

**PUNJAB PUBLIC SERVICE COMMISSION**  
**COMBINED COMPETITIVE EXAMINATION**  
**FOR RECRUITMENT TO THE POSTS OF**  
**PROVINCIAL MANAGEMENT SERVICE, ETC.**

**BUSINESS ADMINISTRATION (OPTIONAL) PAPER-I**

**TIME ALLOWED: 3 HOURS**

**MAXIMUM MARKS: 100**

**Note:** Attempt any FIVE questions. Attempt in English Language only.

- Q.1:** Explain contingency factors and their impact on the planning. Also explain how planning in a not-for-profit organization might differ from planning in a for-profit organization. (20)
- Q.2:** Many job design experts who have studied the changing nature of work say that people give their best output when they are motivated by a sense of purpose rather than by the pursuit of money. Do you agree? Explain your opinion in the context of Pakistani scenario. (20)
- Q.3:** With the availability of advance information technology that allows an organization's work to be done anywhere or anytime; is organizing still an important managerial function? What type of skills would a manager need to effectively work in such a scenario? Also differentiate between organic and mechanistic types of organizational structures. (20)
- Q.4:** What do you understand by transformational and transactional leadership? Explain the types of power that play pivotal role in the effectiveness of each of above given leadership orientations. Also explain the followers' role in making a leader successful. (20)
- Q.5:** How important controlling function is for the effective performance of an organization? What tools of controlling can help organization in achieving its goals? What challenges can a manager encounter while exercising control at workplace? (20)
- Q.6:** Explain the term organizational behavior? What role did Hawthorne Studies perform in strengthening this discipline? Why it is important for a manager to understand organizational behavior? (20)
- Q.7:** What implications can decision making biases have on planning? Also explain what type of planning can work in a bureaucratic organization and why. (20)