

CNIC Number: _____ Seat Number: _____
 Name: _____ Father's Name: _____
 Room Number: _____ Test Center: _____

Note: It is the candidate's responsibility to return the question paper and answer sheet to the invigilator at the end of the test. Non-submission of the testing material may lead to disqualification.

IMPORTANT INSTRUCTIONS: Candidates must carefully follow the instructions provided below and those given by the instructor or announcer.

- Please compare and verify that the Seat Number, Your Name, and other information on the answer sheet and the sticker on your chair are correct. Also, write this information in the box above.
- Use of calculators, mobile phones, or smart watches is strictly not allowed.
- The total duration of the test is 2 hours.
- The exam is divided into two parts and five sections as outlined below:

Section	Title	Marks	Total Questions	Time
Part I: Multiple Choice Questions				
1	English Comprehension	15	15	90 Minutes
2	International Trade / Economics / Business	25	25	
3	Computer / IT (Word / Excel / PowerPoint)	25	25	
4	Data Analysis	25	25	
Part II: Subjective				
5	Report Writing	10	1	30 Minutes

- Each multiple-choice question has four options (A, B, C, and D), with only one correct answer. All responses must be marked by filling in the chosen option on the answer sheet following the (Correct filling) format provided below.

Correct Filling	Incorrect Filling
   	   

- If the candidate selects more than one option for the same question or fills in the option incorrectly, the answer will be considered incorrect. Overwriting is not allowed; such answers will be marked as incorrect.
- All questions are compulsory. There will be no negative marking.
- For the subjective/writing section, write your answers with a pen in the space provided below each question in the question booklet.
- When the instructor announces "STOP," the candidate must stop writing/solving the test.
- Any evidence of cheating or non-compliance with instructions will result in disqualification from the test and legal action.
- Making notes, copying questions, solving questions on any paper other than the question booklet and answer sheet, or removing the question booklet or answer sheet in its entirety or parts from the exam room is strictly prohibited and will lead to disqualification from the test and legal action.
- Please return the exam materials (i.e., question booklet, answer sheets) to the invigilator before leaving the exam hall or room.
- IBA reserves the right to revoke or modify any question or part of it.

Candidate's Signature: _____

WAIT Do not turn over this page until you are told to do so.

Written Test for
Assistant Manager (TPS-03)

SAMPLE PAPER
THE ACTUAL QUESTIONS MAY VARY IN DIFFICULTY LEVEL.
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Part I: Multiple Choice Questions

Section 1: English Comprehension (Question No: 1 – 15)

Five sample questions. The actual paper will contain 15 questions.

In a rapidly globalizing economy, the success of any country's trade sector depends not only on the quality of its products but also on its ability to communicate persuasively with international markets. Effective communication goes beyond simple language proficiency; it requires clarity of thought, logical organization of ideas, and an awareness of cultural differences. For instance, a poorly structured trade proposal may fail to convey the competitiveness of local goods, even if those goods meet international standards.

Moreover, persuasive communication is often strengthened through the use of transitional expressions, which guide the reader through complex arguments. Phrases such as "in contrast," "therefore," and "on the other hand" help in linking ideas and ensuring coherence. Without such devices, reports and presentations may appear fragmented, undermining the credibility of both the message and the organization behind it.

Another vital aspect is the choice of words. Selecting precise vocabulary demonstrates professionalism and reduces ambiguity, while vague language may create confusion or weaken the persuasiveness of trade negotiations. Hence, managers engaged in promoting exports must not only master the technical knowledge of their industries but also the art of presenting that knowledge effectively. In the world of trade, communication is not a peripheral skill; it is central to building trust and expanding markets.

1. (Synonym – Vocabulary in Context)

The word persuasive in the passage is closest in meaning to:

- A) Doubtful
- B) Convincing
- C) Neutral
- D) Hesitant

2. (Antonym – Vocabulary in Context)

The opposite of clarity (paragraph 1) is:

- A) Precision
- B) Confusion
- C) Simplicity
- D) Transparency

3. (Finding Main Idea)

The main purpose of the passage is to highlight:

- A) The importance of producing high-quality goods
- B) The role of cultural diversity in global trade
- C) The centrality of effective communication in promoting trade
- D) The challenges of writing trade reports

4. (Transition Expressions – Coherence)

Which of the following expressions would BEST connect contrasting ideas in a trade proposal?

