

This Paperset, is only for the UPSC aspirants with Public Administration optional Subject.

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Introduction

- There are plenty of no0bs applying for UPSC Civil service exam just because their papa said (JBPS) so or because they're unhappy with their current job in private company. It has become fashionable among such people to take "Public Administration" as their optional subject just because some seniors or coaching "sirs" advised them or just because they read that xyz topper had Public Administration.
- All they do is surf around internet, downloading webpages and PDF files but never take any "follow up" action (that is making notes or solving the downloaded question papers). **If you're one of them, either change your habit or don't bother wasting your internet bandwidth or hard-disk space, by downloading this Paperset.**
- [Unlike Compulsory Language papers](#), Nobody ever "FAILs" in Public Administration mains exam. After the paper is over, everyone says "*meraa paper acchhaa gaya*" and most of them get marks in the range of 100-140 in each of paper I and II. But That means less than 300/600 marks = no interview call OR even if you get interview call, your final rank will be quite low*, hence no selection in group A services (IAS, IPS, IFS, IRS et al).
- Therefore, Public Administration requires extremely serious and dedicated preparation. Just because you selected Public Administration as your optional, doesn't give you the Viceroyship of India or one way ticket to IAS. No optional subject is "Scoring" by itself, it is scoring only for those who pour in their heart, brain, blood and sweat into this

game, like Neeraj Singh, Om Kasera, and every other topper with Public Administration did.

- (*ofcourse there are exceptional individuals, but they've ability so pile up huge scores in GS, Essay and second optional to make up for the deficit in Pub.Ad score)

Earlier I had uploaded

1. [Compulsory English Papers of last 15 years](#)
2. [Essay papers of last 19 years](#)
3. [General studies \(Mains\) papers of last 25years](#)
4. [Studyplan on How to prepare Public Administration for UPSC Mains Exam?](#)
5. [5 Types of Players in UPSC Exam](#)

Now it's the time to ~~disce~~ upload Public Administration (Mains) papers of last 28 years.

But, the Million dollar question

Importance of Old papers

- The point is, Paper I of Public Administration contains theory. Whenever there is "theory", it is beyond the *aukaat* of UPSC to ask new questions, every time. So they any questions are recycled, rephrased, remixed and asked over and over again. Taylor and Fayol are prime examples. Ofcourse sometimes UPSC comes up with unique questions, like Niskanen's model in 2011's paper. But you're not aiming for perfect 300/300 in each paper (besides, it is unrealistic anyways). Your aim must be minimum 150+/300 in each paper of Public Administration (Mains) exam. Hence, command over theory / static portion is essential (same goes for GS [[Polity](#)] and [[Yearbook](#)] – AND those two topics overlap with Public Administration syllabus).
- So (if you're a serious player), you should go through all of these question papers, note down the "recycled" topics over the years and put heavy emphasis on preparing those topics (keyword notes, mindmaps, diagrams, skeletal answers, revision you know the drill).

- Same suggestion goes for many topics of Paper II: Evolution of Indian Administration, Union and State Government, President, Prime minister etc polity stuff.
- Caution: in the early 90s papers, they have asked some questions from the 'current affairs' of *that* era. So skip such question, they're irrelevant.

1979

1. Critically discuss the concepts of any two leading authorities on management subject. Examine their relevance in Indian context citing suitable examples. Do you foresee the emergence of a new or improved concept? Substantiate your views.
2. What does MBO mean to you? Prepare a detailed MBO programme for any one of the following organizations:
 - (a) A State Electricity Board.
 - (b) A Public Sector/Joint Sector dry cell battery manufacturing firm.
 - (c) A Public Sector Road Transport undertaking.
 - (d) Any other large-sized undertaking known to you.
3. In recent times, quantitative techniques are gaining increasing acceptance in the practice of almost all functional areas of management in India. Do you agree or not? Cite at least one example from each major functional area of management to support your case.
4. Draw a decision-tree to buy or decide as the case may be, any one of the following:
 - (a) Ten typewriters for your typing pool.
 - (b) Transferring a regional sales representative from one region to another.
 - (c) Switch regulators for a manufacturer of ceiling fans. Explain why you have drawn such a decision-free.
5. Describe the plus and minus points of the different methods of business forecasting and also explain the use of national income analysis in business forecasting.
6. Analyze the impact of restriction of credit facilities (to selected industries through commercial banks) on production, prices and economy as a whole.

Or

Variables involved in cost analysis are too many and in some cases/situations pose serious problems for empirical studies. Do you agree? Give reasons to support your view.

SECTION B

Answer only one question each from any two parts of Section B.

PART I (Marketing Management)

7. Discuss the problems and prospects of rural marketing in India. Identify the strategy followed by a few large firms in reaching the rural population in respect of any two of the following items: (a) Radio set.

(b) Branded footwear.

(c) Cosmetics.

(d) Kerosene.

What changes, if any, would take place in the approaches to rural marketing in India? Explain.

8. Critically evaluate the working of the public distribution system in our country. If you are appointed as a consultant to modernize or restructure the public distribution system in our country, how would you go about it? Explain each step.

PART II (Production and Materials Management)

9. A Plant produces three products and uses a two step-process for each product on two machines.

(a) Name the method you would employ to find out the number of units of each product to be manufactured in order to maximize the gains.

(b) By allocating processing time and amount of profit per unit of product (Use any figure as you please), find out the maximum gain.

10. Carry out ABC analysis in any one of the following cases and explain each step by using necessary figures:

(a) A public sector watch-making company.

(b) A construction corporation.

(c) Any other manufacturing company.

