



**FEDERAL PUBLIC SERVICE COMMISSION**  
**COMPETITIVE EXAMINATION-2021**  
**FOR RECRUITMENT TO POSTS IN BS-17**  
**UNDER THE FEDERAL GOVERNMENT**

**Roll Number**

**BUSINESS ADMINISTRATION**

<b>TIME ALLOWED: THREE HOURS</b>	<b>PART-I (MCQS)</b>	<b>MAXIMUM MARKS = 20</b>
<b>PART-I(MCQS): MAXIMUM 30 MINUTES</b>	<b>PART-II</b>	<b>MAXIMUM MARKS = 80</b>
<b>NOTE: (i) Part-II is to be attempted on the separate Answer Book.</b>		
<b>(ii) Attempt ONLY FOUR questions from PART-II. ALL questions carry EQUAL marks.</b>		
<b>(iii) All the parts (if any) of each Question must be attempted at one place instead of at different places.</b>		
<b>(iv) Write Q. No. in the Answer Book in accordance with Q. No. in the Q.Paper.</b>		
<b>(v) No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.</b>		
<b>(vi) Extra attempt of any question or any part of the question will not be considered.</b>		

**PART – II**

**Q. No. 2.** Calculate payback period, required rate of return is 12% for net present value and profitability index. **(20)**

0	Initial Cash outflow	\$ 1,00,000
1	Cash flows	\$34,432
2	Cash flows	\$39,530
3	Cash flows	\$39,359
4	Cash flows	\$ 32,219

**Q. No. 3.** An international manufacturing concern has provided the income statement data. Give formulas to calculate the following ratios. Also explain how to interpret them. **(20)**

- (i) Current ratio                      (ii) Quick ratio                      (iii) Average collection period**  
**(iv) Time interest earned                      (v) Inventory turnover**

**Q. No. 4.** Discuss the advantages and disadvantages of different methods a manager can adopt for effective performance appraisal of employees. **(20)**

**Q. No. 5.** Describe competitive advantages and the competitive strategies the organizations use to achieve it with practical examples. **(20)**

**Q. No. 6.** Define the major steps in designing a customer value driven marketing strategy, market segmentation, targeting, differentiation and positioning. **(20)**

**Q. No. 7.** The impact of different levels of decision phases of supply chain depends on timeframe. Explain the decision phases in supply chains with examples. **(20)**

**Q. No. 8.** Compare the advantages of mass marketing to those of market segmentation for a company. Discuss with relevant business examples. **(20)**

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