

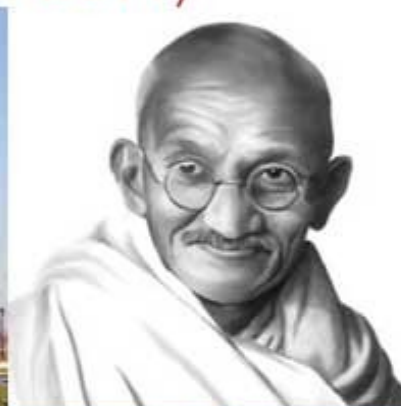
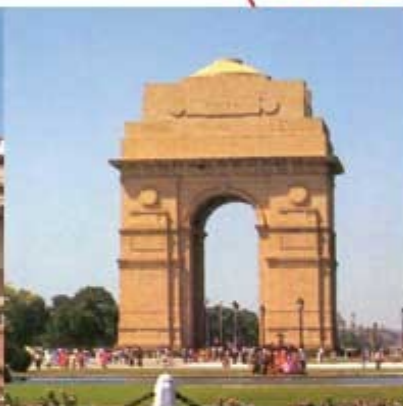
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Public Administration Optional

Mains Examination Previous Year
Question Papers
(2002 - 2011)



Previous Years' Question Papers

From
(2002 to
2011)

Public Administration (Main) 2002 Paper – I

Section A

1. Answer any three of the following in not more than 200 words each:
 - (a) "Though there at certain' points of similarity between public and private administration yet no private organisation can ever be exactly the same as a public one." - Examine.
 - (b) "Civil society exists to ensure that government does provide good governance." Discuss.
 - (c) "Public corporations are not an end in themselves but an extension of the government activities designed to promote public welfare." - Substantiate.
 - (d) "Dicey was wrong not only in his concept of the rule of law, but he also overlooked the significance of the administrative law." - Comment.
2. Describe the evolution of the discipline of public administration with special emphasis on post-1970 developments.
3. Explain the contribution of George Elton Mayo to the development of the Human Relations School. How did behavioural scientists modify his basic findings ?
4. Compare Abraham Maslow's theory of motivation and Herzberg's motivation - hygiene theory. Do you think that they are universally applicable ? If so, why ? If not, why not?

Section B

5. Answer any three of the following in not more than 200 words each:
 - (a) "Development administration is concerned with maximising innovation for development." - Discuss.
 - (b) "Public policy is what politics is about." - Substantiate.
 - (c) "The doctrine of political neutrality and anonymity is no more relevant to modern civil service." - Comment.
 - (d) "Auditing in Government is an exercise in post-mortem." - Examine.
6. Analyse the constitutional, political and operational dimensions of employer - employee relations. What are your suggestions to bring about a satisfactory relationship between them ?
7. How did Fred W. Riggs conceptualise the interactions between administrative systems and their environment?
8. Examine the government budget as an instrument of public policy and a tool of legislative control.

Public Administration (Main) 2002 Paper – II

Section A

1. Comment on any THREE of the following in not more than 200 words each:
 - (a) "The value premises of our Constitution in the era of global constitutionalism."
 - (b) "Indian federalism is described as federal in form but unitary in spirit."
 - (c) "Rural and urban development programmes have gained in importance."

- but implementation has been a failure.”
- (d) “The role of public sector has been changing tremendously in the context of liberalisation.”
2. “After independence, despite the change in socio-economic and political milieu, the basic features of colonial impact on administration continues to exist in our administrative system.” Comment.
3. (a) “The central secretariat is a policy formulating, co-ordinating and supervisory agency besides being the principal executive agency of the government.” Explain.
- (b) “Collector is the representative of the State government in the district and also represents public interest.” Comment.
4. The role of local self-government in the state administration is of considerable importance. Evaluate the statement in the context of the 73rd and 74th amendments made.

Section B

5. Comment on any THREE of the following in not more than 200 words each:
- (a) “All India Services as an institution is the result of history.”
- (b) “The role of Comptroller and Auditor General is a limited one.”
- (c) “National Development Council has virtually become a super - cabinet and tries to arrogate itself the functions of Parliament.”
- (d) “Public undertakings no longer occupy ‘commanding heights.’”
6. The machinery for welfare administration at the national and state level trickling down to grassroots becomes meaningless in the context of global constitutionalism.” Discuss.
7. (a) “Culturally sanctioned values and symbols have acted as important influencing catalyst in administration.” - Elaborate.
- (b) “The problems of administrative improvement in India are larger and more complex than in any other country

in the world.” - Comment.

8. “Women’s development programmes of recent have shifted from welfarist approach to empowerment of women.” - Elaborate.

Public Administration (Main) 2003

Paper – I

Section A

1. Answer any THREE of the following in not more than 200 words each:
- (a) “The advent of the concept of ‘roll back of the state’ since the nineteen eighties has been altering the role of Public Administration but certainly not diminishing its central place in human society.” Discuss.
- (b) “Weberian model of bureaucracy lacks empirical validity when applied to modern democratic administration.” Examine.
- (c) “The ‘New Public Management’ (NPM) is an incarnation of a new model of public sector management in response of the challenges of liberalization, international competitiveness and technological changes.” Explain.
- (d) “ ‘Citizens’ charter’ is the most important innovation in the context of promotion of customer-orientation of administration.” Discuss.
2. Give an account of major landmarks in the growth of the discipline of Public Administration in the 20th century. What are the possible trends in its growth in the first decade of 21st century ?
3. Account for the increasing corruption in Administration. Suggest remedies to curb administrative corruption.
4. What is morale ? State its significance and suggest methods to foster and sustain morale in an organization.

