

## Analytical / Quantitative Skills

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

Negative Markings: **No**

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

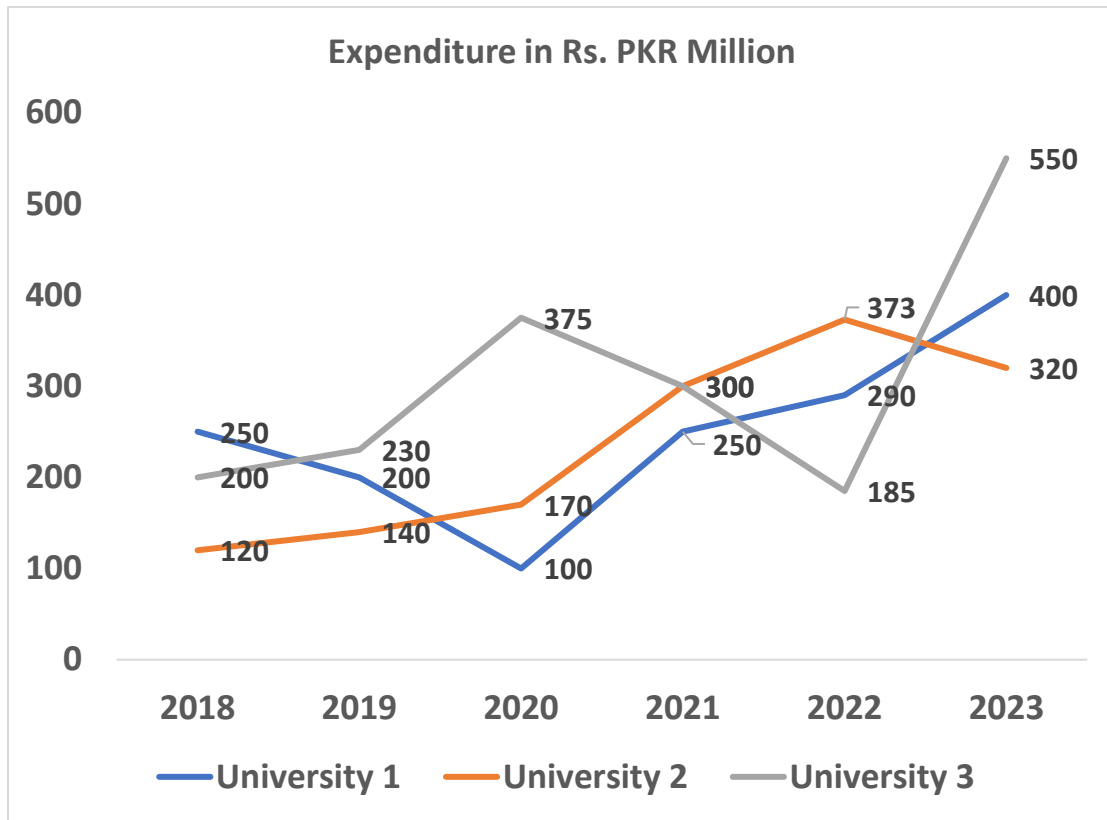
**Q3 to Q5 (Study the graph on the next page and answer the questions)**

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

## Accounting & Financial Management

No. of Questions: 20 (from 21 to 40) 1 Mark Each

Negative Markings: **No**

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

21. 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

22. 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.

23. 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.

24. 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.

25. 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

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No. of Questions: 10 (from 41 to 50) 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!

41. 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

42. 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

43. The word 'inevitably' means:

- A) similarly
- B) lastly
- C) ambiguously
- D) unavoidably

## IT Skills

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

Negative Markings: **No**

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

51. 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()

52. 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

53. 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

54. In Microsoft Excel, which of the following is used to create a chart?

- A) PivotTable
- B) Format Painter
- C) Chart Wizard
- D) Insert Tab

55. 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**

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

Negative Markings: No

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

61. 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)

62. 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

63. There are \_\_\_\_\_ types of Hajj.

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

64. 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

65. 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 - II

No. of Questions: 01  
Time Allowed: 35 Minutes.

Total marks: 20

### Management Case Study

#### Strategic human resource management: Insights from Deloitte ME's experience

The Deloitte Middle East Firm (Deloitte ME) is a member of the global professional services firm Deloitte Touche Tohmatsu, which employs 169,000 people in 140 countries and had revenues of US\$27 billion in the 2009 fiscal year. Deloitte ME is one of the longest established professional services firms in the region and has been operating since 1926 in 15 countries with 26 offices and a team of over 2,300 professionals. It has enjoyed a compounded revenue growth rate of 31 percent in the region over the three years to 2010.

This case study is based on several rounds of interviews with Mrs Rana Ghandour Salhab, the first woman admitted as partner in the Middle East in the 80-year history of the firm in the region. She is currently the partner in charge of human resources and communications in the Middle East and a member of the Deloitte ME Board Advisory Council and the Deloitte ME Partner Screening Committee. It is worth noting that, in April 2009, Deloitte ME was recognised as one of the 10 best employers in the Middle East by Hewitt Associates, the global human resources consulting firm that runs best employer surveys across the world.

Based on a recent survey asking Deloitte employees what they expect from their employer, Deloitte ME adopted a 'develop, deploy, and connect' model as a talent strategy and a Career Value Map tool to reinforce the steps that individuals can take to own their careers and leverage Deloitte's resources and tools within each of the model areas. According to Mrs Salhab, organisations can, by focusing on these three elements, generate capability, commitment, and alignment in key workforce segments (Figure 2.4), which in turn improves business performance: When this happens, the

attraction and retention of skilled talent largely take care of themselves!

