



PUNJAB PUBLIC SERVICE COMMISSION
COMBINED COMPETITIVE EXAMINATION
FOR RECRUITMENT TO THE POSTS OF
PROVINCIAL MANAGEMENT SERVICE, ETC -2022
CASE NO. 3C2023

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.

Attempt FIVE Questions in all. Attempt in Urdu or English.

- Q. No. 1:** Organizational culture vis-a-vis national culture is the values and attitudes shared by individuals from a specific country that shape their behavior and their beliefs about what is important. The most valuable framework to help managers better understand differences between national cultures was developed by Geert Hofstede. Briefly explain the Hofstede's cultural dimensions and their impact on manager's decision making. **(20 Marks)**
- Q. No. 2:** (a) Discuss the three contingency factors that influence the process of developing plans.
(b) Define management by objective (MBO). List down the steps involved in MBO. **(10+10=20 Marks)**
- Q. No. 3:** Define the following: **(5X4=20 Marks)**
a. Job Analysis
b. Formalization
c. Mechanistic Vs Organic Structure
d. Contingent Worker
- Q. No. 4:** (a) How can Maslow's Hierarchy of Needs Theory be applied to Pakistani workers?
(b) Give a comparison of Theory X and Theory Y. Which theory you prefer and why? **(10+10=20 Marks)**
- Q. No. 5:** Define the following: **(5X4=20 Marks)**
a. charismatic leader
b. autocratic vs democratic leadership
c. Transformational Leadership
d. Expectancy Theory
- Q. No. 6:** What is organizational performance? What are the measures available for Pakistani managers to measure their organization's performance? Briefly describe the role of financial ratios in this regard. **(5+10+5=20 Marks)**
- Q. No. 7:** Define the following: **(5X4=20 Marks)**
a. Feedforward Control
b. Organizational Effectiveness
c. Progressive disciplinary action
d. Balance Scorecard
- Q. No. 8:** Describe in detail that how does PERT network analysis work? **(20 Marks)**