Section B

5. Answer any THREE of the following in not more than 200 words each:

- (a) "Organisations today seem to invest in information and information systems, but their investments often do not seem to make sense." Comment.
- (b) "Development Administration has two important aspects viz. 'the administration of development' and 'the development of administration'." Explain.
- (c) "Training is practical education in any profession, not only to improve skills but also to develop attitudes and scheme of values necessary for effective performance." Elaborate.
- (d) "Legislative controls over finances are inadequate and incomplete." Comment.
6. Examine the needs and facts of administrative reforms in the fast changing scenario of the 21st century. What are the obstacles to administrative reforms? Give suggestions to overcome them.
7. Comment on the role of public administration in policy making and its implementation. What are the other factors influencing the policy process?
8. What are the various institutional devices available for the redressal of citizen's grievances against the excesses and malfunctioning of administration? How successful have they been?
- (d) "District Collector has increasingly become multi-dimensional."
2. "Looking back to our past experience, the fear that the emergency provisions can be misused have at times proved right and wrong at other times." Discuss with examples.
3. (a) "Article 163 makes the Governor the sole judge in matters in which he is required to act in his discretion." Explain.
(b) "It is at the district level that the common man comes into direct contact with the administration." Elucidate.
4. "The steady expansion and the gradual decline of the public sector has been one of the most conspicuous development in post-Independence India." Discuss this statement and suggest measures to arrest the decline of the public sector in India.

Section B

Public Administration (Main) 2003 Paper – II

Section A

1. Comment on any three of the following in not more than 200 words each:
- (a) "The Arthashastra is India's oldest complete text on public administration."
- (b) "Though India emerged as a sovereign state after Independence, the administrative system remained the same as was during the British period."
- (c) "Despite all the powers that he has, the Indian Prime Minister cannot become a dictator."
5. Comment on any three of the following in not more than 200 words each:
- (a) "The size of the leviathan goes on expanding, despite the country's recent commitment to downsizing or rightsizing."
- (b) "Questions represent a powerful technique of parliamentary control over expenditure."
- (c) "A distinctive feature of the Indian administration, since Independence, has been the noticeable efforts undertaken to make the administrative system effectively reach and respond to citizens' grievances."
- (d) "Indian planning is highly centralized."
6. "In-service training of officers belonging to higher civil services has been perhaps the most conspicuous development in Indian administration." Discuss with reference to training designed for the Indian Administrative Service officers.
- (a) "Criminalization of politics in India has been extended to politicization of criminals." Comment.

- (b) "NGOs are fast replacing the government in the implementation of a large number of programmes." Elucidate.
8. "Information technology, if properly used, can bring about sweeping changes in the nature of governance in India." Discuss the current status and future possibilities about the use of information technology in the governance of India.

Public Administration (Main) 2004
Paper – I

Section A

1. Answer any THREE of the following questions in not more than 200 words each:
- (a) "Bureaucracy can exist only where the whole service of the state is removed from the common political life of the people, its chiefs as well as rank and file. Its motives, its objectives, its policy, its standards must be bureaucratic." - Discuss.
- (b) "Motivation theory is not synonymous with behaviour theory. The motivations are only one class of determinants of behaviour while behaviour is almost always motivated, it is also almost always biologically, culturally and situationally determined as well." Comment.
- (c) Delegated Legislation is not absolute. Explain.
- (d) Public Policy is not an independent variable and human history shows little evidence of systematic learning from policy experience. Discuss.
2. Democracy and good governance are contradictions in terms. Discuss with examples.
3. Weber's ideas of impersonal detachment and esprit de corps are incompatible. Explain.
4. Discuss the legal and political implications of Right to information. Is it a feasible concept in the developing countries ?

Section B

5. Answer any THREE of the following questions

in not more than 200 words each:

- (a) Policy is a decision driven model of research use. Explain.
- (b) Civil Service neutrality is a thing of the Past. Discuss.
- (c) Recruitment is the backbone of Public Administration. Explain.
- (d) The administrator needs autonomy and discretion in much the same way as the politician needs control and intervention. Discuss.
6. What is Information Technology ? Describe its impact on Public Administration.
7. Explain the meaning, significance and Models of Comparative Public Administration.
8. Describe the changing profile of Development Administration and identify its efforts towards people's empowerment.

Public Administration (Main) 2004
Paper – II

Section A

1. Comment on any THREE of the following in not more than 200 words each:
- (a) "The main features of British governmental and administrative system continue to influence the present Administrative System."
- (b) "The National Human Rights Commission is unable to play its role effectively due to various hindrances."
- (c) "Presidents of India prior to the passage of 42nd and 44th amendment could afford to be more assertive."
- (d) "The highly significant and elevated position of Chief Secretary is significantly undermined in practice to-day."
2. "The position of Governors towards exercising their discretion and powers has considerably changed after 1967." Discuss.
3. (a) "The district officer as a chief agent and representative of state serves as a channel of communication between the Government and the residents of the district." Explain.

- (b) "In the context of liberalisation the role of Public Sector and its welfarist approach is being drastically changed." Elucidate.

4. "The special development programmes taken up for poverty alleviation with a hope that benefits of these programmes may reach to the people living below poverty line - have utterly failed to achieve its objectives." Comment.

Section B

5. Comment on any THREE of the following in not more than 200 words each:
- (a) The Estimates Committee is a continuous economy committee."
 - (b) "Values, more than techniques are the eventual determinants of the actions of the administrators."
 - (c) "National Development Council was established to co-ordinate between Union government, the Planning Commission and the State governments."
 - (d) "Criminalisation of politics has been responsible for the problems related to law and order in our nation."
6. "Welfare of the people has been a constitutional and legal obligation of the state, wherein both the Centre and State Governments are required to discharge the obligation within available resources." Does this stand true in the context of globalization ?
7. (a) "In spite of valuable suggestions through Administrative Reforms, still we have not been able to come up to the expectations of the people." Discuss.
(b) "Effective implementation of plan projects has been the weakest link in the chain of the entire planning programme." Elucidate.
8. "One of the greatest weakness inherent in a Federal polity is the possibility of conflict of loyalty and responsibility on the part of public servants as between Central and State Governments." - Elaborate and comment.

Public Administration (Main) 2005 Paper – I

Section A

1. Answer any three of the following in not more than 200 words each:
- (a) "Administrative question are not political questions." Discuss.
 - (b) "Organisation is 'a system of consciously coordinated activities or forces of two or more persons.'" Comment.
 - (c) In Follett's view, "authority belongs to the job and stays with the job." Explain.
 - (d) "The failure of classical science of administration lies in its capacity to confront theory with evidence." Discuss.
2. In what ways and how can information technology play a crucial role in effective government-citizen interaction in the context of good governance ?
3. "Today the content of administrative law is driven primarily by the scope of public administration activity." Explain.
4. What is judicial activism ? How far has it been successful in exercising a check over administration ?

