CSS Past Papers

Subject: Business Administration

Year: 2026

FEDERAL PUBLIC SERVICE COMMISSION

COMPETITIVE EXAMINATION-2026
FOR RECRUITMENT TO POSTS IN BS-17
UNDER THE FEDERAL GOVERNMENT

Roll Number

CSS Business Administration Paper 2026

TIME ALLOWED: THREE HOURS	**PART-I MCQS MAXIMUM MARKS = 20**
PART-I (MCQS): MAXIMUM 30 MINUTES	**PART-II MCQS MAXIMUM MARKS = 80**

NOTE:

1. First attempt PART-I (MCQs) on separate OMR Answer Sheet which shall be taken back after 30 minutes.
2. Overwriting/cutting of the options/answers will not be given credit.
3. There is no negative marking. All MCQs must be attempted.

BUSINESS ADMINISTRATION (2026)

PART-II

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

Q. 2. Pakistan has repeatedly considered the privatization of electricity distribution companies (DISCOs) as a strategy to reduce fiscal losses and improve sector performance. However, evidence from past reforms—including unbundling, IPP policies, and management contracting—shows mixed outcomes. **(20)**

Question: Critically evaluate whether privatizing DISCOs is likely to address the core structural problems in Pakistan's power sector.
In your answer, address the following:

i) Assumptions underlying the case for privatization.
ii) Key risks and constraints specific to Pakistan's institutional context.
iii) Alternative or complementary reforms that could be implemented with or without privatization to ensure sustainable improvements in distribution performance.

Q. 3. As an Operations Manager of a Pakistani firm exporting mangoes to high-value markets (US, EU, Middle East) that demand strict quality, cold-chain reliability, speed, and food-safety compliance, explain how you would redesign and manage the firm's operations to stay competitive in this global environment, focusing on one or two key areas such as process design from harvest to packing, cold-chain/logistics, or quality and waste reduction. In your answer, apply relevant principles and tools from Operations Management and show how they guide your specific decisions and trade-offs. **(20)**

Q. 4. Explain the concept of 360-degree Performance Evaluation. How does it differ from traditional *supervisor-only appraisal*? Briefly discuss the main advantages and disadvantages of the commonly used rater groups (supervisors, peers, subordinates, customers/clients, and self-ratings). Finally, identify key challenges in using 360-degree Evaluation and suggest how HR can manage or reduce these issues. **(20)**

Q. 5. A mid-sized manufacturing firm in Karachi is considering installing a 100-kW rooftop solar system to reduce both its electricity cost and its carbon footprint. The system costs PKR 12,000,000 today (including tax of PKR 1,200,000) and has a life of 10 years; the firm's current annual electricity expense for the relevant load is PKR 2,400,000, which would be fully eliminated by the system, and it expects to earn an additional PKR 320,000 per year by selling surplus electricity to the grid under net metering (total annual benefit PKR 2,720,000). Assume no salvage value, no maintenance costs, and ignore inflation and income taxes; the firm's required return is 12%. **(20)**

(a) Compute the payback period, NPV, and IRR of this investment, assuming current net-metering rules and tariffs remain unchanged over the project life.

(b) Now suppose the government eliminates net metering (so the firm cannot earn PKR 320,000 per year from exports) and doubles the tax on such systems from PKR 1,200,000 to PKR 2,400,000 (so the total installed cost rises accordingly). Using approximate numbers, show how these changes would affect the Payback Period, NPV, and IRR. Briefly discuss whether additional incentives or policies would be needed to encourage manufacturers to adopt solar to lower their carbon emissions.

Q. 6. You are the channel manager of a Pakistani FMCG company that wants to expand nationally but faces problems with limited product availability, retailer resistance, and high distribution costs across urban and rural markets. **(20)**

a. Explain how you would design the basic channel structure (e.g., choice and number of intermediaries, level of intensity, length of the channel) for this FMCG product in Pakistan, using a relevant channel design framework.

b. Describe how you would select and manage channel members (distributors, wholesalers, modern trade chains, kiryana shops), including how you would create channel incentives and support programs to gain retailer cooperation.

NOTE:

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ii. Attempt **ALL** questions from **Part-II.**

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iv. Write **Q.NO** in the **Answer Book** in according with **Q.No** in the **Q.Paper.**

v. **No Page/Space** be left blank between the answers. All the blank pages of **Answer Book** must be crossed.

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