



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2023 FOR RECRUITMENT TO
POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT
PUBLIC ADMINISTRATION

Roll Number

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

PART-II

- Q. No. 2.** What are the different ways in which policies and programs can be evaluated? Discuss the approaches and explain the distinctions in these approaches. (20)
- Q. No. 3.** A great deal of political debate in the last two decades has focused on strategies for controlling the federal budget deficit. Why is this an important issue for the government and what strategies have been employed by governments to manage the deficit? Give examples. (20)
- Q. No. 4.** Contemporary perspectives on leadership suggest that leadership is not just the responsibility of those in positions of authority but can and should be exercised throughout the organization. Write an essay defending this suggestion. Can individuals that are normally considered “followers” exercise leadership? Explain. (20)
- Q. No. 5.** Public officials at all levels have established processes to encourage more substantive forms of citizen engagement. What is citizen engagement? Give examples of these efforts, and what is the potential, in your opinion, for these efforts to create truly meaningful engagement? (20)
- Q. No. 6.** It has been widely argued that the impact of globalization on public administration should not be underestimated. What is meant by the term ‘globalization’? How does this trend affect public administrators at various levels and why should administrators pay attention to the global context of their work? Explain. (20)
- Q. No. 7.** New Public Management has been hailed as the dominant paradigm for public service in the last two decades. In your opinion, how viable is NPM for developing countries taking into account the distinct and complex environment of public sector organizations in such countries? (20)
- Q. No. 8.** (a) Planning is an important part of the policy process. Describe the various types of planning and discuss the objectives of each type. (10)
- (b) Implementation is the action phase in which plans and policies are put into operation. Discuss the techniques that can be utilized in the beginning stages of the implementation process. (10) (20)



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Roll Number

PUBLIC ADMINISTRATION

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

PART-II

- Q. No. 2.** Bureaucracy and Democracy are antithetical. Bureaucracy is hierarchical, elitist, specializing and informed while democracy is communal, pluralist, generalizing and ill informed. Keeping in mind the quantum of expectations in Pakistan and the reality of the civic culture discuss the above statement. **(20)**
- Q. No. 3.** Discuss the similarities and differences between the Weberian bureaucratic model, scientific management, and the “principles” approach to studying public organizations. Describe the basis of each theory and its impact on the development of public administration. Also explain why critics contend these theories are not in tune with the “practice” of Pakistan’s public administration. **(20)**
- Q. No. 4.** “On what basis shall we allocate resources to program A instead of program B,” is the perennial statement in public sector budgeting. Identify and discuss at least five attempts, found in the budgeting literature, used to answer V.O. Key’s famous budgeting question. Which type of budgeting system is most appropriate for public administration? Why do you feel this way? **(20)**
- Q. No. 5.** Describe in detail the four classical types of potential market failure and provide examples of each type. What is the relevance of the concept of market failure to government intervention in the economy? Explain. **(20)**
- Q. No. 6.** Discuss the functions and organizational structure of federal government of Pakistan including administrative relations between federal ministries and federal bodies such as commissions, authorities, boards & state-owned enterprises. **(20)**
- Q. No. 7.** Governmental budgets remain an area of general concern as well as controversy. Considerable attention is given to taxation and other sources of governmental revenues. Discuss the federal budget process in Pakistan paying special attention to its ability to find governmental activity and help to regulate the economy’s business cycle. **(20)**
- Q. No. 8.** Write short notes on any TWO of the following:- **(10 each) (20)**
- (a)** Woodrow Wilson’s contribution to Public Administration
 - (b)** Difference between good governance and e-governance
 - (c)** Inter-governmental Relations at Federal and Provincial level in Pakistan



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

Roll Number

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

PART-II

- Q. No. 2.** Define Normative and Empirical approaches of Public Administration, and their implications to Pakistan's administrative system. (20)
- Q. No. 3.** Discuss the need for Civil Service neutrality in development administration. Suggest measures for achieving and stretching its practical application in Pakistan. (20)
- Q. No. 4.** In spite of numerous advantages of social audit, its arrangement have been mostly ineffective because there is no legal provision for punitive action. Comment. (20)
- Q. No. 5.** The idea of performance-budget lies beneath the word 'results'. In the light of statement, examine the elements of performance-based budgeting with reference to Pakistan. (20)
- Q. No. 6.** Discuss "Hawthorne Effects", undertaken by George Elton Mayo in the development of Human Relations School of thought, and its subsequent implications for the administrative behaviour. (20)
- Q. No. 7.** Examine how corruption in public services undermines democracy. Discuss its possible redressal mechanism. (20)
- Q. No. 8.** Write short notes on any TWO of the following:- (10 each) (20)
- (a) Management by Objectives (MBO)
- (b) Abraham Maslow's Hierarchy of Needs
- (c) Differentiate between the Authoritarian and Transformational styles of Leadership.