Section B

5. Answer any three of the following in not more than 200 words each:
- (a) "Development administration is starved for theories which will guide the pooling of empirical knowledge, orient new research, and recommend administrative policy." Explain.
 - (b) "If positions are the raw material of classification, class is the operating unit." Discuss.
 - (c) "The budget is an instrument of coordination." Explain.
 - (d) "No science of public administration is possible unless.... there is a body of comparative studies from which it may be possible to discover principles and generalities that transcend national boundaries and peculiar historical

experiences." Discuss.

6. Why do public organisations evaluate employees' performance ? How can performance evaluation systems affect employees' behaviour ? How can administration effectively evaluate employees?
7. Give an assessment of the processes of policy formulation and discuss the problems of policy implementation.
8. Why does the issue of budgeting as politics versus budgeting as analysis remain important in the budgeting process? Do you agree that some synthesis of the two positions seems possible? Illustrate.

Public Administration (Main) 2005
Paper – II

Section A

1. Comment on any three of the following in not more than 200 words each:
 - (a) "The Mughal Administrative System was a military rule by nature and was centralized despotism."
 - (b) "The veto-power of the Indian President is a combination of the absolute, suspensive and pocket veto."
 - (c) "The District Collector is an overburdened officer due to the expansion and increasing developmental activities."
 - (d) "A strong PMO is a salvation for any Indian Prime Minister, but concentration of power is a danger to democracy."
2. "The Chief Minister symbolizes ruling power structure and is the real executive head of the State Government." Discuss the above statement in the light of his position in a Coalition Government.
3. (a) "The Cabinet Secretariat provides the eyes and ears for the Prime Minister to keep in touch with the process of official business in Central Government." Comment.
(b) "The primary emphasis in District

Administration has to be on implementation of development programmes in cooperation with active support of people." Elucidate.

4. "Even after a decade of having adopted the 73rd Amendment to the Constitution, the Panchayat Raj institution still faces a number of problems towards making it a strong, and vibrant unit of Government." Comment.

Section B

5. Comment on any three of the following in not more than 200 words each:
 - (a) "One of the most distinctive characteristics of Indian Administrative Service is its multipurpose character."
 - (b) "Public Accounts Committee conducts a post-mortem examination of Public Accounts."
 - (c) "Efforts made towards administrative reforms so far have been lacking in a congruence between strategy, structure and substance."
 - (d) "The role played by Central and State Governments in maintaining law and order is inadequate and unmatched to growing criminalization."
6. "From highly centralized planning system, India has moved towards indicative planning under which long-term strategic vision of the future is built and nation's priorities are decided." Elucidate.
7. (a) "Audit provides a healthy safeguard against public money going down the drain." Comment.
(b) "National Development Council is criticized as an usurping authority - functioning as a virtual super-cabinet." Explain.
8. "The Lokayuktas in States have not succeeded in tackling mal-administration, while the Bill on Lokpal still faces stiff opposition on the floor of the Parliament." Comment.

Public Administration (Main) 2006
Paper – I

Section A

1. Answer any three of the following in not more than 200 words each:
 - (a) "If public administration is to play a major legitimising role in governing our complex society, it needs to be more fully conceptualised." Discuss.
 - (b) "Simon's work has had major implications for the study of public administration and the practice of public administration professionalism." Comment.
 - (c) "The main problem with Mary Parker Follett's work is that her idealism is showing" Explain.
 - (d) "Autonomy and accountability in Public Enterprises cannot walk together". Explain.
2. Critically examine the Classical Science of Administration with special reference to its criticism by Dwight Waldo and Robert Dahl.
3. Define the term 'civil society'. How does civil society influence the public policy?
4. "Today the content of administrative law is driven primarily by the scope of public administrative activity." Explain.

Section B

5. Answer any three of the following questions in not more than 200 words each:
 - (a) "The rise of information technology is an opportunity to overcome historical disabilities". Explain.
 - (b) "Audit continues to be considered as something alien, something extraneous and something of the nature of an impediment." Explain.
 - (c) "Nothing comes across more strongly than the great naivete about policy implementation." Discuss.
 - (d) "Successfully implementing budgeting approach _ requires favourable incentive structures." Discuss.
6. Do you agree with the view that development administration has in recent years lost its impetus without making any significant

intellectual breakthrough? Discuss.

7. To what extent has the human relations movement contributed to the knowledge and practice within the field of personnel administration?
8. Discuss the main approaches to increase the efficiency of government and public administration.

Public Administration (Main) 2006 Paper – II

Section A

1. Comment on any three of the following in not more than 200 words each:
 - (a) "In the happiness of his subjects lies the king's happiness; in their welfare his welfare." Comment on Kautilyan state administration. In what respects is modern democratic rulers' behaviour different from Kautilyan rulers?
 - (b) "The basic values of the Constitution of India enshrine social, political and economic philosophy symbolising sovereignty of the people, rule of law and basic characteristics of a socialist, secular, democratic, republic." Comment.
 - (c) "The 73rd and 74th Constitutional Amendments are major landmarks in India's Constitutional History and Local Governance." Comment.
 - (d) "Not the Potomac, but the Thames, fertilizes the flow of Yamuna". In the light of the statement comment on the symbolic institution of the President of India.
2. "The role played by the National Human Rights Commission in maintaining and preserving dignity of India's citizen has been satisfactory and up to the expectations." Elucidate.
3. Indian Prime Minister should not only be accountable to the Indian Parliament but should appear to be so."
Comment on the accountability of the Prime Minister to the Indian Parliament in the context of extra-constitutional power.

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4. "The District Collector, the Additional Deputy Commissioner and Sub-Divisional Officer, have virtually become 'officers-in-attendance' and have lost initiative and independent of judgement." Comment.