- A) Moreover
- B) Therefore
- C) In contrast
- D) As a result

5. (components of Paragraph – Structure)

What function does the second paragraph serve in the passage?

- A) It introduces the topic of trade quality.
- B) It illustrates how transitional devices improve coherence.
- C) It concludes the discussion on communication.
- D) It presents evidence about cultural awareness.

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Section 2: International Trade / Economics / Business (Question No: 16 – 40)

Seven sample questions. The actual paper will contain 25 questions.

16. Which tool is commonly used by central banks to control the money supply?
- A) Government taxation
 - B) Open market operations (buying/selling government bonds)
 - C) Increasing government expenditure
 - D) Wage and price controls
17. According to the theory of comparative advantage, countries should:
- A) Export goods that they produce using more labor
 - B) Produce and export goods in which they have the highest productivity
 - C) Avoid trade unless they have an absolute advantage
 - D) Specialize in goods they can produce at a lower opportunity cost
18. Pakistan has an absolute advantage in producing both t-shirts and leather products compared to its trading partner, Azerbaijan. However, Pakistan is significantly more efficient in terms of comparative advantage in producing t-shirts than leather products, while Azerbaijan is only slightly less efficient in producing leather products than Pakistan but is considerably less efficient in producing t-shirts. What is the most logical trade scenario?
- A) Pakistan should specialize in producing both t-shirts and leather products and not engage in trade with Azerbaijan, as it has an absolute advantage in both.
 - B) Pakistan should specialize in producing t-shirts, where its comparative advantage is greater, and import leather products from Azerbaijan, leading to mutual benefits from trade.
 - C) Azerbaijan should not trade with Pakistan because it is at an absolute disadvantage in both goods and would, therefore, be unable to compete.
 - D) Pakistan should specialize in producing T-shirts and export them to Azerbaijan because its absolute advantage in this area is greater, making it more efficient to trade. It should not trade in leather products.
19. A senior official in the Commerce Ministry is proposing a new tariff on imported electronics to protect domestic manufacturing industries. Assuming Pakistan is a small open economy, what is the most likely long-term economic effect of this policy as suggested by economic theory?
- A) The tariff will significantly increase the total quantity of imported electronics, as foreign producers will lower their prices to maintain market share, leading to a trade war. The domestic consumers will pay lower prices.
 - B) The government will earn revenue from the tariff, and domestic producers will benefit from a higher price for their goods. However, higher prices and a reduction in product choice will negatively impact domestic consumers.
 - C) The policy will have no significant effect on the domestic market, as foreign suppliers will simply absorb the tariff cost to remain competitive in Pakistan. The domestic consumers will pay the same price as before the tariff.
 - D) The price of imported electronics will increase for domestic consumers, but increased domestic competition will also improve the overall efficiency of the domestic electronics industry.

20. In marketing, the term “4 Ps” refers to:
- A) Product, Price, Place, Promotion
 - B) Planning, Process, People, Performance
 - C) Production, Profit, Price, Packaging
 - D) Product, Planning, Placement, Policy
21. Which of the following financial statements shows a company’s financial position at a specific point in time?
- A) Income Statement
 - B) Cash Flow Statement
 - C) Balance Sheet
 - D) Statement of Retained Earnings
22. Which of the following best defines management by objectives (MBO)?
- A) A system in which employees set goals independently without managerial input
 - B) A process where managers and employees jointly set, monitor, and achieve specific performance goals
 - C) A leadership style focused on controlling all employee actions
 - D) A strategy focused solely on increasing sales revenue

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Section 3: Computer / IT (Word / Excel / PowerPoint) (Question No: 41 – 65)

Five sample questions. The actual paper will contain 25 questions.