Deloitte has an interesting regional Talent Attraction Program and e-recruitment, revolving around a Middle East referral scheme, university relationships, an alumni and experienced hire programme, supplier relations, web and social networks sourcing, and Google ad words. The Deloitte Invites Top

Talent programme also aims to attract top students from leading universities around the region to source offices with nationals of the Gulf Cooperation Council and



Figure 2.4 The Deloitte ME 'develop, deploy, and connect' model  
Source: Deloitte Office, Lebanon

(you cannot go back to the previous sections)

Arabic-speaking professionals. The company's screening techniques focus on assessment centres, competency-based behavioral interviewing, psychometric testing, and a global development programme for its workforce.

The Deloitte performance management system is the key development employee tool, with a technical and shared skills competency model that facilitates year round career conversations and a coaching culture. Through the ME Deloitte Retention and Advancement for Women Program, the firm is committed to creating an environment where high achieving women and men both reach leadership roles.

Deloitte ME has been striving for a balance between a strategic human resources agenda with a long-term impact and operational day-to-day human resources activities. The company realises that the drivers and challenges for the business are transitioning the core efforts of human resources towards providing the business with a competitive advantage. This will happen by moving away from a focus on administration (for example, payroll, benefits, compliance, and record-keeping), or what they refer to as value maintenance, to a focus on value creation through the selection and design of human resources practices that support the firm's strategy (Figure 2.5). Mrs Salhab recognises that assuming the human resources partner role depends on the level of maturity of the organisation; it also illustrates nicely how the Deloitte ME function has made a successful transition from roles revolving around analyst and advisor to human resources roles entailing effective advocacy and partnering. This transformation has, according to Mrs Salhab, required a proactive approach combining flexible and specialist human resources orientations, combined with the redirecting of administration queries and a more active involvement of line managers in different sorts of people management activities.



Figure 2.5 Deloitte ME value creation through strategic human resources

Source: Deloitte Office, Lebanon

**(you cannot go back to the previous sections)**

Mrs Salhab admits that the transformation of human resources into strategic roles is not always easy and may in some companies be typically undermined by a number of risks and pitfalls that have to be avoided. These may be, for example:

- reduced client satisfaction (in the sense that a one-size-fits-all approach to service delivery may not recognise the diversity of employees);
- insufficient market insight into and innovation in human resources policies;
- low morale in human resources, with no clear career path or longer-term development programme for some human resources professionals;
- overly expensive running costs and poor-quality outsourcing contracts;
- ineffective human resources business partners who are unable and ill-equipped to deliver the level of business advice expected;
- a continued erosion of data quality, and therefore human resources credibility, as a result of poorly constructed processes;
- dissatisfaction with self-service technologies due to their low-quality implementation and the poor education of line managers.

These failings have led the business to question whether human resources is best placed to fix the issues or whether the business itself should take control and address them. Mrs Salhab also admits that, despite the global change in paradigms of SHRM, human resources professionals are still spending too much time on low-impact activities (for example, responding to queries, responding to complaints, enforcing policies, managing conflicts, and basic administrative transactions) as opposed to forging strategy, developing metrics, and nurturing talent and leaders.

According to Mrs Salhab, human resources cannot just become strategic overnight. They have to drive a strategic agenda around things that matter, strengthen leadership capability, create an adaptable workforce, and advise on strategies that can maintain and enhance performance. This requires a number of key organisational and cultural changes that need to be crafted together, revolving around establishing the role of the chief human resources officer, optimising shared service centres, measuring success through value operation centres, and freeing business partners and the chief human resources officer to reflect the strategic focus. Other important changes revolve around adjusting human resources strategies to respond to changing needs, identifying critical human resources metrics and business strategies, identifying talent issues and prioritising human resources needs, redesigning structures around strategic objectives and, importantly, understanding the talent needs of the business. In this context, the onus also falls on human resources to nurture the right skills and competencies, including, among others, the following:

- behavioural competencies as in leadership skills, negotiation and conflict resolution, change leadership and communication skills;
- technical competencies, as in functional human resources knowledge, project management and the management of strategic resources;

- business competencies, as in business acumen, industry and organisational awareness, strategy and business. planning, and consulting skills.

In conclusion, for Mrs Salhab, human resources is clearly at a turning point. For a decade now, it has been undergoing a process of transformation. But for many, this has been a process that has increasingly failed to produce the results expected of it: 'During these times of rapidly changing economics, we believe human resources is faced with a stark choice. It can either evolve and make a significant contribution, or be diminished and dispersed in the business.'

### Questions

1. Mrs Salhab stated that 'During these times of rapidly changing economics, we believe human resources is faced with a stark choice. it can either evolve and make a significant contribution, or be diminished and dispersed in the business.' Use Figures 2.4 and 2.5 to explain how the human resources department at Deloitte adds value to the business.
2. Mrs Salhab is the first woman admitted as a partner in the Middle East in the 80-year history of the firm in the region. What additional challenges and opportunities can this provide for the successful development of the human resources department?
3. Do some further research and investigate whether the same human resources practices and policies are applied at Deloitte in various regions of the world. What lessons can you draw?

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SAMPLE PAPER IN DIFFICULTY LEVEL  
 THE ACTUAL QUESTIONS MAY VARY  
 INSTRUCTIONS ON THIS SAMPLE PAPER ARE FOR ACTUAL PAPER