Section B

5. Comment on any three of the following in not more than 200 words each:

- "The generalist character of I.A.S. is its chief characteristic as well as its chief criticism." Comment.
 - "All efforts in the field of reforms in public administration by the political executive have resulted in no significant output." Comment.
 - "By taking some offices out of the jurisdiction of the Office of Profit Act, the Government of India has doubly assured the public mind of its duplicity."
 - "Audit, like the judiciary, the executive and the legislature is one of the important ingredients of democracy." Comment.
6. "The main problem of Centre-State relations in India is bottlenecks in fiscal federalism." Comment.
7. "Lok-Ayuktas are judicial institutions without adequate teeth". Comment.
8. (a) Critically evaluate the policies of the Union Government with regard to the welfare of women and children of India in not more than 200 words.
- (b) What measures have been taken by the Union and the States for the welfare of women in the profession of sex ?
- (c) What concrete steps have been taken by the Union and the State Governments to protect child labour and prevent abuse of children ?

Public Administration (Main) 2007 Paper – I

Section A

1. Answer any three of the following questions in not more than 200 words each:
- (a) "Public and Private Administrations are

two species of the same genus, but they also have special values and techniques of their own." Comment.

- (b) "Taylor's scientific management ignored social and psychological factors." Comment.

- (c) "The distinction between line and staff is relative rather than absolute." Discuss.

- (d) "Delegated legislation is a necessary evil." Examine.

2. 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.

3. What is meant by morale ? There is a belief that "moral and productivity go hand in hand and higher the morale, higher the productivity." Do you agree ? Substantiate.

4. "Right to information promotes transparency and accountability in the working of every public authority." Explain.

Section B

5. Attempt any three of the following questions in not more than 200 words each

- (a) "People's participation is crucial to development administration." Comment.

- (b) "Training is essential not only for efficiency and effectiveness but also for broadening the vision of the employees." Substantiate.

- (c) "Not to be comparative is to be naively parochial" (Riggs). Comment.

- (d) "Implementing a public policy is a process of discovering what works and what does not." Examine.

6. Bring out the various techniques of O & M adopted in India to improve efficiency in administration.

7. "The widening gap in emoluments of government employees versus the public sector corporations and private sector employees has a strong bearing on the motivation and ability to work." Comment.

8. What is performance budgeting ? Bring out its merits, limitations and difficulties.

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**Public Administration (Main) 2007
Paper – II**

Section A

1. Answer any three of the following in not more than 200 words each:
 - (a) "Kautilya was not only the foremost politico-administrative thinker of ancient India but he was an advocate and preacher of moral values too." Comment.
 - (b) "Because of several judicial pronouncements, Governors in States are no longer viewed as agents of the 'Party in Power' at the Central level." Evaluate.
 - (c) "The President of India acts like grandparent in a family. If younger generation does not follow his/her advice, he/she is just unable to do anything." Comment.
 - (d) "Memorandum of understanding scheme' between government and public enterprise has forced public undertakings to improve the overall performance." Comment.
2. There is a separate Central Ministry or Department on each subject allocated to State List. Does it mean supremacy of the Union Government or an emphasis on development administration? Analyse.
3. "73rd Constitutional Amendment has provided permanent structural framework to PRI's resulting into silent social revolution." Comment.
4. "The dispute between Secretariat and Directorate is the result of Generalist vs Specialist controversy." Analyse.

Section B

5. Answer any three of the following in not more than 200 words each:
 - (a) "The blame for our poor public sector performance can be laid on the way our bureaucracy is structured." Comment.
 - (b) "Parliamentary Departmental Committees have played their role effectively in analysing the demands for grants." Evaluate.

(c) "In spite of having Constitutional status the District Planning Committee is not able to implement decentralised planning due to centralised nature of economic planning." Comment.

(d) "A well-designed module-based training for Civil Servants is the best way to achieve the goals of good governance." Analyse.

6. "If information is power, nothing can perhaps empower a citizen more than the secret and developmental informations held by various public authorities." Analyse the merits and demerits of RTI Act, 2005 in the light of this statement.
7. National Commission to review the working of the Constitution has suggested revolutionary changes in administrative culture. Analyse its major recommendations on Civil Services and Administration.
8. (a) Critically analyse the functions and role of Ministry of Social Justice and Empowerment with regard to development of disabled persons in India in not more than 200 words.
 (b) Define Civil Society. Is it an effective organ to control administrative machinery? Comment.
 (c) "Social (Welfare) Administration in India is witnessing specialization and faster expansion of its administrative agencies." Evaluate.

**Public Administration (Main) 2008
Paper – I**

Time Allowed: 3 hours Maximum Marks : 300

Candidates should attempt Questions Nos. 1 and 5 which are compulsory, and any three of the remaining questions selection at least one question from each Section.

Section A

1. Answer any three of the following questions in not more than 200 words each:
 $20 \times 3 = 60$
 (a) "Calling Woodrow Wilson, the father of

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Public Administration is doing injustice to equally or even more eminent contributions made prior to him." Comment.

- (b) "Leaders do the right things; managers do them rightly." (Bennis) Comment.
 - (c) "Mary Parker Follett was far ahead of her times." Discuss.
 - (d) "Instruments of public accountability can be truly effective only if the people and their associations, backed by a responsible media, are assertively proactive." Comment.
2. "In the last two decades, almost all countries of the world have experienced transformations in their administrative systems." Explain this phenomenon with examples from the developed and the developing nations in the context of New Public Management Movement. **60**
 3. Examine the respective roles of facts and values in the decision-making process. Is it possible to make value-free decisions in government system? How can government decisions be made more rational? **60**
 4. "To claim that a company or a corporation form is always more effective than a departmental form of organization is an outdated view. The real test of a sound structure is its capacity to balance decisional autonomy and operational flexibility with optimal accountability." Critically examine this statement. **60**

Section B

5. Answer any three of the following questions in not more than 200 words each:
20 × 3 = 60
 - (a) "Laxity in monitoring and evaluation can render even the best policies infructuous." Discuss.
 - (b) "e-governance has the potentiality to emerge as the most effective instrument of efficiency, transparency and accountability." Comment.
 - (c) "Truly comparative administrative studies

are empirical, nomothetic and ecological." (Riggs) In this perspective, examine the current status of Comparative Public Administration.

