



ROLL NO. J

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-I)

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)**