FEDERAL PUBLIC SERVICE COMMISSION
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PUBLIC ADMINISTRATION

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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.		

PART-II

- Q. No. 2.** Compare and Contrast the Bureaucratic Model with New Public Management (NPM). Do you think NPM is relevant to developing countries like Pakistan? Support your argument with key indicators. **(20)**
- Q. No. 3.** Trace how the strategic management process has evolved. Also discuss the opportunities and constraints on collaborative approaches to an effective strategy development and its implementation. **(20)**
- Q. No. 4.** Describe the role of government in HRM at enterprise level. Elaborate key challenges in Public sector enterprises in Pakistan and way forward. **(20)**
- Q. No. 5.** Describe the four basic stages in the rational model of decision making and problem solving. When do bounded rationality, satisficing and heuristics enter your own decision making for better? For worse? **(20)**
- Q. No. 6.** Critically Analyze NRB-5Ds Model developed in 2001 in context with; Devolution of Political Process, Distribution of Resources to Districts, Diffusion of Power Authority Nexus, Deconcentrating of Management Functions and Decentralization of Administrative authority. **(20)**
- Q. No. 7.** “Bureaucracy and Democracy are antithetical. Bureaucracy is hierarchical, elitist, specialized, and informed while democracy is communal, pluralist, generalized, and ill-informed”. Discuss this statement keeping in view the quantum of expectations in Pakistan and the reality of the civic culture. **(20)**
- Q. No. 8.** Write comprehensive notes on the following:- **(10 each) (20)**
- (a)** Public Business Re-Engineering
(b) Governance Challenges in Pakistan



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2019
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PUBLIC ADMINISTRATION

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PART-I(MCQS): MAXIMUM 30 MINUTES	PART-II	MAXIMUM MARKS = 80
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(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.		

PART – II

- Q. No. 2.** Define Public Administration. Discuss the relationship between Politics and Public Administration. (20)
- Q. No. 3.** Is Public interest only a simple summation of private interest? Argue in the light of the theory of John Rawls. (20)
- Q. No. 4.** Explain the similarities and differences between Hersey and Blanchard's Situational theory and House's Path Goal theory. Which one do you think is appropriate for contemporary situation of Pakistan and why? (20)
- Q. No. 5.** Differentiate between Development administration and Administrative development. Critically analyze the role of bureaucracy in Development administration in developing countries including Pakistan. (20)
- Q. No. 6.** Explain dispute settlement process. Do you think that the major methods of redressal of public grievances in Pakistan are adequate? Argue your case. (20)
- Q. No. 7.** Discuss in detail the budgeting process of Pakistan. Do you satisfied with the process? Discuss with practical examples. (20)
- Q. No. 8.** Write short notes on any TWO of the following: (10 each) (20)
- (a) Types of Decentralization
 - (b) Role of Civil Society in good governance
 - (c) Administrative buffering



**FEDERAL PUBLIC SERVICE COMMISSION
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UNDER THE FEDERAL GOVERNMENT**

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PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS	PART-I (MCQS)	MAXIMUM MARKS = 20
PART-I(MCQS): MAXIMUM 30 MINUTES	PART-II	MAXIMUM MARKS = 80
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) Candidate must 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 attempted question will not be considered.		

PART – II

- Q. No. 2.** Traditional managerial approach to public administration stresses the need for rationality in decision making. List and discuss the necessary steps to be taken to develop a rational comprehensive model in decision making. Also give a specific, comprehensive and logical critique of the same model. (20)
- Q. No. 3.** There is a point of view given by some scholars that traditional bureaucratically organized public administration is broke, broken and inefficient and consequently the public has lost faith in government institutions. The image of both the federal and provincial governments is feared badly. Give your suggestions how to improve the systems, procedures, processes of government institutions in Pakistan. (20)
- Q. No. 4.** Leadership is a process and not a position. It is the ability to influence a group towards the achievements of legitimate goals. Identify the three phases of the development of leadership theories. Also mention some of the common traits, qualities and skills of effective and exceptional public administrators. (20)
- Q. No. 5.** Public administration is an activist part of government. Systematic policy formulation and implementation becomes a standard public administration function. Discuss some of the common conditions/factors which are fatal to effective implementation of public policy in a country like Pakistan. (20)
- Q. No. 6.** Corruption is an evil which has played havoc in the socio economic development of societies. Also sources of corruptions are similar in all public administrative settings. Having this in mind what are various types, causes and how to control corruption in public sectors organizations. (20)
- Q. No. 7.** Discuss why it may be in the best interest of both the public and government for administrators to have public administration background rather than having degree in the area of economics, political science or business studies? (20)
- Q. No. 8.** Write a comprehensive note on any **TWO** of the following: (10 each) (20)
- (a) Scientific Management
(b) Human Relation Approach
(c) Theory X and Y of Motivation