- (d) "Training has proved its incapacity to change the attitudes, behaviour and values of civil servants." Do you agree with this statement?
6. "To talk of administrative modernization and still continue with the conventional practice of public personnel administration is a gross incongruity." Offer suggestions to initiate radical reforms in Human Resource Management of public administrative systems. **60**
7. "Good economics and bad politics cannot coexist in a sound budgetary process." Discuss this statement in the context of the developmental challenges in countries experiencing competitive politics. **60**
8. "In certain discourses, there is a reflected basic distrust against bureaucracy as an instrument of development." Do you think bureaucracy is more appropriate for regulatory administration than for development administration? In the changing profile of development administration in a liberalizing environment, what role of bureaucracy can be envisaged? **60**

Public Administration (Main) 2008 Paper – II

Time Allowed : 3 hours Maximum Marks : 300

Candidates should attempt Question Nos. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section.

Section A

1. Answer any three of the following in not more than 200 words each : **20 × 3 = 60**
 - (a) 'The shift from the Nehruvian to the liberalisation model of development has necessitated reinventing government.' Comment.
 - (b) 'Economic Development and Social

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justice are the hallmarks of the 1992 Constitutional Amendment Acts.' Elucidate.

- (c) 'District Administration is like a small tortoise carrying the load of an elephant.' Discuss.
- (d) 'Some features of Mughal Administration, in essence, do exist in Indian Administration.' Elaborate.
2. There is constant and continuous collision between bureaucratic values and democratic values which adversely affects development. In the light of this statement examine the role of bureaucracy in development. **60**
3. (a) What are the tension areas in Union-State relations in Planning ?
- (b) Discuss the problems in the planning process at the state and sub-state levels. **30 + 30 = 60**
4. 'The Chief Minister is the real executive of the State, whose effectiveness is largely related to his personality traits and equation with central leadership.' Explain and illustrate with relevant examples. **60**

Section B

5. Answer any three of the following in not more than 200 words each : **20 × 3 = 60**
- (a) In urban governance, uni-functional agencies and development authorities create a "functional jungle." Explain.
- (b) 'In India, there appears to be more disaster of management than management of disaster.' Comment.
- (c) 'The Budget is more than the economic horoscope of the nation.' Comment.
- (d) 'Right to Information Act has led to greater transparency and accountability of administration.' Comment.
6. (a) 'Training of civil servants for capacity building should be in consonance with the needs of the socio-economic and technological development of the country.' Explain.
- (b) What are the basic hurdles and pitfalls

in the implementation of the National Rural Employment Guarantee Act ?

30 + 30 = 60

7. Describe the changing character and new orientations of Public Services in India since Independence. **60**
8. New Localism is identified with the new Local-State and local activism. Examine how this has impacted city management in India. **60**

Public Administration (Main) 2009 Paper – I

Time Allowed : 3 hours Maximum Marks : 300

Section A

1. Comment on any THREE of the following questions in not more than 200 words each **20 × 3 = 60**
- (a) "The field of Public Administration is a field of business." (Woodrow Wilson).
- (b) "New Public Administration is a revolution or radicalism in words, and (at best) status-quo in skills or technologies."
- (c) "Taylor's contribution was not a set of general principles for organising work efficiency, but a set of operating procedures that could be employed in each concrete situation to secure their application."
- (d) "The Barnard-Simon Theory of Organisation is essentially a theory of motivation."
2. Answer the following in about 300 words each: **30 × 2 = 60**
- (a) Consider the statements below:
- (i) "Technically, the bureaucracy represents the purest type of legal-rational authority."
- (ii) "Bureaucracy does not represent the only type of legal authority." Identify the theoretical context and analyse the above statements.
- (b) Which of the model(s) in development administration is/are characterised by 'Selectivism', 'Attainment' and

'Poly-functionalism' ? Describe the corresponding theoretical roots and attributes.

3. It is said that "the perspective of public administration, developed over a century, with a tradition of management of public institutions and services has received a jolt from the novelty of New Public Management". Bring out the core values, approaches and assumptions of traditional public administration and show how the New Public Management has attempted to change or retain them, and to what extent. **60**
4. From Woodrow Wilson to Herbert Simon most writers on administration have taken the achievement of efficiency as the central objective. Justify the statement with references to the work of major writers. **60**

Section B

5. Attempt any three of the following questions in not more than 200 words each:
20 × 3 = 60
- "There is no doubt the departmentalisation is fraught with complexities. These are in part technical, in part political." Discuss.
 - "Techniques like PERT and CPM help in effective office management." Elaborate.
 - "... non-western states often, if not always, have unbalanced politics, but these may not necessarily be bureaucratic politics." Discuss.
 - "Yehezkel Dror's normative models of policy making tend to be academic in perspective with poor operational utility." Comment.
6. Consider the statements below:
- Self-Help Groups (SHGs) enable women to realise their full potential in some spheres of life.
 - Self-Help Groups (SHGs) are providing avenues of political mobilisation. Examine the implications of these two statements and assess the potential of

SHGs for development. **60**

7. It is said that 'position classification', as originally conceived is sound in terms of its operational characteristics, but complicated and unresponsive in practice. Why is it still considered better than other models of civil service classification ? **60**
8. "... even if policies are well-organized, efficiently operated, widely utilized, adequately financed and supported, we may still ask, so what ? Do they work ? ... What about their costs, outputs and impact ?" Discuss. **60**

Public Administration (Main) 2009 Paper - II

Time Allowed : 3 hours Maximum Marks : 300
Candidates should attempt Question Nos. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section.

