



**Pakistan Institute
of Public Finance Accountants**

Model Solutions

**Public Sector Business
Communication & Report
Writing**

**AGP | CGA | PG | PMAD | Public Sectors
Winter Exam-2023**

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Note: The solution to all questions is detailed and enumerates points more than the requirement of the question; however, the expected answers are simpler, shorter and precise as per marks allocated to each question. For open ended/ scenario based questions the answers will vary depending upon the knowledge as well as the writing skill of the examinee.

- Q.1.** The answer may start with the explanation of 7 Cs (Concise, Complete, Considerate, Clear, Courteous, Concrete, Correct) followed by discussion on how these principles are important and help in making communication effective.

Total Marks 06

- Q.2.** The diagram points out the barriers to communication at workplace. They have been mentioned as:

1. **Organizational Policies.** These policies define communication systems, provides overall guidelines to the members to use a defined network. Sometimes rigid policies create hurdles causing miscommunication or misunderstanding. Therefore, in the absence of a supportive policy of the top management, information cannot reach the direction where it is required, so the communication flow will not be smooth and adequate.
2. **Organizational Rules and Regulations:** The rules and regulations of the organization regarding the subject matter of information and the use of channels also affect effective communication. The rules may strict the free flow of certain messages and may ignore some important ones among them. Similarly, following specified channels as regulated by rules may be the reason for the delay in receiving messages.
3. **Lengthy Scalar Chain:** When the scalar chain is lengthy and the management hierarchy is not clearly defined, communication gets unduly delayed. In such situations, there is the possibility of communication breakdown. Superiors and subordinates might be confused as to whom to contact and convey their problems.
4. **One-Way Communication System:** In an organization, if the communication system is only one-way from the top level to subordinates, there is the possibility of the development of grievances among subordinates. Management does not get feedback on the progress of work and problems at the operating levels.
5. **Lack of Confidence in Subordinates:** Some conservative managers perceive that their subordinates are not skilled and competent to bear responsibility.

Total Marks 10

- Q.3.** Non-verbal communications convey a message from or about the person giving them. A gesture is any movement made with a limb, particularly the hands, to express, endorse, stress or back up the speaker's attitude or intent. This non-verbal action takes place regularly in our oral discourse.

Gestures movements of our arms, legs, hands, head etc. accent and reinforce our verbal messages. Observing gestures, help us in getting a good picture of the internal emotional state of the person. Gestures even emphasize verbal messages, examples may include: heavy sweating, a worried look and nervous glance at the watch, etc.

Non-verbal communication may either reinforce or contradict a verbal message. So an interviewer can understand an interviewee better by registering his/ her gestures and other nonverbal cues.

Total Marks 06



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- Q.4.** Acquiring information – collecting, analysing, checking and processing numerous types of communication both internal and external to an organisation. This often involves initiatives to generate ideas and solutions. **02**
a
(i)
- Q.4.** Disseminating information – sharing information to those who need it to perform their job, make a decision or solve a problem. This might involve co-ordinating plans and communicating goals and structures. **02**
a
(ii)
- Q.4.** Maintaining relationships – relationships between co-workers and with both suppliers and customers need managing through effective and appropriate communication to ensure continuity of operations and ultimate profitability of the organisation. **02**
a
(iii)
- Q.4.** Diagonal communication describes the simultaneous combination of vertical and horizontal communication. In a commercial environment this might involve cross-team communication when coordinating projects, innovating new ideas or problem solving. **04**
b

This technique can be used to by-pass blockages in the usual vertical reporting line such as when a line manager is on holiday, or when technical input is required outside the usual sphere of expertise. For example a software developer might collaborate with a marketing manager to better understand product needs and positioning.

Total Marks 10

- Q.5.** **(i)** Aircraft and air navigation; administration of the Civil Aviation Ordinance 1960
(ii) Development of civil aviation in Pakistan
(iii) Provision of aerodromes.
(iv) Airports Development Agency.
(v) Regulation, organization and safety of air traffic and of aerodromes – and administration of Airport Security Force.
(vi) Pakistan International Airlines Corporation Limited (PIACL).
(vii) Air Service agreements with other countries; liaison with International Civil Aviation Organization and other international agencies concerned with aviation.
(viii) Federal Meteorological Organizations and Meteorological observations; World Meteorological Organizations.

