



**FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2016
FOR RECRUITMENT TO POSTS IN BS-17
UNDER THE FEDERAL GOVERNMENT**

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) 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 fund 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-2017
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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.** 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-2018
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PUBLIC ADMINISTRATION

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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
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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.** 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
COMPETITIVE EXAMINATION-2020
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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.** 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
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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.** 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.** Inspite 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
COMPETITIVE EXAMINATION-2022 FOR RECRUITMENT TO
POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT

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



FEDERAL PUBLIC SERVICE COMMISSION
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PUBLIC ADMINISTRATION

Roll Number

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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)**



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2024 FOR RECRUITMENT
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PUBLIC ADMINISTRATION

Roll Number

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PART-I (MCQs) : MAXIMUM 30 MINUTES	(PART-II) 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.	
(iii) There is no negative marking. All MCQs must be attempted.	

PART-I (MCQs)(COMPULSORY)

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

1. **With respect to one of the definitions, public administration as a field is mainly concerned with the means for:-**
(A) Implementing Political Values (B) Maintaining Cultural Values
(C) Promoting bureaucratic governance (D) None of these
2. **'New Public Management' (NPM) is a variant of public administration's:**
(A) Political Approach (B) Managerial Approach (C) Legal Approach (D) None of these
3. **Main structural elements of Max Weber's concept of bureaucracy include:**
(A) Hierarchy of authority (B) Career structure through specializations (C) Both (A) & (B) (D) None of these
4. **Stephen Robbins has organized the leadership studies into:**
(A) Trait, behavioral and political theories (B) Trait, behavioral and contingency theories
(C) Scientific management / need theories (D) None of these
5. **Maslow's theory of human motivation based on hierarchy of needs, also includes:**
(A) Self-actualization (B) Self-esteem (C) Both (A) & (B) (D) None of these
6. **In pluralistic public administration, the organizational structures are highly representative of the competing:**
(A) Bureaucratic and law enforcing groups (B) Political, social and economic groups
(C) Civil servants and police groups (D) None of these
7. **Recent literature on public administration in South Asian perspective highlights that main reason of rampant corruption in public offices of developing countries include:**
(A) Cultural and social phenomenon (B) Work life balance issues of employees
(C) Low salaries compared to private sector (D) None of these.
8. **In South Asian context, administrative reforms concerning administrative structures and procedures are undertaken to improve governance under the needs of:**
(A) Keeping in step with globalization (B) Moving towards privatization and deregulation
(C) Both (A) & (B) (D) None of these
9. **The 'Civil Service' structure, considered as backbone of public administration of Pakistan has been derived from:**
(A) British India Corporate Services (B) All India Muslims Civil Service
(C) Indian Civil Service (D) None of these
10. **In 1973 Constitution of Pakistan, the legislative lists dealing with all federation and provincial issues included:**
(A) Federal Constitutional List (B) Provincial development plans' List
(C) Local Government List (D) None of these
11. **As per constitutional provisions, appointment and removal of provincial governors in Pakistan rests with the:**
(A) Provincial Governments (B) Federal Government (C) As per decision of Senate (D) None of these
12. **The managerial approach to public administration promotes the organizations, essentially along the lines of:**
(A) Adam Smith's Productive Labor (B) Frederick W. Taylor's Scientific Management
(C) Max Weber's ideal type of bureaucracy (D) None of these
13. **The rationale for public administration to be an academic discipline and professional specialty was initially given by:** (A) Karl Heinrich Marx (B) Woodrow Wilson (C) Alfred Marshall (D) None of these
14. **The theory that highlights formal and informal governance structures within societies and examines individual's social processes is called:**
(A) Institutional Theory of Governance (B) Transitional Administration
(C) Contingency Administration (D) None of these
15. **Performance appraisals and periodic reports on the output of individuals and departments are part of the:**
(A) Performance Management System (B) Rewards awarding mechanisms
(C) Promotion and upgradation system (D) None of these
16. **Under the Civil Servants Rules of 1973; appointments, promotions, and transfers of civil servants in Pakistan are based on:** (A) Education and qualifications (B) Performance and annual reports
(C) Combination of merit and seniority (D) None of these
17. **Rational choice theory is based on the assumption that the person making a decision or taking an action will do so on the basis of his / her:** (A) Assessment of personal needs (B) Assessment of community needs
(C) Assessment of family needs (D) None of these
18. **Monetary policy involving use of different financial instruments to influence interest rates and money supply is prepared and implemented by:** (A) State owned stock exchanges (B) Consortium of commercial banks