Section A

1. Attempt any three of the following in not more than 200 words each : **3 × 20 = 60**
- "Bureaucracy developed by the British stifled the village self-rule." Comment.
 - Comment on the view that despite different contexts, administrative maxims of Kautilya's Arthashastra bear considerable similarity with features of Weber's ideal bureaucratic model.
 - "The weakest aspect of Indian administration is the grievance redressal machinery." Discuss.
 - "There is no basic contradiction between Civil Service neutrality and Civil Service activism." Comment.
2. (a) "Law and order problems of the twenty-first century cannot be tackled through legislations and structures of the nineteenth century." Give suggestions for transforming the law and order machinery at the State level. **30**
- (b) "The recommendations of the Second

- Administrative Reforms Commission on reforming the Civil Service are radical yet implementable." Do you agree ? **30**
3. (a) Briefly discuss the main recommendations of any two of the following: **30**
- Paul Appleby (1953 and 1956)
 - Santhanam Committee
 - Hota Committee
 - 'Sixth Pay Commission
- (b) Examine the role of the Finance Ministry of the Union Government in designing and implementing monetary and fiscal policies. **30**
4. (a) Discuss the relationship between governance and development in any one Indian State, giving illustrations. **30**
- (b) Do State Services suffer in comparison with the All-India and Central Services? Suggest measures for enhancing the role, competence and impact of State Services. **30**

Section B

5. Comment on any three of the following in not more than 200 words each : **20×3=60**
- "India has failed to devise a long-term strategy for drought management."
 - "A fixed tenure in Civil Service postings can increase productivity, accountability, and probity in Government."
 - "Sound municipal governance requires a cadre of specialized municipal services executives equal in status to State Services."
 - "Administrative talent of a Minister determined his 'success.'"
6. (a) "The respective roles of the Cabinet Secretary of the Government of India and of the Chief Secretary of a State are similar in certain respects, and dissimilar in other." Explain. **30**
- (b) Do you agree with the view that Citizens' Charters in India have not succeeded in their objective of making the administrative system citizen-centric ?

Analyze and give your suggestions in this regard. **30**

7. (a) "The National Human Rights Commission has done a commendable job in developing a sense of responsibility among organizations towards the protection of human rights." Comment on this assessment. **30**
- (b) In your view, which have been the five most important administrative reforms implemented after Independence? What has been their impact ? **30**
8. (a) "Values of Indian administration must be rooted in the Preamble of the Indian Constitution." Discuss. **30**
- (b) "Many of the programmes of development being implemented at the State and the Local level have been initiated or financed by the Union Government. This has transformed the nature of Indian federalism." Critically examine this assessment. **30**

Public Administration (Main) 2010 Paper – I

Time Allowed: 3 hours Maximum Marks : 300
Candidates should attempt Questions No. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section.

The number of marks carried by each question is indicated at the end of the question.

Section A

1. Answer any three of the following questions in not more than 200 words each:
20 × 3 = 60
- "Not merely governance but good governance is the key factor in achieving the United Nations Millennium Goals (2000)." Explain.
 - "In McGregor's view, the managerial cosmology meaningfully addresses the understanding of manager and his role perceptions." Explain.
 - "The successful management leaders are found in Likert's 'System-4' approach

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- to organizational leadership." Examine.
2. (a) "Simon's identifying decision-making as the core field of public administration appears logical, acceptable, but his positivist underpinning is problematic." Critically examine the statement.
 - (b) "New Public Management is dead; long live digital era of governance." Comment.
3. Discuss the impact of privatisation on public administration with special reference to:
20 × 3 = 60
- (a) the issue of users must pay
 - (b) the Public Private Partnership
 - (c) Outsourcing technique
4. Examine the basic principles underlying citizen's charter
20 × 3 = 60
- With special reference to
- (a) Its administrative philosophy
 - (b) Promoting public accountability
 - (c) Ensuring standards of public service

Section B

5. Answer any three of the following questions in not more than 200 words each:
20 × 3 = 60
- (a) "The concept of development is multi-dimensional and ever-expanding." Explain.
 - (b) "The Prismatic model of Riggs is equally applicable to developing as well as developed society." Comment.
 - (c) "The market has become the new icon of developmentalism." Comment.
 - (d) "Public administration can be portrayed as a wheel or relationships focused on the formulation and implementation of public policy." Explain.
6. (a) Explain the 'Peter Principle' in respect of promotion policy in a hierarchical organization.
- (b) Discuss in the connection the case for and against promotion based on seniority.
7. (a) Distinguish fully between the syndicate method, role playing method, and T-

Group training method in personnel management.

- (b) Do you think that there is a sort of paradox between e-Governance and good governance? Explain fully.
8. (a) Distinguish between PPBS and performance budgeting.
- (b) Briefly discuss the principles of ensuring ethics in public service as recommended in the Nolan Committee Report (1994).
- (c) "Cost-benefit analysis is a very unsatisfactory view of evaluating public policy." Comment.

Public Administration (Main) 2010 Paper – II

Time Allowed: 3 hours Maximum Marks : 300
Candidates should attempt Questions No. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section.

The number of marks carried by each question is indicated at the end of the question.

Section A

Attempt the following in not more than 200 words each:
3 × 20 = 60

1. (a) "The rule of kings depends primarily on written orders...." Why did Kautilya favour Codification of Laws?
 - (b) Is it correct to state that "One of the major reasons for the failure of manypublic sector undertakings was due to departures from the original concept of autonomy"?
 - (c) Does the emergence of an Empowered group of Ministers at the central level impair the doctrine of cabinet responsibility?
2. (a) It is said that the British made a significant contribution towards modernizing the Indian Administrative System on a 'rational-legal' basis. Justify the assessment with reference to the period from 1830 to 1865. **30**
- (b) Comment on the following statements: **30**

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- (i) "The more developed an administrative system become the greater the likelihood that it would have developmental affects."
- (ii) "The thrust of development administration failed to energise the Indian bureaucracy."
3. (a) With reference to India, discuss the assertion that administrative reforms are multi-dimensional and need to be substantiated by reforms in other related areas of state action. **30**
- (b) The prevalence of multiple channels for transfer of resources from the Centre to the State is stated to have compounded the problems of federal fiscal arrangements. Discuss. **30**
4. (a) "In an era of hung parliaments the power of the President expands, more so when the incumbent decides to be assertive." Comment on the statement with reference to the situation in India during the last two decades. **30**
- (b) "....Judges and Courts have creatively reinterpreted their statutory authority and expanded their own power and enhanced their standing vis-à-vis the legislature and executive." Critically examine this assessment. **30**
- reinvent itself as a systems reforms commission in the backdrop of changed global and domestic scenarios.
- (b) The Second Administrative Reforms Commission, in its 10th Report, observes that "the common perception is that the incentive structure in government is too weak and inadequate to motivate better performance." Elucidate. **30**
7. Comment on each of the following in not more than 200 words each:
- (a) "Non-Governmental Organisations play a catalytic role in enabling communities to define their own priorities...."
- (b) The optimism expressed by the proponents of the Financial Responsibility and Budget Management Act, 2003, in ensuring fiscal discipline appears to be unwarranted.
- (c) "The Jawaharlal Nehru National Urban Renewal Mission (JNURM) is one of the biggest reforms-linked development programmes taken up by the Government."
8. (a) It is argued that the Bhopal gas disaster and the response pattern to it reflect multiple vulnerabilities relating to systems of corporate social responsibility, governance at local, state and central levels, and legal safeguards and liabilities. Comment on this assessment. **30**
- (b) With the creation of new regulatory agencies in the wake of liberalization, overlapping jurisdictions and conflicts became the new trend. Is there need for the creation of a super-regulator or unified regulator? **30**