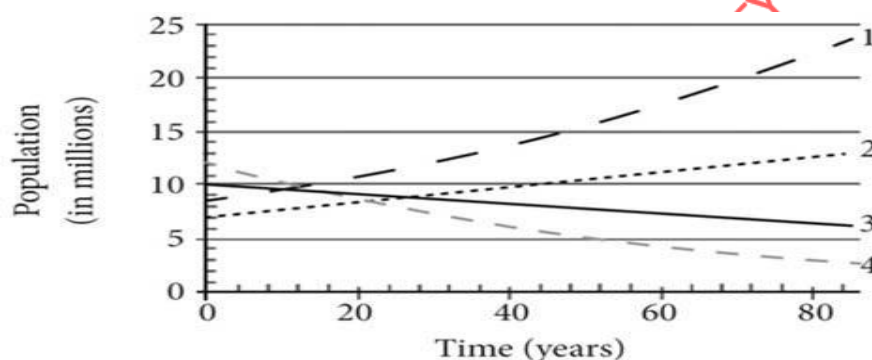
41. Which of the following Excel functions is most suitable to find the average value of a dataset while ignoring blank cells?
- A) COUNTIF()
 - B) AVERAGEIF()
 - C) SUMPRODUCT()
 - D) IFERROR()
42. Which of the following best describes the Mail Merge feature in MS Word?
- A) It allows users to combine multiple documents into a single file.
 - B) It enables the automatic insertion of data from a source, such as an Excel sheet, into a Word document to create personalized letters or emails.
 - C) It merges multiple PowerPoint slides into a single presentation.
 - D) It links charts from Excel to Word for real-time updates.
43. In Microsoft PowerPoint, what is the main function of the Slide Master?
- A) To manage slide transitions and animation effects.
 - B) To control the overall design, layout, and formatting for all slides in a presentation.
 - C) To insert hyperlinks and interactive elements into slides.
 - D) To organize slides into different sections for navigation.
44. What is the primary function of the Solver Add-in in Microsoft Excel?
- A) To automatically correct formula errors in a worksheet.
 - B) To find an optimal value for a formula in one cell by changing multiple related variables within defined constraints.
 - C) To summarize large datasets using pivot tables.
 - D) To analyze data trends and create forecasts automatically.
45. Which AI-powered feature in Microsoft 365 assists users by automatically generating text summaries, creating charts, and offering suggestions in Excel or Word?
- A) Copilot
 - B) Power BI
 - C) OneDrive Sync
 - D) Viva Insights

Section 4: Data Analysis (Question No: 66 – 90)

Five sample questions. The actual paper will contain 25 questions.

The table below shows a country's birth rate (number of births per year per 1,000 people), and death rate (number of deaths per year per 1,000 people). Immigration and emigration are the number of people in absolute values. A country's population growth is determined by these four variables mentioned in table below. The lines 1-4 in Figure model the population for the four countries shown over time.

	Birth	Death	Immigration	Emigration
Country A	20	X	1,000	1,000
Country B	21	21	12,100	Y
Country C	36	24	Z	500
Country D	13	13	82,000	9,600