PUBLIC ADMINISTRATION

19. **An organization's efficiency and effectiveness can be improved through the application of administrative principles falling under:**
(A) Administrative management theory (B) Bureaucratic management theory
(C) Scalar chain theory (D) None of these
20. **Public-private partnership is a contractual arrangement between government and private sectors for the delivery of:**
(A) Private services funded by public sector (B) Public services financed by private sector
(C) Both (A) & (B) (D) None of these

PART-II

NOTE: (i) Part-II is to be attempted on the separate Answer Book.
(ii) Attempt ONLY FOUR questions from PART-II. ALL questions carry EQUAL marks.
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- Q. No. 2.** To a large extent, contemporary concept of political neutrality grew out of 19th century civil service reforms. How do you look at these reforms in the following statements in relation with Pakistan? **(20)**
a. Public sector employees should not use their positions to advance the general political goals.
b. Public administration is not a politically neutral managerial setup, rather be considered in terms of political choices.
- Q. No. 3.** Many observers feel that the contemporary HRM practices in public sector organizations are too complicated to be efficient. Above in view, comment on the following with reference to Pakistan:- **(20)**
a. Recruitment, training, employment and development of human resource processes in public sector. Highlight shortfalls.
b. Accountability, performance evaluation and promotions / rewards of the public sector employees. Highlight shortfalls.
- Q. No. 4.** Corruption is defined as betrayal of public trust for private / personal interest. Above in view, answer the following questions:- **(20)**
a. What are main reasons of corruption in public sector and how it affects the organizational functioning?
b. As member of the civil society, what measures would you suggest to apprehend this practice and become a model setup?
- Q. No. 5.** In public administration, discretionary powers refer to the public office holder's authority to make, interpret and regulate policies. Above in view, answer the following questions:- **(20)**
a. What are the merits and demerits of discretionary powers with respect to organizational functioning?
b. In countries like Pakistan, do you support or oppose such powers in public administration? Give rationale in either case.
- Q. No. 6.** Theories of public administration provide intellectual base for formulating sound policies. In this context:- **(20)**
a. Enlist contemporary public administration theories. Explain two theories out of those for their application in Pakistan.
b. How would you differentiate between Classical and New Public Administration approach? Relate it to Pakistan's Public Sector.
- Q. No. 7.** Writers on public administration in South Asian Perspective opine that in corridors of high power, politicians use civil servants to realize their political / personal interests which in turn encourages nepotism and favoritism. Above in view, comment on the following:- **(20)**
a. Politico-social structure of Pakistan and its influence on the bureaucratic functioning of public administration mechanism.
b. Role of technology including e-administration like e-governance to make the systems free of possible malpractices.
- Q. No. 8.** Politicization of the bureaucracies is a common thread that runs through all the civil services especially in South Asia. Hence, the civil servant face difficult situations. Under this kind of situation, answer the following questions:- **(20)**
a. What lessons one can learn from the public administration of Western World as applicable in countries like Pakistan?
b. What strategy, would you suggest for Pakistan to keep public administration clean of politicization?



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2025 FOR RECRUITMENT
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PUBLIC ADMINISTRATION

Roll Number

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PART-I (MCQs) : MAXIMUM 30 MINUTES	(PART-II) 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. (iii) There is no negative marking. All MCQs must be attempted.	

PART-I (MCQs)(COMPULSORY)