Section B

5. Comment on any THREE of the following in not more than 200 words each:
3 × 20 = 60
- (a) "Public Interest Litigation (PIL) has undergone several changes since its inception in 1980s."
- (b) "Civil service neutrality is a fiction. How any thinking person can be neutral?"
- (c) States with a record of good governance, it is argued by spokespersons of some states, lost their earlier share from the Finance Commission's award.
6. (a) Explain the context and perspectives of the following statements: **30**
- (i) The Planning Commission is "an armchair adviser".
- (ii) The Planning Commission should

Public Administration (Main) 2011 Paper – I

Time Allowed: 3 hours Maximum Marks : 300
Candidates should attempt Questions No. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question

from each Section.

The number of marks carried by each question is indicated at the end of the question.

Section A

1. Answer the following questions in not more than 200 words each: 20×3=60
 - (a) 'A crisis of credibility' in the administrative system can be overcome only by 'reinventing government'. Comment.
 - (b) 'Media is a Parliament of citizens'. Explain.
 - (c) E-governance is the final arrival of Max Weber's 'iron cage of rationality'. Discuss.
2. (a) In a evolution of the discipline of Public Administration, Minnowbrook Conference I, II and III reflect the discipline's reconceptualisation and its changing values. Elucidate. 30
 - (b) Critically examine conflict resolution according to M.P. Follett. Explain how McGregor took forward her ideas in the context of complex organizations. 30
3. (a) Whereas Downs's model is largely dependent of a theory of psychological motivation, Niskanen's model is framed by neo-classical thinking.
In the light of the above, discuss the public choice approach to decision-making. 30
 - (b) The Systems Approach is relevant even today for organizational analysis. Discuss how Chester Barnard and David Easton adopted this approach in their respective areas of study.
4. (a) Whereas 'value for money' audit aims at economy and 'performance' audit seek efficiency, 'social audit' goes beyond both, to examine the effectiveness of a programme or activity.
Examine this statement with suitable illustrations. 30
 - (b) (i) Make a critical assessment of Dicey's understanding of the Rule of Law *Droit Administratif*. 15

- (ii) Make out a case for Delegated Legislation. 15

Section B

5. Answer the following questions in not more than 200 words each: 20×3=60
 - (a) 'Budget is a series of goals with price-tags attached.' Explain.
 - (b) 'Polity is being made as it is being administered and administered as it is being.' Comment.
 - (c) 'Position Classification can be problematic. A serious complaint in its practice is that it dehumanizes the employee.' Discuss
6. (a) Neither Edward Weidner nor Fred Riggs was able to describe the process of development administration adequately. Explain the drawbacks and weaknesses in their theoretical analyses. 30
 - (b) Indicate the milestones in the story of development from the Nehruvian Model to the Liberalisation Model. 30
7. (a) Civil Servants must be moralists in action, living up to Paul Appleby's dictum that 'responsible government is ethical government'. Examine this statement in the light of good governance.
 - (b) Critically examine the following statements in the field of Policy Science.
 - (i) The incremental list paradigm posits a conservative tendency in public policy making. 15
 - (ii) Dror's Optional Model is a fusion of the economically rational model with the extra-rational model. 15
8. (a) (i) What are the main functions of an O and M office? 15
 - (ii) A system of Information ties planning and control by managers to the operational system of implementation. Elaborate. 15
 - (b) An administrator uses the budget as framework for communication and co-ordination, as well as for exercising administrative discipline throughout the administrative structure. Explain.

Public Administration (Main) 2011
Paper – II

Time Allowed: 3 hours Maximum Marks : 300

Candidates should attempt Questions No. 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section.

The number of marks carried by each question is indicated at the end of the question.

Section A

1. Attempt the following in not more than 200 words each: 20×3=60
 - (a) "Over-dependence on bureaucracy for bringing about socio-economic development in India has proved to be dysfunctional." Comment.
 - (b) "The performance of Lok Ayuktas in various States has been uneven." Comment with example.
 - (c) Explain with appropriate illustrations the interface between political culture and bureaucratic culture in contemporary India.
2.
 - (a) Discuss the evolution of the role of the Prime Minister's Office (PMO) since independence. 30
 - (b) "The performance of Lok Ayuktas in various States has been uneven." Comment with examples.
 - (c) Explain with appropriate illustrations the interface between political culture and bureaucratic culture in contemporary India.
2.
 - (a) Discuss the evolution of the role of the Prime Minister's Office (PMO) since independence. 30
 - (b) "Administrative reforms get diluted because of constant tinkering on the margin rather than a holistic transformation." Discuss the statement in the context of reforming district administration in India. 30
3.
 - (a) Comment on the following statement: "The Comptroller and Auditor-General that hobbles its functioning, a judge

without the power to sentence and a litigant with no right to appeal."