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2017
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Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS	PART-I (MCQS)	MAXIMUM MARKS = 20
PART-I(MCQS): MAXIMUM 30 MINUTES	PART-II	MAXIMUM MARKS = 80
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) Candidate must 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 attempted question will not be considered.		

PART-II

- Q. No. 2.** Appropriate separation of powers between the legislative, executive and judicial branches ensure effective check and balance and hence accountable public administration. Discuss, the statement in the light of historic Watergate Scandal, which forced Nixon to resign as head of public bureaucracy. **(20)**
- Q. No. 3.** Privatisation as a global phenomenon has major implications for Bureaucratic role and scope, especially in state-dominated political system. Discuss, the statement with for or against arguments. **(20)**
- Q. No. 4.** Discuss in detail the Prismatic-Sala model enunciated by Fred Riggs in order to evaluate the under-developing society and its implications for public administration. **(20)**
- Q. No. 5.** Harnessing intrinsic motivation within the public servants is prelude to better public service delivery and effective curb on corruption. Discuss the statement in the light of public service motivation paradigm and its requisite ingredients enunciated by James L. Perry. **(20)**
- Q. No. 6.** Public sector innovation creates value for society either through new or improved processes or services. Discuss factors which hamper procedural innovation in public sector in Pakistan. **(20)**
- Q. No. 7.** There are three major forms of administrative decentralization; deconcentration, delegation and devolution each with different set of characteristics. Argue which one is the most suitable form within the Pakistan's socio-political context? **(20)**
- Q. No. 8.** Write substantive notes on any TWO of the following: **(10 each) (20)**
- (a) Zero based budgeting
- (b) Judicial Activism
- (c) Social Policy



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2016
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UNDER THE FEDERAL GOVERNMENT

Roll Number

PUBLIC ADMINISTRATION

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

- 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) Candidate must 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 attempted question will not be considered.

PART-II

- ~~Q. No. 2.~~ The government is seized with the objective of implementing civil service reform in order to create a structure that is more efficient and responsive. Suggest how the government should balance its strategy between the effort to improve the personnel as well as the organisation and methods of its government offices. (20)
- ~~Q. No. 3.~~ It is easier to make a constitution than to run it. Discuss in the light of Politics Administration dichotomy. (20)
- ~~Q. No. 4.~~ Today Public Administration in Pakistan seems to be in a state of prolonged and slow moving crisis, seemingly lacking coherent paradigm and conceptual framework. Discuss this statement with arguments for and against. (20)
- ~~Q. No. 5.~~ Governmental Budgets remain an area of general concern as well as controversy. Considerable attention is given to taxation and other sources of governmental revenues. Discuss the federal budget process in Pakistan paying special attention to its ability to find governmental activity and help regulate the economy's business cycles. (20)
- ~~Q. No. 6.~~ The Supreme Court in Pakistan asserts the right of Judicial Review. Explain how in the development of Administrative Law the right of judicial review was first enforced by the U.S. Supreme Court in 1803 in the case of Marbury V. Madison. (20)
- ~~Q. No. 7.~~ Public Administration in Pakistan has penetrated the economy and society to such an extent that it brings into question how well public policies work and how they can be implemented better. In your answer focus on the following two major ways of judging Policy Implementations. (20)
- (a) Policy Analysis the extent to which a policy achieves its objectives
(b) Policy evaluation – whether implementation maximizes appropriate values.
- ~~Q. No. 8.~~ Write a substantive note on any TWO of the following: (10 each) (20)
- (a) Incremental budgeting
(b) Planning Programming Budgeting system
(c) Dissensus Budgeting



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION FOR
RECRUITMENT TO POSTS IN BS-17
UNDER THE FEDERAL GOVERNMENT, 2015

Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS	PART-I (MCQS)	MAXIMUM MARKS = 20
PART-I(MCQS): MAXIMUM 30 MINUTES	PART-II	MAXIMUM MARKS = 80
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(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) Candidate must 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 attempted question will not be considered.		

