scientific research
- Q. 2. How would you describe the research process?
- Q. 3. What is significance of theoretical framework in the study? How various variables become part of the framework?
- Q. 4. What is meant by hypotheses? What are the various kinds of hypotheses?
- Q. 5. Explain following contents of research design in details: study setting, type of investigation, and sampling design.
- Q. 6. What is meant by operationalization? Explain itemized rating, consensus, bi-polar and likert scales.
- Q. 7. Explain the contents of a Research Proposal.
- Q. 8. Write short note on the followings:
 - a. Differentiate field study, field experiment and lab experiment
 - b. Differentiate between applied and basic research, and give two examples for any one type
 - c. What is the difference between qualitative and quantitative design?
 - d. Difference between broad problem area and problem statement



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Accounting Information System & E-Commerce Paper: MC-605

Time: 3 Hrs. Marks: 100

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

- Q 1. What is e-commerce? Describe its unique features.
- Q 2. Explain the different types of e-commerce payment systems.
- Q 3. Briefly Describe B2B (Business to Business) business model.
- Q 4. Describe the overview of the revenue cycle.
- Q 5. Explain the payroll procedure in a computer based system.
- Q 6. Explain different documentation techniques.
- Q 7. What is Management Reporting System (MRS)? Describe the factors that influence the Management Reporting System.



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Total Quality Management

Paper: MC-606

Time: 3 Hrs. Marks: 100

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

- Q.1** How continuous improvement can be obtained and sustained?
- Q.2** What is ISO and various certifications related to quality? Elaborate in details.
- Q.3** How feedback and feedforward are different? And how both can contribute to the TQM system?
- Q.4** List and explain the six most important factors that influence consumer purchases?
- Q.5** What are the steps used in benchmarking of organizational products and services? Explain
- Q.6** Define Leadership. What are the characteristics and roles of a quality leader?
- Q.7** Efficiency is “doing things better” and effectiveness is “doing better things.” Describe how benchmarking can be used to improve both efficiency and effectiveness?
- Q.8** What are the seven basic steps to strategic quality planning as specified by John R. Dew in the concept of leadership?



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Logic & Critical Thinking

Paper: MC-607

Time: 3 Hrs. Marks: 100

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

- Q. 1. Define the following terms: (20)**
- | | |
|------------------------------|-------------------------------------|
| i. Conclusion indicators | ii. Compound Proposition |
| iii. Premise | iv. Truth |
| v. Wedge | vi. Language as informative |
| vii. Contraries | viii. Fallacy of illicit major term |
| ix. Hypothetical proposition | x. Major term |
- Q. 2. Discuss six syllogism rules with examples (20)**
- Q. 3. Discuss contraposition of the following (20)**
- All mangoes are sweet
 - No fish is mammal.
 - Some metals are conductor.
 - Some students are not hardworker
- Q. 4. Use Venn Diagram to determine the validity of the following argument and also state the name of fallacy committed and the broken rule in case of invalidity. (20)**
- | | | | |
|----------|-----------|------------|-----------|
| i. AEE-4 | ii. EAE-2 | iii. AAA-3 | iv. EAA-I |
|----------|-----------|------------|-----------|
- Q. 5. (A): If A, B, C are true and X, Y, Z are false, then determine the truth value of the following. (10)**
- $[(A \cdot X) \supset C] \supset [(A \supset X) \supset C]$
 - $[(Y \supset B) \supset Y] \supset Y$
- (B): Use truth table to determine whether the following symbolized statement is Tautology, contingent or self-contradictory. (10)**
- $[P \cdot (Q \vee R)] \equiv [(P \vee Q) \cdot (P \vee R)]$
- Q. 6. Use truth table to determine the Validity or Invalidity of the following argument. (20)**
- | | |
|--|--|
| (i) $(P \supset Q) \vee R$
$R \sim S$
$\sim P$
$\sim Q$ | ii. $J \supset (K \supset L)$
$K \supset (I \supset L)$
$(J \vee K) \supset L$ |
|--|--|
- Q. 7. Write a short note on any Two of the following. (20)**
- Quantity, Quality and Distribution.
 - Fallacies of Presumption.
 - Any two rules of Categorical Syllogism



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M.Com. (3½ Years Program) Part – II : Annual – 2022

Roll No.

Subject: Investment & Port Folio Management

Paper: MC-608

Time: 3 Hrs. Marks: 100

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

- Q.1** Differentiate between primary market and secondary market. Discuss the functions of investment banking firms.
- Q.2** Briefly explain the followings:
- a) Strike price
 - b) Option premium
 - c) Out of the money option
 - d) Intrinsic value of an option
- Q.3** What are brokerage firms? Explain different types of orders to be placed by an investor with brokerage firms.
- Q.4** Assume an initial margin requirement is 50 percent and maintenance margin requirement is 30 percent. An investor buys 500 shares of stock on margin at \$60 per share. The price of the stock subsequently drops to \$50
- a) What is the actual margin at \$50?
 - b) If the price declines to \$45, is there a margin call?
 - c) Assume that the price declines to \$30. What is the amount of the margin call?
- Q.5** Rockton Plastics pays a dividend of \$3.90 per share on its common stock. The company expects to increase the dividend at a 12 percent annual rate for the first two years and at a 10 percent rate for the next three years, and then grow the dividend at a 7 percent rate thereafter. This phased-growth pattern is in keeping with the expected life cycle of earnings. You require a 16 percent return to invest in this stock. What value should you place on a share of this stock?
- Q.6** From the following information, calculate expected return and expected risk (standard deviation) of a portfolio consists of three stocks, assume that the investor will invest 30% funds in stock A, 50% in stocks B, and 20% in stock C.

	A	B	C
Expected return (%)	12.5	18.6	14.4
Standard deviation (σ) (%)	8.2	11.5	17.8

Correlation coefficient (ρ) between A and B's return is -0.50 , between A and C is 0.45 and between B and C is 0.30

- Q.7** Consider Pfizer call and put purchased on April 20. Exercise price of call is \$22.55 and for the put \$24.75. Call option price is \$1.34 and for the put \$1.52. Calculate the payoff and gain/loss to an option buyer for each of the following June 15 possible closing prices:

\$0 \$10 \$15 \$17 \$20 \$23 \$25 \$30 \$35 \$40