

Analytical / Quantitative Skills

No. of Questions: 10 (from 1 to 10) 1 Mark Each

Negative Markings: No

Five sample questions. The actual paper will contain 10 questions.

1. Two candles of the same height are lit at the same time. Each candle burns at a constant rate and the first candle takes 5 hours while the second candle take 4 hours to burn completely. What will be the time, in hours, taken for the height of the first candle to be four times that of the second candle.

- A) $3\frac{3}{4}$
- B) $3\frac{1}{2}$
- C) $3\frac{1}{4}$
- D) 3

2. Arish read 60 pages of a book on the first day. This was 20% more than the number of pages he read on the second day. Given that he read $\frac{1}{6}$ of the book on the second day, what are the number of pages in the book?

- A) 240
- B) 300
- C) 360
- D) 420

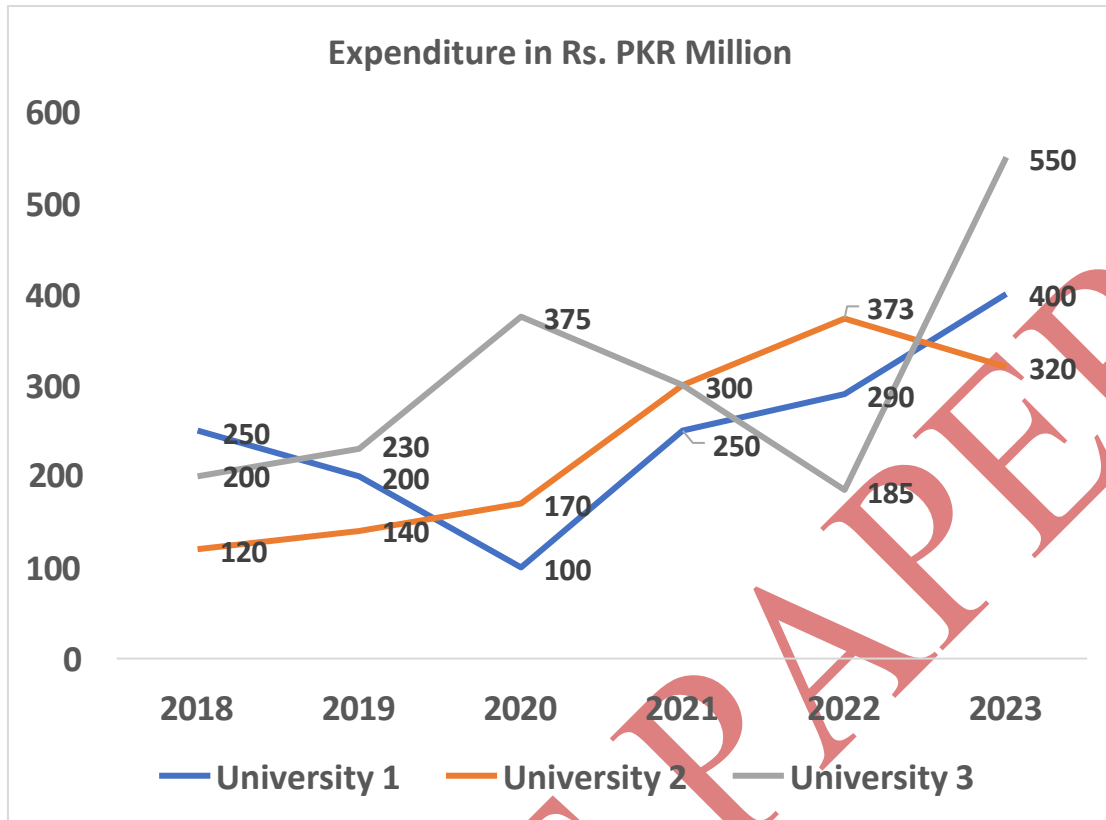
Q3 to Q5 (Study the graph on the next page and answer the questions)

3. The average expenditure of university 3 is:

- A) PKR 248.3 million
- B) PKR 237.2 million
- C) PKR 306.7 million
- D) PKR 400.0 million

4. Which university has the largest variation in expenditure?

- A) University 3
- B) University 2
- C) University 1
- D) None



5. For which year university 2 and university 3 have the same expenditure?

- A) 2018
- B) 2019
- C) 2020
- D) 2021

Management / Leadership Skills

No. of Questions: 20 (from 11 to 30) 1 Mark Each

Negative Markings: No

Five sample questions. The actual paper will contain 20 questions.

11. What is the main purpose of planning in management?
 - A) To delegate tasks
 - B) To set objectives and outline the actions needed to achieve them.
 - C) To motivate employees
 - D) To resolve conflicts among team members
12. The primary goal of team building is:
 - A) Assigning individual tasks to team members
 - B) Enhancing group cohesion and collaboration to improve performance.
 - C) Reducing operational costs
 - D) Increasing individual competition among the team members
13. A leadership style focused on clarifying expectations and setting goals for employees is:
 - A) Participative
 - B) Directive
 - C) Supportive
 - D) Achievement-Oriented
14. Based on transformational leadership, an “idealized influence” is defined as:
 - A) The ability to articulate a compelling vision.
 - B) The ability to engage in intellectual stimulation.
 - C) The leader’s role in being a role model and earning the trust of followers.
 - D) The promotion of autonomy in decision-making
15. Herbert Simon’s concept of “bounded rationality” in decision-making suggests that:
 - A) Administrators can always make perfectly rational decisions.
 - B) Decisions are limited by available information, cognitive capacity, and time constraints.
 - C) Policymaking requires an unlimited number of alternatives for decision-makers.
 - D) Rational decision-making is only possible with sufficient data and no constraints.