Total Marks 05

- Q.6.** (The list is detailed. A few has been given below. For detail consult RULES OF BUSINESS 1973 page 61)
1. Preparation of comprehensive National Plan for the economic and social development of the country;
 2. Monitoring the implementation of all major development projects and programmes; identification of bottlenecks and initiation of time remedial action.
 3. Evaluation of on-going and completed projects.
 4. Review and evaluation of the progress achieved in the implementation of the National Plan.
 5. Identification of regions, sectors and sub-sectors lacking adequate portfolio of projects and taking steps to stimulate preparation of sound projects in those areas.
 6. Continuous evaluation of the economic situation and coordination of economic policies.
 7. Organization of research in various sectors of the economy to improve the data base and information as well as to provide analytical studies which will help economic decision making

Total Marks 05



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- Q.7.** The examinee may give any 5 of the following points: 05
- a**
- (i) Are the working conditions satisfactory?
 - (ii) Is the office lay-out convenient? Are tables, chairs and other equipment properly arranged?
 - (iii) Are the office premises kept clean and tidy?
 - (iv) Are the necessary reference books, codes, manuals, prescribed forms of reports and returns (Required in connection with the work of the office) readily available?
 - (v) Do the staff have the necessary office equipment, material aids, furniture, stationery, etc.
 - (vi) Do the staff have necessary amenities (Transport facilities, canteens, fans, drinking water, etc.)?
 - (vii) Are personal claims or grievances of staff regarding increments, pay, allowances and advances, etc., attended to promptly?
 - (viii) Are the service records, leave account, seniority lists, etc., properly maintained?
- Q.7.** Resolution.— This form should be used for making public announcements in the Gazette of 02
- b** decisions of Government on important matters of policy, appointments of committees or
- i** commissions of enquiry and of the results of the review of important reports of such bodies.
- Q.7.** Press Communique or Press Note.— A press communique or press note should be issued 02
- b** when it is sought to give publicity to a decision of Government. It should ordinarily be
- ii** prepared in consultation with and issued through the Press Information Department.
- Q.7.** Telegrams and Teleprinter Messages.— A telegram should be issued only on occasions of 02
- b** urgency. As fast airmail services exist, no telegram should be sent if a letter with an
- iii** appropriate priority marking can serve the purpose. Where teleprinter service exists, the greatest possible use should be made of it in preference to telegrams and telephones.
- Total Marks 11**
- Q.8.** (i) Attached Department means a Department which has direct relation with a Division 05
- a** and has been declared as such by the Federal Government;
- (ii) Division means a self-contained administrative unit responsible for the conduct of business of the Federal Government in a distinct and specified sphere and declared as such by the Federal Government;
- (iii) Local administration means the agency through which the President administers a territory subject to his direct administrative control
- (iv) Leader of the House” means the Member of the Parliament appointed by the Prime Minister to regulate official business in the Assembly, the Senate or the Majlis-e-Shoora (Parliament) in joint sitting, as the case may be;
- (v) Subordinate Office means a Federal Government office other than a Ministry, Division or an Attached Department.
- Q.8.** The Secretary shall: 06
- b**
- (i) assist the Minister-in-Charge in the formulation of policy;
 - (ii) duly execute the sanctioned policy;
 - (iii) submit all proposals for legislation to the Cabinet with the approval of the Minister.



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- (iv) keep the Minister-in-Charge generally informed of the working of the Division and of any important case disposed of without reference to the Minister;
- (v) ensure that the funds controlled by him are spent in accordance with the rules laid down by the Finance Division;
- (vi) with the approval of the Minister-in-Charge, issue standing orders laying down the manner of disposal of cases in the Division, including the distribution of work amongst the officers of his Division and such orders may specify the cases or class of cases which may be disposed of by an officer subordinate to him; and
- (vii) be responsible for the careful observance of these rules and, where he considers that there has been any material departure from them, either in his own or any other Division, he shall bring the matter to the notice of the Minister-in-Charge and, if necessary, to the notice of the Prime Minister or the Cabinet.

Total Marks 11

- Q.9.** A demi-official communication should be addressed to an officer by name. It should be written in the first person singular with the salutation “My dear -----” or “Dear Mr. -----” and end with “Yours sincerely”.

The name and designation of the sender with titles, if any, should also be typed under the crest on the first page. The telephone number of the officer sending the communication must be indicated.

Total Marks 12

Q.10.

<p>Pakistan Electronic Media Regulatory Authority ISLAMABAD</p>	Date
<p>Chief Executive Officer Independent Media Corporation Ahsan Building, I.I. Chundrigar Road, Karachi</p> <p>Subject: Prohibition order on airing objectionable content Body of message must include the information as mentioned in the question. The message must be precise.</p> <p>Close: Signature, Name and Designation</p>	

Total Marks 12

- Q.11.** No suggestions

Total Marks 12