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

1. **One of the Core Values of Public Administration is:**
(A) Social equity (B) Accountability (C) Positive Attitude (D) None of these
2. **The application of business practices in Public Management is called:**
(A) Public Administration (B) Public Management (C) New Public Service (D) None of these
3. **Who is considered as father of Bureaucracy:**
(A) Max Weber (B) Taylor (C) Drucker (D) None of these
4. **Network Governance promotes:**
(A) Inter-organizational coordination (B) Bureaucratic structure
(C) Formal association (D) None of these
5. **Proactive Strategies imply to:**
(A) Actions based on condition and circumstances (B) Reaction based on events
(C) Anticipation and prevention based on planning (D) None of these
6. **Organizational Structure is a:**
(A) Framework to perform managerial and operating tasks (B) Framework to solve issues
(C) Framework to bring social reforms (D) None of these
7. **MBO focuses on:**
(A) Performance against set targets (B) Performance against reactive strategies
(C) Performance against expectations (D) None of these
8. **“Wealth of Nations” is authored by:**
(A) F.W Taylor (B) Adam Smith (C) Woodrow Wilson (D) None of these
9. **Line-Item Budging includes:**
(A) Only inputs (B) Only outputs (C) Both (A) & (B) (D) None of these
10. **Rationalizing expenditure for economy can reduce:**
(A) Fiscal Deficit in government budget (B) Recreational activities
(C) Expensive projects (D) None of these
11. **Favoring political supporters by giving jobs is known as:**
(A) Spoils system (B) Referral system (C) Affiliate System (D) None of these
12. **Hiring and promoting people on ability is known as:**
(A) Merit system (B) Bureaucratic system (C) Spoils system (D) None of these
13. **Open System is:**
(A) More complex than close system (B) Simpler than close system
(C) Easier to handle (D) None of these
14. **Assigning work to others is known as:**
(A) Proscription (B) Delegation (C) Interdiction (D) None of these
15. **Where people are held responsible for their decision making is known as:**
(A) Autonomy (B) Own Responsibility (C) Self Sufficiency (D) None of these
16. **Diversity Management means:**
(A) Acknowledgment of difference among people and valuing them
(B) Identifying diversity based on exclusion (C) Ethnic identification (D) None of these
17. **Good Governance does not include:**
(A) Accountability (B) Nepotism (C) Answerability (D) None of these
18. **Good Governance implies:**
(A) Existence of honest government (B) Existence of fair judges
(C) Existence of honest civil servants (D) None of these
19. **One of the major challenges of local government is:**
(A) Inadequate devolution of power and functions (B) Adequate devolution of power and functions
(C) Inadequate evolution of power and functions (D) None of these

20. **Bureaucracy is considered as:**
(A) Traditional Authority (B) Personal Authority (C) Leadership Authority (D) None of these

PART-II

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

- Q. No. 2.** Discuss the core values of Public Administration. Also write a detailed analysis on the following: (20)
a. Concept of Traditional Public Administration.
b. Concept of New Public Management.
- Q. No. 3.** Explain the concept of Scientific Management. Also elucidate on: (20)
a. Network Governance.
b. Public Choice Theory.
- Q. No. 4.** Explain Policy Analysis and Evaluation. Furthermore, elaborate: (20)
a. Policy analysis process in Public Administration.
b. Areas of improvement in Policy Implementation in Pakistan.
- Q. No. 5.** Explain the principles of budgeting. In the same context, explain: (20)
a. Line-item Budgeting.
b. Performance Budgeting.
- Q. No. 6.** Public Employment in Pakistan has been facing challenges since ages, as it hinges between Spoil System and Merit System. In the above context, elaborate: (20)
a. Open system of public employment.
b. Close system of public employment.
- Q. No. 7.** What do you understand by delegation of authority and legislation? Explain the following in the same context: (20)
a. Principles of effective delegation of authority.
b. Steps in the process of delegation.
- Q. No. 8.** What are the functions of district Government? Explain the following: (20)
a. Issues of local government in Pakistan.
b. Post-Devolution local government challenges in Pakistan.



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2026 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) 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. (iii) There is no negative marking. All MCQs must be attempted.	

PART-I (MCQs)(COMPULSORY)