PART-II

- Q. No. 2.** Define public administration and discuss the commonalities and differences between public and private administration. (20)
- Q. No. 3.** Critically examine the structure and functions of public corporations. What are the major causes of wide spread inefficiencies in the public sector enterprises of Pakistan? (20)
- Q. No. 4.** Describe the basic elements of good Governance and evaluate the role of media and civil society institutions in improving the performance of government. (20)
- Q. No. 5.** What is meant by personnel administration? What critical issues need to be taken care of in devising efficient system of personnel management? (20)
- Q. No. 6.** Describe the powers and functions of ombudsman office in Pakistan and examine its role in controlling administrative injustices to the common citizen. (20)
- Q. No. 7.** Despite the plethora of controlling institutions, administrative accountability is still a pipe dream in Pakistan; why? (20)
- Q. No. 8.** Describe the system of auditing in Pakistan and examine its role in combating corruption and financial miss-management in government departments. (20)



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION FOR
RECRUITMENT TO POSTS IN BS-17
UNDER THE FEDERAL GOVERNMENT, 2014

Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED:	(PART-I MCQs)	30 MINUTES	MAXIMUM MARKS: 20
THREE HOURS	(PART-II)	2 HOURS & 30 MINUTES	MAXIMUM MARKS: 80
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) Candidate must write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper . (iv) No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed. (v) Extra attempt of any question or any part of the attempted question will not be considered.			

PART-II

- Q. No. 2.** Define Public Administration and discuss its nature and scope. Critically examine the challenges of Public Administration in the 21st century with reference to Pakistan. **(20)**
- Q. No. 3.** Describe a situation in which each of the following types of leadership is appropriate: **(20)**
(a) Authoritarian
(b) Democratic
(c) Benevolent Autocrat
(d) Laissez-faire
- Q. No. 4.** Discuss the salient features of the system of Public Personnel Management of Pakistan and critically examine the needs to evolve the Human Resource Management in Public Sector of Pakistan from an administrative and operational role to a strategic one. **(20)**
- Q. No. 5.** Describe Max Weber's Ideal Type Bureaucracy and discuss its applications in the Modern society. What are its dysfunctions and how these can be overcome to enhance efficiency and effectiveness in the Public Sector of Pakistan? **(20)**
- Q. No. 6.** Discuss Herzberg's two factor theory of motivation and examine its application in the context of Public Administration in Pakistan. **(20)**
- Q. No. 7.** Critically examine the control mechanisms and process in Pakistan and suggest measures to strengthen the system to overcome maladministration and corruption. **(20)**
- Q. No. 8.** Write short NOTES on any **TWO** of the following: **(10 each)** **(20)**
(a) Woodrow Wilson's contribution to Public Administration
(b) Planning Process in Pakistan
(c) Zero-based Budgeting

FEDERAL PUBLIC SERVICE COMMISSION



COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT, 2013

Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED:	(PART-I MCQs)	30 MINUTES	MAXIMUM MARKS: 20
THREE HOURS	(PART-II)	2 HOURS & 30 MINUTES	MAXIMUM MARKS: 80
NOTE: (i) First attempt PART-I (MCQs) on separate OMR Answer Sheet which shall be taken back after 30 minutes.			
(ii) Overwriting/cutting of the options/answers will not be given credit.			

PART-I ((MCQs) (COMPULSORY)

Q.1. (i) Select the best option/answer and fill in the appropriate Circle on the OMR Answer Sheet. (20x1=20)
(ii) Answers given anywhere, other than OMR Answer Sheet, shall not be considered.