Accounting & Financial Management

No. of Questions: 20 (from 31 to 50) 1 Mark Each

Negative Markings: No

Five sample questions. The actual paper will contain 20 questions.

31. What Financial Year means?

- A) Starts on 1st January and ends by 31st December of the same year.
- B) Starts on 1st June and ends by 31st July of the following year.
- C) Starts on 1st July and ends by 30th June of the following year.
- D) None of the above

32. Primary unit of appropriation means

- A) Means a lump sum of money placed by the prime minister at the disposal of a subordinate authority.
- B) Means a lump sum of money placed by the President at the disposal of a subordinate authority.
- C) Means a lump sum of money placed by the Cabinet at the disposal of a subordinate authority.
- D) None of the above.

33. Moneys received as dues of Government or for deposit in the custody of Government should be credited

- A) into the Public Account in accordance with the Treasury Rules.
- B) into the Post Office Savings Bank in accordance with the Treasury Rules.
- C) into the National Bank of Pakistan acting as an Agent of the State Bank of Pakistan in accordance with the Treasury Rules.
- D) None of the above.

34. If the irregularity be detected by Audit in the first instance, the Accountant General will report it immediately to the administrative authority concerned, and if he considers necessary, to Government as well

- A) The above guideline must be followed without any exemption.
- B) There is just one exemption in case of petty cash when losses involved are lesser than Rs. 1000.
- C) In addition of (ii) there is another exemption in case of custom related revenues when assessment
- D) related mistakes are made and the same discovered late.
- E) None of the above.

35. Annual Budget Statement prepared by the Finance Division

- A) Must be presented to the legislature as required by Article 81 of the Constitution.
- B) Must be presented to the legislature as required by Article 80 of the Constitution.
- C) Must be presented to the Auditor General for the verifications of all receipts.
- D) None of the above.

Communication & Negotiation Skills

No. of Questions: 10 (from 51 to 60) 1 Mark Each

Negative Markings: No

Three sample questions. The actual paper will contain 10 questions.

Read the following Essay and answer the questions that follow:

Establishing and developing effective communication is important in order to be heard and change your environment according to your own thoughts. No one will guess what you want or what you think if you don't tell them, and nothing is going to change if you do not propose a change. The purpose of this essay is to discuss four important skills that will help you communicate effectively. Such skills are not to be afraid of speaking, always defend what you want to say, express exactly what you mean to say, and listen while you are not speaking.

The first aspect to communicate effectively is not to be afraid of speaking. Anytime you need to say something, go ahead, and do it. Most of the times, people are afraid of speaking because they are not sure if it is the right thing to say or the right moment to say it. If you speak you will be heard and taken into account. You are important so you need to be heard. There is one thing you should not do somehow: Do not say something that will hurt somebody's feelings. Unless that something has to be said inevitably, say it, but as softly and gently as you can. Always think twice before saying something. If you do that, you won't regret a thing.

Second, if you want to communicate effectively, defend what you say. Once you have said something you can never go backward; you must back it up. The worst thing that you can do when speaking is to hesitate. The strength of your words will surely determine their effect on the listener. The way that you speak, and the content of your speech tell a lot about yourself and your personality. *Besides*, people will only know what you say; they cannot go any further if you do not let them. It is only by means of intelligence, strength, and security that you will be able to change the world around you.

The third main aspect of effective communication is to express exactly what you mean to say. Pick up the words that will express exactly what you are thinking of. Do not forget that one half of a word belongs to the listener and the other to the speaker. *However*, your job is to express yourself clearly, so that you can avoid misunderstandings. Words are double-edged weapons which can be used either to defend or to attack. If you make a good use of them, you will be able to do almost everything. Also, everybody will be able to identify exactly what you say, what you think, and what you want.

The fourth main point to effective communication, and probably the most important of all, is the listening part. Listen and do not interrupt. You will surely learn new things from listening to others. Effective communication is based on both listening and speaking. If communication were based only on speaking, it would be an absolute tyranny. *Nevertheless*, communication is the means through which you express yourself in order to be heard and change your environment according to your own version of reality. Thus, it would be impossible to change anything if there were no one to listen, learn, and accept new ideas.

Thus, effective communication will help you to express yourself better, allow you to let other people express themselves, and help you to change your environment toward your own thoughts and beliefs. Words inspire no fear. Speak them. Words make you strong. Support them. Words show what you are and what you think. Do not let yourself be misunderstood. Words are valuable. Listen to them!