- (b) "Indian federalism is passing through a state of potential maturity." Discuss this statement in the context of the views of the Commission on Centre-State Relations (Justice M. M. Punchi). 30
4.
 - (a) "The theme of Police Reforms continues to haunt the Parliament." In the right of this statement, discuss the state of Criminal Justice System administration in India. 30
 - (b) 'Performance Appraisal System' with special reference to the Performance Management and Evaluation System (PMES) are expected to transform the bureaucratic culture of Indian administration. Do you agree? Give reason. 30

Section—B

5. Attempt the following in not more than 200 words each: 20×3=60
 - (a) "The real problem of administrative reforms in India at the State and the local levels in that they are imposed from above." Comment.
 - (b) Discuss the basic principles of 'New Localism' as a part of the global-local debate.
 - (c) "Absence of District Planning Committees in a large number of districts has prevented convergence of planning at the district level." Examine the above statement with examples.
6.
 - (a) (i) "One Lok Pal, howsoever strong it may be, cannot eliminate corruption in the politico-administrative system in India." Comment. 15
 - (ii) "Grievance redressal system is perhaps the weakest link in India's civil services management." Comment. 15
 - (b) "Community policing has become a victim of elite capture." Discuss the concept of community

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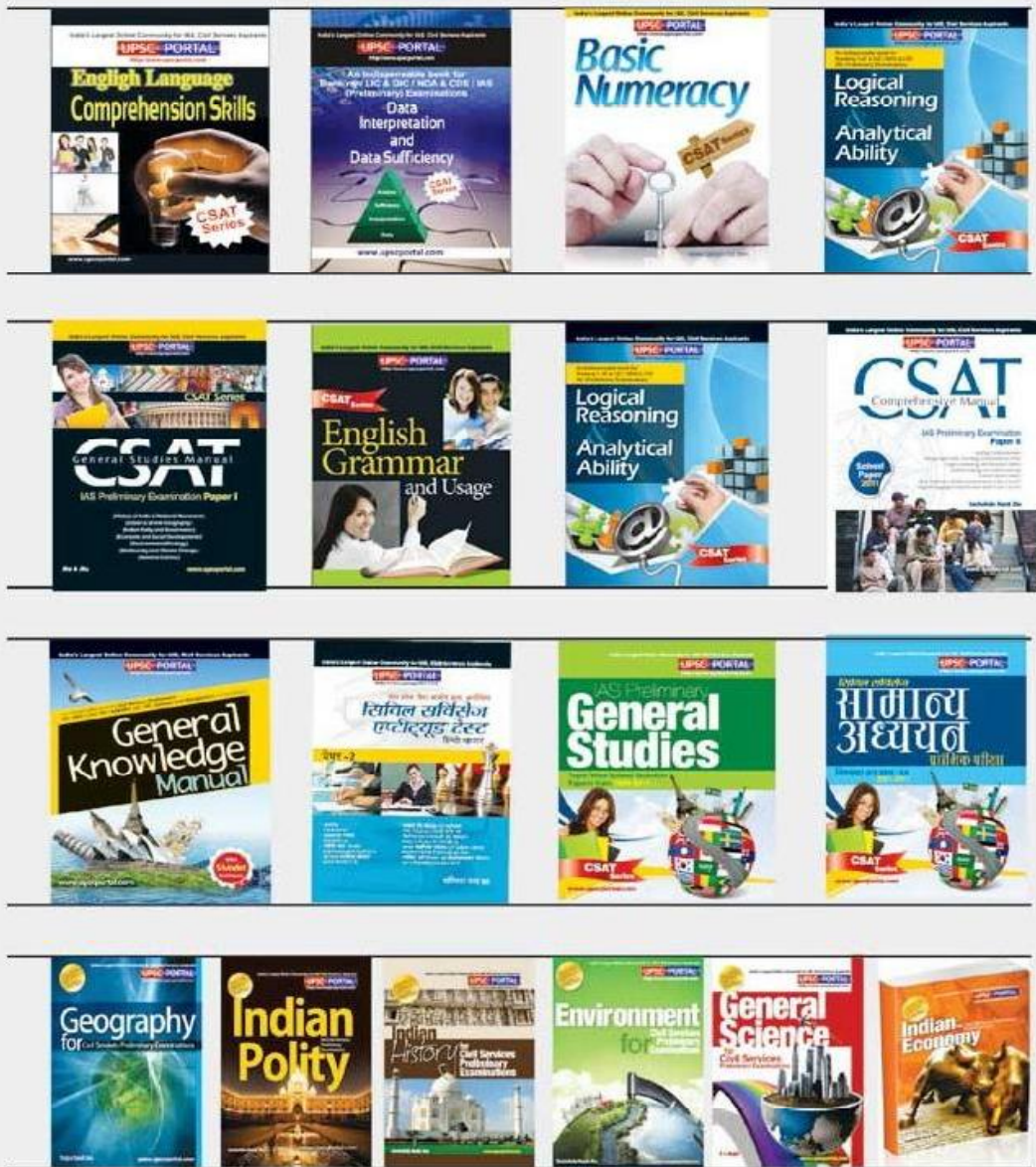
- policing and bring out the implications of the above statement. 30
7. (a) Can the holding company's structure act as in institutional change to add to efficiency? Give your answer with appropriate illustrations. 30
- (b) Examine the institutional vulnerability of municipal governance in the midst of an emerging spectre of multiple partnerships. 30
8. (a) (i) Identify the different conceptual categories of disasters. 15
- (ii) Write a note on the new culture of disaster management. 15
- (b) "Disaster insurance is desirable but not an easy proposition to implement." Illustrate with suitable examples. 30

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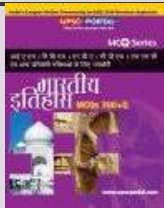
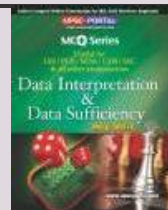
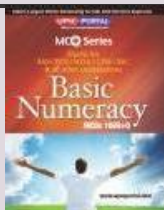
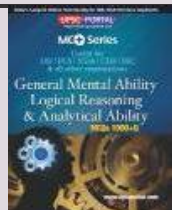
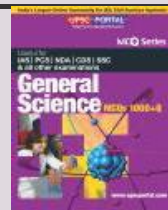
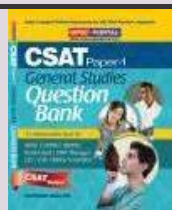
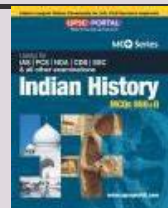
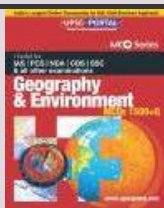
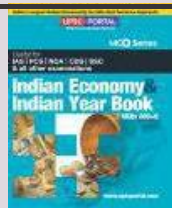
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