- Who defined Public Administration as “detailed and systematic application of law”?
(a) Herbert A. Simon (b) Woodrow Wilson (c) Luther Gulick (d) None of these
- Government is a “sovereign factor in administration.” This was stated by:
(a) L.D. White (b) J.H. William (c) H. Finer (d) None of these
- The Rule of Business of Federal Government are read with the Secretariat Instructions issued under rule _____ of the Rule of Business.
(a) 5(15) (b) 15(5) (c) 15(15) (d) None of these
- Management is a _____ use of resources.
(a) Proper (b) Systematic (c) Maximum (d) None of these
- Who wrote the book “Politic and Administration”.
(a) Woodrow Wilson (b) Willoughby (c) Goodnow (d) None of these
- Who among the following defined civil services as “professional body of officials, permanent, paid and skilled”?
(a) Ogg and Zink (b) Herman Finer (c) L.D. White (d) None of these
- The traditional theory of motivation is the theory of:
(a) Path-goal (b) Participation (c) Motivation hygiene (d) Fear and punishment
- Communication techniques according to Barnard are important because through them:
(a) The zone of indifference of the contributor is enlarged.
(b) The foundation for the formal authority structure is laid.
(c) The form and the internal economy of an organization is shaped.
(d) The different patterns of informal organization are harmonized.
- A course of action governed by the rules and regulation is known as:
(a) Decision as per rules (b) A management decision
(c) A guided decision (d) A programmed decision
- Who among the following has defined leadership as “Activity of influencing people to drive willingly for group objectives”?
(a) Peter Drucker (b) F.E. Feilder (c) Pfiffner and Sherwood (d) None of these
- Who has analyzed leadership in terms of “Circular response”?
(a) C.I. Barnard (b) M.P. Follett (c) Taylor (d) None of these
- Who wrote the book “Towards a New Public Administration: The Minnow book perspective”?
(a) Frank Marini (b) Dwight Waldo (c) C.J. Charles Worth (d) None of these

PUBLIC ADMINISTRATION

13. Who defined organization as “Consciously coordinated co-operative system”?
(a) Henri Fayol (b) Chris Argyris (c) Chester Barnard (d) None of these
14. Who among the following defined coordination as “the integration of several parts into an ordinary whole to achieve the purpose of undertaking”?
(a) L.D. White (b) Charles Worth JC (c) G.R. Terry (d) None of these
15. The second highest economic decision making authority in Pakistan is:
(a) NEC (b) ECNEC (c) CDWP (d) None of these
16. Who among the following defined communication as “shared understanding of shared purpose”?
(a) Tead (b) Sirk H.L. (c) J.D. Millet (d) None of these
17. Line agencies perform_____ activities in an organization.
(a) Advisory (b) Supervisory (c) Informative (d) None of these
18. The Relay Assembly Test Room Experiments were conducted to test the relationship between:
(a) Productivity and social relationship (b) Productivity and working condition
(c) Productivity and economic incentives (d) None of these
19. Who among the following is the founder of zero based budgeting?
(a) L.D. White (b) Lyndon Johnson (c) Peter A. Phyr (d) None of these
20. Span of control means:
(a) Number of superior over the subordinates (b) Number of subordinates under a superior
(c) Number of officials with a superior (d) None of these

PART-II

NOTE: (i) **Part-II** is to be attempted on the separate **Answer Book**.
(ii) Candidate must write **Q. No.** in the **Answer Book** in accordance with **Q. No.** in the **Q. Paper**.
(iii) Attempt **ONLY FOUR** questions from **PART-II**. **ALL questions carry EQUAL marks**.
(iv) Extra attempt of any question or any part of the attempted question will not be considered.

- Q.2. What is planning? Why are the disadvantages of planning called potential disadvantages? Outline the relationship among the six steps in the planning process. (20)
- Q.3. Discuss the role of social media in implementing public accountability in the developing societies like Pakistan. (20)
- Q.4. Transactional and transformational leadership styles are suggested for political leader. Which one is better for Pakistan and why? (20)
- Q.5. What are the communication issues for the Citizen-Government relationship in Pakistan? (20)
- Q.6. What is the difference between power and authority? Describe the role of power in the control process. (20)
- Q.7. Elaborate the interference of Halo effect and stereotyping in the recruitment of knowledge workers. (20)
- Q.8. Write notes on any **TWO** of the following:- (10 each) (20)
 - (a) Role of public administration in modern welfare state
 - (b) Ecology of Bureaucracy
 - (c) Problems of coordination in public administration in Pakistan
 - (d) Performance budgeting

FEDERAL PUBLIC SERVICE COMMISSION



COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT, 2012

Roll Number

PUBLIC ADMINISTRATION

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THREE HOURS	(PART-II)	2 HOURS & 30 MINUTES	MAXIMUM MARKS: 80
NOTE: (i) Candidate must write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.			
(ii) Attempt ONLY FOUR questions. ALL questions carry EQUAL marks.			
(iii) Extra attempt of any question or any part of the attempted question will not be considered.			