51. The central idea of the essay is:

- A) Importance of nonverbal communication
- B) Key skills for effective communication
- C) Pitfalls of miscommunication
- D) Resolving conflict through communication

52. The analogy 'double-edged weapon' describes:

- A) The importance of listening
- B) The impact of nonverbal cues
- C) The power of words
- D) The usefulness of articulation

53. The word 'inevitably' means:

- A) Similarly
- B) Lastly
- C) Ambiguously
- D) Unavoidably

SAMPLE PAPER

IT Skills

No. of Questions: 10 (from 61 to 70)

Negative Markings: No

Five sample questions. The actual paper will contain 10 questions.

61. In Microsoft Excel, which of the following functions is used to calculate the total sum of a range of numbers?
- A) =AVERAGE()
 - B) =SUM()
 - C) =COUNT()
 - D) =MAX()
62. In Microsoft PowerPoint, what is the default slide layout when a new presentation is created?
- A) Title Slide
 - B) Blank Slide
 - C) Title and Content
 - D) Two Content
63. In Microsoft Word, which tab on the ribbon would you use to change the page orientation from portrait to landscape?
- A) Home
 - B) Insert
 - C) Layout
 - D) Review
64. In Microsoft Excel, which of the following is used to create a chart?
- A) PivotTable
 - B) Format Painter
 - C) Chart Wizard
 - D) Insert Tab
65. In Microsoft Excel, what does the VLOOKUP function do?
- A) It counts the number of cells in a range that meet a condition.
 - B) It finds a value in a row and returns the corresponding value from another column.
 - C) It adds up all numbers in a column.
 - D) It merges two columns into one.

Manasik-e-Hajj. Saudi Laws/Rules/Regulations/Taleemat regarding Hajj & Umrah

No. of Questions: 10 (from 71 to 80)

Negative Markings: No

Five sample questions. The actual paper will contain 10 questions.

71. During Hajj, which of the following acts of worship takes place on the 9th of Dhu al-Hijjah at Mount Arafat?

- A) Tawaf
- B) Sa'i
- C) Standing (Wuquf)
- D) Shaving the head (Taqseer)

72. What is the name of the ritual where pilgrims throw stones at three pillars in Mina during Hajj?

- A) Tawaf al-Ifadah
- B) Sa'i
- C) Stoning of the Devil (Ramy al-Jamarat)
- D) Tawaf al-Qudum

73. There are _____ types of Hajj.

- A) 4
- B) 3
- C) 2
- D) 5

74. During Umrah, what ritual involves walking between the hills of Safa and Marwah?

- A) Tawaf
- B) Sa'i
- C) Ramy al-Jamarat
- D) Shaving the head

75. Which of the following actions is NOT performed during Umrah?

- A) Standing at Mount Arafat
- B) Tawaf
- C) Sa'i
- D) Shaving or trimming the hair (Taqseer)

This is the end of Objective Section.

If you finish before time is called, you may check your work on this section only.

Next is Subjective Section (to be attempted on this paper).

Subjective Section - I

No. of Questions: 02
Time Allowed: 15 minutes.

Total marks: 10

Translations (10 marks)

1. Translate into Arabic.

05 Marks

ہومیم زندگی م ی انسان کو مختلف قسم کے تجربات اور چیلنجز کا سامنا ہوتا ہے۔ یہ چیلنجز کبھی جسمانی ہوتے ہیں تو کبھی ذہنی۔ لیکن ان سب کا مقصد انسان کو مضبوط اور بہت بنانا ہوتا ہے۔ ہم ی یہ سمجھنا چاہتے ہیں کہ زندگی م ی کامیابی اور ناکامی دونوں کا اپنا اہم مقام ہے۔ ناکامی انسان کو سیکھنے کا موقع دیتی ہے اور کامیابی انسان کو محنت اور عزم گ نشا ن ہوتی ہے۔

Handwriting practice lines for the translation answer.

2. Translate into Urdu.

05 Marks

العمرة هي إحدى الشعائر الإسلامية التي يؤديها المسلمون في مكة المكرمة، وهي عبارة عن مناسك دينية يمكن أداؤها في أي وقت من السنة، باستثناء أيام الحج. تتضمن العمرة طواف الكعبة سبع مرات، ثم السعي بين جبلي الصفا والمروة، وأخيراً حلق أو تقصير الشعر. على المسلم الذي يؤدي العمرة أن يدخل في حالة الإحرام، وهي حالة من الطهارة والتجرد من الملابس العادية، التي تبدأ من الميقات. العمرة ليست فرضاً على المسلمين، ولكنها سنة مؤكدة، ويعتقد الكثير من المسلمين أن أداء العمرة يكفر الذنوب ويزيد من الأجر. وتعد العمرة فرصة لتقوية العلاقة مع الله وطلب المغفرة والرحمة.

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Subjective Section - II

No. of Questions: 03
Time Allowed: 35 Minutes.

Total marks: 10

One sample question. The actual paper may contain more questions.

A public sector organization plans to procure office furniture worth PKR 22 million. The procurement officer is preparing the bidding documents and intends to include brand-specific requirements to ensure quality.

Answer the following:

1. What alternative approach can be used to ensure quality without violating procurement principles?