- Q.1. (i) Select the best option/answer and fill in the appropriate Box ☐ on the OMR Answer Sheet.(20x1=20)**
(ii) Answers given anywhere else, other than OMR Answer Sheet, will not be considered.
- The founding father of the theory of Bureaucracy was:**
(A) Herman Finer (B) Henri Fayol (C) Albert Lepawsky (D) None of these
 - Which of the following is not one of the core values of public administration?**
(A) Efficiency (B) Effectiveness (C) Bureaucracy (D) None of these
 - Which of the following best distinguishes Good Governance from New Public Management?**
(A) Emphasis on efficiency (B) Focus on public service delivery
(C) Stress on participation and inclusiveness (D) None of these
 - The process by which a manager assigns some of his total workload to others is:**
(A) Decentralization (B) Delegation (C) Centralization (D) None of these
 - The three components that compromise publicness and privateness in society are:**
(A) Bureaucracy, consistency and budget (B) Administration, management and organization
(C) Execution, regulation and structure (D) None of these
 - Which theory argues that bureaucratic behavior is driven by self-interest and utility maximization?**
(A) Human Relations Theory (B) Public Choice Theory
(C) Institutional Theory (D) None of these
 - The traditional theory of motivation is the theory of:**
(A) Fear and punishment (B) Participation (C) Motivation hygiene (D) None of these
 - Job enrichment:**
(A) Must be directed towards individuals (B) Must be directed towards groups
(C) Can be directed toward either groups or individuals (D) None of these
 - “Leaders are born and not made”, is a perception based on:**
(A) Contingency Theory of leadership (B) Trait Theory of Leadership
(C) Fiedler's Model of Leadership (D) None of these
 - Network Analysis assumes that _____ help one another because they believe that cooperation advances their goals.**
(A) Organizations (B) Interest groups (C) Bureaucrats (D) None of these
 - The New Public Management can be best described as:**
(A) Public administration in the 21st century (B) Application of business practices in public management
(C) A mechanism for improving service delivery (D) None of these
 - Which of the following best characterizes 21st-century public administration?**
(A) Emphasis on flexibility, networked governance, and citizen participation
(B) Strict adherence to hierarchical authority and rules
(C) Exclusive focus on bureaucracy and control (D) None of these
 - The famous fourteen principles of organization were given by:**
(A) Max Wener (B) Plato (C) Fredick Taylor (D) None of these
 - Which of the following is a core function of Public Administration?**
(A) Policy formulation and implementation (B) Political campaigning
(C) Private profit maximization (D) None of these
 - Management is a _____ use of resources.**
(A) Proper (B) Systematic (C) Maximum (D) None of these
 - Balancing and reconciling possible conflicts among goals is:**
(A) Optimizing (B) Communication (C) Inconsistency (D) None of these
 - Maslow’s highest need in his “hierarchy of needs” was:**
(A) Love of affiliation needs (B) Physiological needs (C) Esteem needs (D) None of these

PUBLIC ADMINISTRATION (2026)

18. **Supervision as a mechanism of control over subordinates is:**
(A) The most effective mechanism of control (B) As effective as input control
(C) More effective than behavior control (D) None of these
19. **In public sector planning, top-down approaches are most effective when:**
(A) Policy goals are clear, and objectives are non-controversial (B) Street-level discretion is critical
(C) Citizen participation is the primary driver (D) None of these
20. **In the context of 21st century public administration, which approach highlights collaboration among government, private sector, and civil society actors?**
(A) Classical bureaucracy (B) New Public Management
(C) New Public Governance (D) None of these

PART-II

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

- Q. No. 2.** Public Administration is inherently interdisciplinary. Conceptualize the field and discuss its linkages with five key related disciplines. **(20)**
- Q. No. 3.** In an era of increasing reliance on public-private partnerships, does Public Administration continue to remain central to effective governance? Discuss. **(20)**
- Q. No. 4.** Differentiate between classical and contemporary theories of public administration. How can these theories, which hold contrasting views, be integrated in modern complex public sector organizations? **(20)**
- Q. No. 5.** Differentiate between development administration and administrative development. Critically analyse the role of bureaucracy in development administration, especially in emerging economics like Pakistan. **(20)**
- Q. No. 6.** Separation of powers among the legislative, executive, and judicial branches is crucial for checks and balances and ultimately accountable public administration. However, maintaining this balance is highly challenging and leads to institutional conflict. To what extent have these conflicts strengthened or weakened accountability and public administration in Pakistan? Critically evaluate with empirical and constitutional evidence. **(20)**
- Q. No. 7.** Digital governance has changed the traditional bureaucratic models and service delivery frameworks. Critically evaluate how the integration of such technological approaches in developing countries' contexts reshapes administrative decision-making processes, ensuring accountability and transparency, maintaining administrative sustainability, considering the administrative capability constraints, and financial and ethical challenges. **(20)**
- Q. No. 8.** Write short notes on any **TWO** of the following:- **(10 each)** **(20)**
a. Causes of globalization
b. Challenges of Digital Governance
c. Evolution of Public Administration