PART-II

- Q. 2.** Give a precise but comprehensive account of major schools of thoughts in administration. Also compare and contrast Taylor's Scientific Management and Human Relations. (20)
- Q. 3.** Explain the basic theme and theoretical bases of the 'New Public Management'. What are the different mechanisms, that have used in pursuing NPM goals by the governments in different parts of the World, especially in Pakistan? (20)
- Q. 4.** Analyse McGregor's Theory X and Theory Y. Do you agree with the view that with every passing year, McGregor's message has become more relevant and more important? Substantiate your answer. (20)
- Q. 5.** What is performance budgeting? Bring out its merits, limitations and difficulties. (20)
- Q. 6.** Critically examine the Weberian model of bureaucracy. Do you think its characteristics are still relevant to changing Public Administration and should be maintained? (20)
- Q. 7.** 'Accountability and control are the essential aspects of Public Administration in democratic government'. Explain. Also suggest means for strengthening the system of administrative accountability in Pakistan. (20)
- Q. 8.** Write short notes on any TWO of the following: (10+10=20)
- Planning Machinery in Pakistan.
 - The system of Public Personnel Management in Pakistan.
 - The organization of Federal and Provincial governments in Pakistan.
 - Problems of co-ordination in Public Administration in Pakistan.

FEDERAL PUBLIC SERVICE COMMISSION



COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT, 2011

Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED:	(PART-I MCQs) 30 MINUTES	MAXIMUM MARKS: 20
THREE HOURS	(PART-II) 2 HOURS & 30 MINUTES	MAXIMUM MARKS: 80
NOTE: (i) First attempt PART-I (MCQs) on separate Answer Sheet which shall be taken back after 30 minutes.		
(ii) Overwriting/cutting of the options/answers will not be given credit.		

(PART-I MCQs) (COMPULSORY)

- Q.1.** Select the best option/answer and fill in the **appropriate box** on the **Answer Sheet**. (1 x 20=20)
- (i) Public administration refers to:
(a) A process (b) A discipline (c) A field of study (d) All of these
- (ii) The concept of “separation between politics and public administration” was first propounded by:
(a) Aristotle (b) Woodrow Wilson (c) Karl Marx (d) Machiavelli
- (iii) The famous fourteen principles of organization were given by:
(a) Plato (b) Henri Fayol (c) Fredrick Taylor (d) Max Weber
- (iv) The author of the famous essay “ The Study of Administration” was:
(a) Dwight Waldo (b) Woodrow Wilson (c) Fredrick Taylor (d) Margaret Thatcher
- (v) Span of control means:
(a) Tenure on a post (b) Geographical jurisdiction
(c) Power to control others (d) Number of subordinates under a superior
- (vi) Job description relates to appointing a suitable person on a job:
(a) True (b) False
- (vii) Job specification defines the parameters of the job to be done:
(a) True (b) False
- (viii) Proper job analysis is based on:
(a) Job description (b) Job specification (c) Both of these (d) None of these
- (ix) Bureaucracy refers to:
(a) Red tape (b) The totality of government officials
(c) A specific set of structural arrangement (d) All of these
- (x) The mnemonic POSDCORB for management was introduced by:
(a) James Mooney (b) Adam Smith (c) Luther Gulick (d) None of these
- (xi) The famous Hawthorne experiments were conducted by:
(a) Elton Mayo (b) Abraham H. Maslow (c) Mark Twain (d) None of these
- (xii) “Hawthorne effect” refers to increase in productivity because of:
(a) Good physical working environment (b) Secure job
(c) Presence of observers (d) None of these

PUBLIC ADMINISTRATION

- (xiii) Maslow's highest need in his "hierarchy of needs" was:
(a) Love or affiliation needs (b) Self-actualization needs
(c) Esteem needs (d) None of these
- (xiv) "The average human being inherently dislikes work"
(a) An assumption of theory X (b) An assumption of theory Y
(c) An assumption of theory Z (d) None of these
- (xv) Spoils system refers to:
(a) Management through objectives (b) Public sector concept of staffing
(c) Awarding jobs to political supporters (d) None of these
- (xvi) Deficit financing is:
(a) Excess revenues (b) Excess expenditures (c) Both of these (d) None of these
- (xvii) Performance audit is used as a comparison between:
(a) Actual expenditure and booked expenditure (b) Revenue collected and potential revenue
(c) Activities of an organization with the assigned objectives (d) None of these
- (xviii) A whistle blower in an organization is a person:
(a) Who reveals bad things about his department to the public
(b) Who is a good singer (c) Who is assigned security duties (d) None of these
- (xix) The budget cycle is:
(a) The duration for which it is applicable (b) The process through which it has to go
(c) The time frame of preparation (d) None of these
- (xx) Group dynamics refers to:
(a) Nature of a group (b) Development of a group
(c) Interrelationship of a group (d) All of these

