



ROLL NO

**PUNJAB PUBLIC SERVICE COMMISSION**  
**COMBINED COMPETITIVE EXAMINATION**  
**FOR RECRUITMENT TO THE POSTS OF**  
**PROVINCIAL MANAGEMENT SERVICE, ETC -2023**  
**CASE NO. 1C2024**

**SUBJECT: BUSINESS ADMINISTRATION (PAPER-II)**

**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:**

- All the parts (if any) of each Question must be attempted at one place instead of at different places.
- Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.
- No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.
- Extra attempt of any question or any part of the question will not be considered.

**Note:** **Attempt any FIVE Questions at least TWO questions from each Part including Question No. 9 which is compulsory. Calculator is allowed. (Non-Programmable). Attempt in Urdu or English.**

**PART-I MARKETING**

- Q. No. 1:** Explain why a small producer might want a marketing research firm to take over some of its information-gathering activities. **(20 Marks)**
- Q No. 2:** What is the purpose of packaging? Explain and give an example where packaging costs probably (a) lower total distribution costs and (b) raise total distribution costs **(20 Marks)**
- Q No. 3:** Consider the evolution of wholesaling in relation to the evolution of retailing. List several changes that are similar, and several that are fundamentally different. **(20 Marks)**
- Q No. 4:** Changes in the world demographic environment have major implications for business. The demographic environment is of major interest to marketers because it involves people, and people make up markets. Briefly explain demographic characteristics and their implications in marketing. **(20 Marks)**
- Q No. 5:** a) Define the five promotion mix tools for communicating customer value.  
b) Explain the methods for setting the promotion budget and factors that affect the design of the promotion mix. **(10+10=20 Marks)**

**PART-II FINANCIAL MANAGEMENT**

- Q No. 6:** a) What are the three types of business failure and the difference between them? What are the major causes of business failure?  
b) Define extension and a composition, and explain how they might be combined to form a voluntary settlement plan to sustain the firm. How is a voluntary settlement resulting in liquidation handled? **(10+10=20 Marks)**
- Q No. 7:** Define the following: **(5x4=20 Marks)**
- Cash Conversion Cycle
  - Aggressive funding strategy
  - ABC inventory management
  - Enterprise resource planning (ERP)

**P.T.O**

**Q No. 8:**

**a)** Use the appropriate items from the following list to prepare in good form Owen Davis Company's balance sheet at December 31, 2022. (All amounts in Rs. 000)

Accounts payable 220	Inventories 375
Accounts receivable 450	Long-term debts 420
Land 100	Accruals 55
Machinery 420	Accumulated depreciation 265
Buildings 225	Marketable securities 75
Notes payable 475	Cash 215
Common stock (at par) 90	Paid-in capital in excess of par 360
Cost of goods sold 2,500	Depreciation expense 45
Preferred stock 100	Equipment 140
Retained earnings 210	Furniture and fixtures 170
Sales revenue 3,600	Vehicles 25
General expense 320	

**b)** Discuss the relationship between debt and financial leverage and the ratios used to analyze a firm's debt **(10+10=20 Marks)**

**Q No. 9:**

Grey Products has fixed operating costs of Rs 380,000, variable operating costs of Rs 16 per unit, and a selling price of Rs 63.50 per unit.

- Calculate the operating breakeven point in units.
- Calculate the firm's EBIT at 9,000, 10,000, and 11,000 units, respectively.
- With 10,000 units as a base, what are the percentage changes in units sold and EBIT as sales move from the base to the other sales levels used in part b?
- Use the percentages computed in part c to determine the degree of operating leverage (DOL).
- Use the formula for degree of operating leverage to determine the DOL at 10,000 units.

**(2+3+5+5+5=20 Marks)**

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**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:**

- i. All the parts (if any) of each Question must be attempted at one place instead of at different places.
- ii. Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.
- iii. No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.
- iv. Extra attempt of any question or any part of the question will not be considered.

**Note: Attempt FIVE Questions in all. Attempt in Urdu or English.**

- Q. No. 1:** Robert McNamara and Charles "Tex" Thornton joined Ford Motor Company in the mid-1940s and immediately began using statistical methods and quantitative models to improve decision making. Explain how today's managers use quantitative approaches for assessing the environment and allocating the resources? **(20 Marks)**
- Q. No. 2:** Planning is often called the primary management function because it establishes the basis for all the other things managers do as they organize, lead, and control. Explain what role a) environmental scanning and; b) digital tools play in effective planning and how it reduces management errors? **(20 Marks)**
- Q. No. 3:** Environmental uncertainty is one of the contingency factors that affects the types of plans managers develop. What are the causes of dynamic environment and how can managers plan effectively in dynamic environments? **(10+10=20 Marks)**
- Q. No. 4:** What is leader-member exchange theory, and what does it say about leadership? Differentiate between transactional and transformational leaders and between charismatic and visionary leaders. **(20 Marks)**
- Q. No. 5:** People with a parochial attitude do not recognize that others have different ways of living and working. Contrast ethnocentric, polycentric, and geocentric attitudes toward global business and how it impacts management strategies of new era? **(20 Marks)**
- Q. No. 6:** a) Discuss the role of technology in efficient operations management.  
b) Define Six Sigma and discuss its importance for a product and service quality. **(10+10=20 Marks)**
- Q. No. 7:** Define the following: **(4x5=20 Marks)**  
a. Business Intelligence  
b. BCG Matrix  
c. Strategic Flexibility  
d. SWOT Analysis
- Q. No. 8:** What structural issues might arise in managing employees' flexible work arrangements? Discuss 6 elements of organizational design and how this information helps a manager address those issues? **(10+10=20 Marks)**