66. Line 1 represents which country's population?

- A) Country A
- B) Country B
- C) Country D
- D) Country C

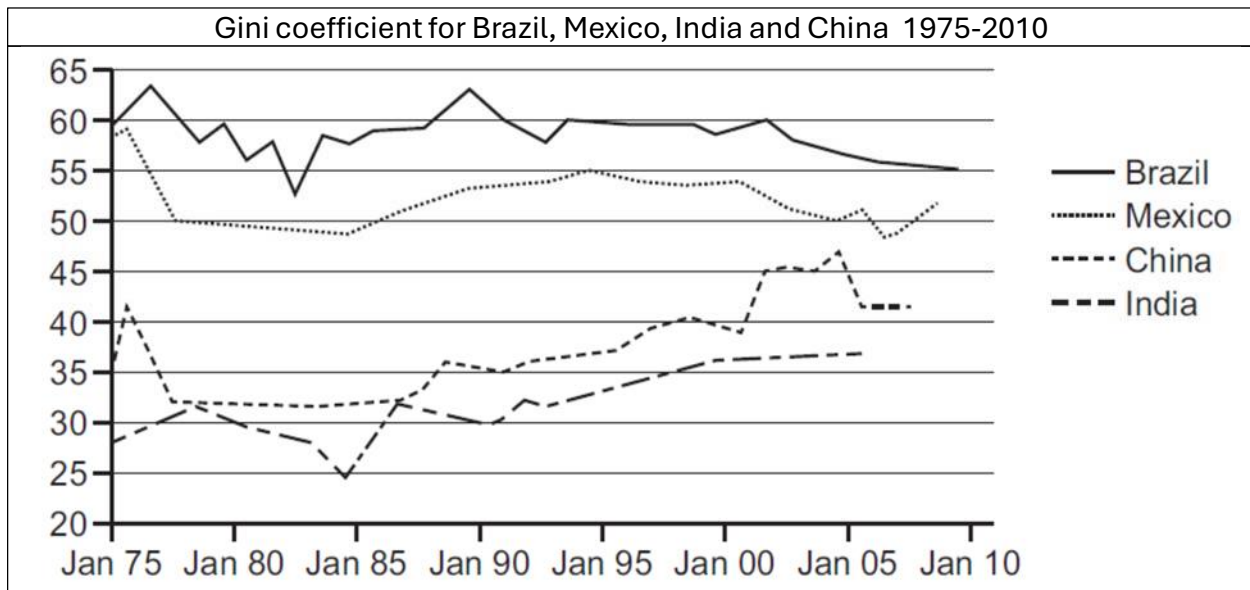
A government currently has a balanced budget. It considers the possible variations in tax revenue and government expenditure shown.

Options	Tax Revenue	Government Expenditure
W	increase	increase
X	increase	reduce
Y	reduce	increase
Z	reduce	reduce

67. Which three options are likely to have the potential to move the budget into surplus?

- A) W, X and Y
- B) W, X and Z
- C) W, Y and Z
- D) X, Y and Z

The diagram shows the Gini coefficient for four countries between 1975 and 2010.



68. Which country made the greatest move towards a more equal income distribution over the period?

- A) Brazil
- B) China
- C) India
- D) Mexico

The table below shows data about the number of employees at IBA, a popular business school in Karachi.

	2016	2017	2018
Total Employees	1,670	1,890	2,110
Percent Male	65%	60%	55%
Percent Female	35%	40%	45%

69. Assuming the employee total grows at the same rate each year, and male and female percentages continue to decrease and increase by 5%, respectively, approximately how many male employees will work at IBA in 2019?

- A) 1515
- B) 1398
- C) 1282
- D) 1165

70. The 6th Census 2017 report of Pakistan records recorded the highest educational attainment of all adults aged 25 years or older in City A, one of the most educated parts of the country. The results are given in the two-way table below.

Level of Education	Male	Female	Total
High Scholl	7,535	7,234	14,769
Bachelor's Degree	17,170	23,455	40,625
Master's Degree	45,105	41,078	86,183
Professional Degree	23,501	23,405	46,906
Doctoral Degree	16,232	15,817	32,049
Total	109,543	110,989	220,532

According to the data presented in the table above, if you were to choose a person at random out of the entire population aged 25 years or older in city A, what is the approximate probability that the person you chose is a man with a doctoral degree (given as a percent)?

- A) 2%
- B) 7%
- C) 28%
- D) 51%

Name: _____

Seat No: _____

Part II: Subjective
Section 5: Report Writing

No. of Questions: 1 (91) 10 Marks

91. You are working as a Senior Manager at a Trade company. Pakistan is exploring opportunities to expand its textile exports to new markets in Africa and Central Asia. However, stakeholders are concerned about supply chain bottlenecks, tariff and non-tariff barriers, and the lack of strong branding strategies for Pakistani textiles in these regions.

Write a formal report addressed to the Director General of the Trade company. The report should be clear, concise, and well-organized, use professional and industry-specific terminology related to trade, market access, and export promotion, identify the main challenges in expanding exports to these markets, and provide actionable recommendations on improving competitiveness, branding, and overcoming trade barriers.

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