PART-II

NOTE:(i) **PART-II** is to be attempted on separate Answer Book.
(ii) **Attempt any FOUR questions from PART-II. All questions carry EQUAL marks.**
(iii) **Extra attempt of any question or any part of the attempted question will not be considered.**

- Q.2.** Public administration refers to the implementation of public policy. Discuss in detail. (20)
- Q.3.** Parliamentary oversight of the executive is an important aspect of any democratic system. How is this role being exercised by the Parliament in Pakistan? What recommendations would you suggest for making this role more effective? (20)
- Q.4.** In any organization, motivation of employees is essential to enhance productivity and for efficient achievement of the organizational goals. Explain the concept of motivation giving reference to Maslow's hierarchy of needs theory. (20)
- Q.5.** Discuss Max Weber's concept of "ideal type of bureaucracy". How does it differ from the existing public bureaucracy in Pakistan? (20)
- Q.6.** Explain the concept of Good Governance. How can good governance ensure efficient and effective public service delivery at the grass roots level in Pakistan? (20)
- Q.7.** The flow and management of funds is the lifeblood of our system of public administration. Explain the government's budgetary system. Is it an inherently political process? (20)
- Q.8.** Write short notes on **any FOUR** of the following: (5 x 4 = 20)
- (a) E-government in Pakistan (b) Judicial activism
(c) F. Taylor's "Scientific Management Theory"
(d) Theory X and Theory Y (e) New Public Management Concept

PUBLIC ADMINISTRATION



**FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION FOR
RECRUITMENT TO POSTS IN BPS-17 UNDER
THE FEDERAL GOVERNMENT, 2010**

Roll Number

PUBLIC ADMINISTRATION

TIME ALLOWED:	(PART-I) 30 MINUTES	MAXIMUM MARKS:20
	(PART-II) 2 HOURS & 30 MINUTES	MAXIMUM MARKS:80

- NOTE:** (i) First attempt PART-I (MCQ) on separate Answer Sheet which shall be taken back after 30 minutes.
(ii) Overwriting/cutting of the options/answers will not be given credit.

PART – I (MCQ)
(COMPULSORY)

- Q.1. Select the best option/answer and fill in the appropriate box on the Answer Sheet. (20)**
- (i) The difference between public administration and business administration is:
(a) amount of political and legal constraints on decision making
(b) the emphasis on efficiency
(c) management structure and processes
(d) no difference between public administration and business administration
(e) None of these
- (ii) The emphasis of the politics-administration dichotomy is on:
(a) the focus or “what” of public administration (b) the actors or “who” of public administration
(c) the span or “when” of public administration (d) the locus or “where” of public administration
(e) None of these
- (iii) Gulick and Urwick’s POSDCORB anagram was:
(a) a reference to the locus of public administration
(b) a listing of when to utilize public administration
(c) an expression of administrative principles to follow
(d) a means of identifying the problem associate with bureaucracy
(e) None of these
- (iv) The three components that comprise publicness and privateness in society are:
(a) bureaucracy, consistency and budget (b) administration, management and organization
(c) execution, regulation and structure (d) agency, access, interest
(e) None of these
- (v) Simon refuted the administrative principles theory by:
(a) revealing the administrative principles were too specific
(b) showing that for every principle there is a counter-principle
(c) explaining that administrative principles can only be used in complex organizations
(d) relating that administrative principles always allowed for rational decisions
(e) None of these
- (vi) The new Public Management can be best described as:
(a) public administration in 21st century
(b) bureaucratic model of public administration
(c) application of business practices in public management
(d) a mechanism for improving service delivery
(e) None of these
- (vii) The open model of organization is referred to as:
(a) hierarchical and militaristic (b) technological and anti-humanistic
(c) restrictive and rigid (d) collegial and competitive
(e) None of these
- (viii) The aim of Taylor’s scientific management was to:
(a) stress individual accomplishment over organizational yield
(b) reduce production and increase morale
(c) improve organizational efficiency and production
(d) alter machinery to lessen burden on the labour force
(e) None of these

PUBLIC ADMINISTRATION

- (ix) In comparison to managers of private organizations, public bureaucrats must:
- (a) spend less time on external environment and more time on internal management
 - (b) spend more time on external environment and less time on internal management
 - (c) spend less time on both external environment and internal management
 - (d) spend more time on both external environment and internal management
 - (e) None of these
- (x) Supervision as a mechanism of control over subordinates has been founded to be:
- (a) the most effective mechanism of control
 - (b) as effective as input control
 - (c) the less effective mechanism of control
 - (d) more effective than behaviour control
 - (e) None of these
- (xi) According to Weber, the three types of leadership are:
- (a) charismatic, traditional, legal/rational
 - (b) titular, controllers, organizers
 - (c) institutionalists, specialists, hybrids
 - (d) charismatic, institutionalists, specialists
 - (e) None of these
- (xii) In terms of public administration, one defines a system:
- (a) according to the organizational structure
 - (b) according to the administrative effectiveness
 - (c) according to problem one wishes to resolve
 - (d) according to the amount of resources available
 - (e) None of these
- (xiii) The advantage of systems approach is that:
- (a) it allows us to disregard the differences in world views
 - (b) it allows means and ends to remain ambiguous
 - (c) it forces us to delineate the differences and similarities in world views and improve efficiency and effectiveness
 - (d) it allows for new and fresh solutions to old and distressing problems
 - (e) None of these
- (xiv) According to the humanist approach, the management scientist's system is incomplete because:
- (a) it fails to factor in the variable of environmental instability
 - (b) it fails to account for the variable of uniquely human qualities such as genius and despair
 - (c) it gives too much emphasis to the variable of uniquely human qualities
 - (d) it does not consider quantifiable and measurable variables
 - (e) None of these
- (xv) The purpose of decision tree is:
- (a) decision alternatives
 - (b) cost analysis
 - (c) project coordination
 - (d) time analysis
 - (e) None of these
- (xvi) The line-item budget covers:
- (a) inputs only
 - (b) outputs only
 - (c) inputs and outputs
 - (d) neither inputs nor outputs
 - (e) None of these
- (xvii) Performance budgeting covers:
- (a) inputs only
 - (b) outputs only
 - (c) neither inputs nor outputs
 - (d) inputs and outputs
 - (e) None of these
- (xviii) The essential difference between management-by-objectives and planning-programming-budgeting is that:
- (a) MBO does not necessarily focus on inputs
 - (b) MBO does not necessarily focus on outputs
 - (c) MBO does not necessarily focus on alternatives
 - (d) MBO focuses specifically on alternatives
 - (e) None of these
- (xix) One of the salient features of civil service system of Pakistan is:
- (a) preference for contract appointments
 - (b) preference for professionals
 - (c) preference for generalists
 - (d) preference for doctors
 - (e) None of these
- (xx) Public goods differ from private goods on the basis of:
- (a) price
 - (b) delivery
 - (c) exclusion
 - (d) public interest
 - (e) None of these

PUBLIC ADMINISTRATION

PART – II

NOTE:	<p>(i) PART-II is to be attempted on the separate Answer Book.</p> <p>(ii) Attempt ONLY FOUR questions from PART-II. All questions carry EQUAL marks.</p> <p>(iii) Extra attempt of any question or any part of the attempted question will not be considered.</p>
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- Q.2.** Define public administration. Explain and justify your definition in comparison with various other competing definitions of Public Administration. Do you think Public Administration is different from Business Administration both in theory and practice? **(20)**
- Q.3.** Comparatively evaluate Taylor’s Scientific Management and Weber’s Ideal Bureaucracy and discuss their relevance to contemporary public organizations in Pakistan. **(20)**
- Q.4.** Compare and contrast the Bureaucratic Model with New Public Management (NPM). Do you think NPM has replaced the bureaucratic approach to public administration? Support your views with examples from Pakistan **(20)**
- Q.5.** Compare and contrast rational, incremental and NPM approaches to decision making in public administration. Explain your views with examples from Pakistan. **(20)**
- Q.6.** What is good governance? Explain the role of public administration in good governance particularly with reference to Pakistan. **(20)**
- Q.7.** Human Resource Management (HRM) is a contemporary approach to managing people in business organizations. What are the salient features of HRM model? Do you think this model is being applied to reform public personnel system in Pakistan? **(20)**
- Q.8.** Discuss the functions and organizational structure of Federal Government of Pakistan including administrative relations between federal ministries and federal bodies such as commissions, authorities, boards and state-owned enterprises. **(20)**