PART III (Financial Management)

11. The performance of the past three years of a manufacturer is follows: 1976 1977 1978

Production —units 9,000 7,000 11,000

Sales —units 9,000 7,000 11,000

Sales —Rs. lakhs 270 260 480

Net Profits —Rs. lakhs 85 55 170

On the basis of the past performance as given above, the management of this monopoly firm accepted the following additional financial commitments:

(a) 15% of increase in the pay scale of all categories of employees. -,

(b) Sanctioned Rs. 20 lakhs for worker's housing scheme.

(c) Set apart Rs. 2 lakhs for providing-loans to workers for the purchase of

bicycles, scooters and cars.

(d) Finalised a scheme of expansion for doubling of production capacity. If you were the decision-making authority, what you would have done? Give reasons.

12. Describe the strong and weak points of financial management in the public sector in India. Suggest means to strengthen the strong points and rectify the weak points.

PART IV (Personnel Management)

13. In the present day Indian context, most of the selection processes are virtually a kind of "elimination" process only. Do you agree or not? Give reasons.

14. Do you think that the appointment of workers' representatives in the governing council of industrial undertakings would create an atmosphere for industrial peace in India? Substantiate your points.

PAPER - II

SECTION A

1. Public administration consists of all those operations having for their purpose fulfillment of or enforcement of public policy. Critically analyze the statement, suggest change (s). If necessary, giving suitable examples. What approach will you suggest to the study of public administration?

2. Any undertaking to be effectively managed must be efficiently organized.

Explain and state how you will ensure an efficient and effective organization structure in the following two cases: (i) Ever expanding unit, and

(ii) The one concerned with a huge, highly complex, interrelated but uncertain development and production undertaking.

3. (a) Degrees of decentralization may and often vary from department to department and from one unit to another notwithstanding similarity in their size and nature of operations. Do you agree? Substantiate your views citing appropriate examples.

(b) Why is it that span of control at chief executive level is usually narrower than that at operative level?

4. (a) Examine the validity of the statement "Scientific decision-making and bias in decisions cannot go together". Support your answer with examples.

(b) How far can delegation of decision-making authority help in improving motivation?

5. (a) As in-charge of organization and methods office, how will you ensure its effective working? What will be your responsibilities?

(b) What is performance budgeting? Assess its role in improving administration.

6. Comment on the following:

(a) "Administration, in the final analysis, is a human problem — to deal with human beings, not with some statistical data."

(b) "Administrators are born not made."

SECTION B

7. (a) Describe the role of public administration in our country in relation to economic growth and social justice.

(b) How does Finance Ministry exercise control over public expenditure in India?

8. (a) Give the functions & role of Public Service Commission in Administration.

(b) Explain the role of Bureau of Public Enterprise for the management of public undertakings.

9. Comment on any two of the following:

(a) "If our independence is to reflect the people's voice, the greater the power of the Panchayats, the better for the people...."

(b) "A committed bureaucracy can be a tool of smooth realization of national objectives in India."

(c) "Administration is culture bound."

10. What is District Administration? Explain the role of the district collector. How can he act as a change agent in the society?

11. Write short notes on any two of the following:

(i) Redressal of Citizens' Grievances.

(ii) Corruption in Public Administration.

(iii) Generalist and Specialist in Public Administration.

(iv) Planning at National Level.

1980

PAPER - I

SECTION A

1. "Administrative ability required of a leader in public administration or industrial administration may be the same. But managerial ability in industry or business includes (a) a "commercial or business" mind and (b) "some take in business." Discuss the validity of or otherwise the statement in Indian

context.

2. (a) "Executive effectiveness increases with delegation." Critically evaluate this concept. (b) Cite two situations where centralization would be more effective than decentralization.

3. (a) Explain the processes of intra-group behaviour and inter-group relations in an organization.

(b) In what way the knowledge of the processes of group behaviour would help a manager? Give reasons.

4. (a) "Man is a non-linear machine; a machine that is programmed with a tape, one cannot find anywhere; a machine that continually changes its programming without any prior warning; a machine that may try to out guess one in one's attempts to find out what makes the machine tick." — Comment.

5. (a) Clarify a linear programming model and try to identify the limitations of linear programming.

(b) A platoon commander has been given instructions to protect a small village from the frequent attacks of guerillas that operate from the jungles surrounding the village. The commander has two heavy tanks and five light tanks under his control. The number of men required to operate each heavy and light tanks is four and two respectively. There are twelve men who are trained in operating both types of tanks. No doubt, the fire power of the heavy tanks is three times that of the light one. The commander feels that the light tanks would be more effective in thick jungles. He is waiting for your advice as LP expert. With the help of graphical LP model determine the number of tanks of each type to be put into operation to obtain the maximum fire power.

6. Project the relative advantages of "discounted-cash-flow" and "pay-off-period" techniques employed in capital budgeting.

SECTION B

Answer only ONE question each from any two parts of Section B.

PART I (Marketing Management)

7. "Marketing concept changes in line with the stage of development of an industry or economy, but the concept at a given stage of development is the same in any industry or economy." Comment.

8. "Price decisions are often guided by cost and demand considerations, but prices, are not normally decided by these factors." In the light of the above statement explain the three approaches to pricing a product or service.

PART II (Production and Materials Management)

9. (a) As a purchasing manager of a large sized undertaking what considerations will you weight to decide if E.O.Q. should be used for placing orders or periodic ordering should be followed? Does E.O.Q. need no revision?

(b) Purchase manager of a big undertaking was often blamed for shortage of supply of one or the other item. Both the production manager and sales manager often accounted for the poor performance by saying that supplies were not available on time. So the purchase manager solved the problem finally and was feeling happy that he had procured enough of all materials so as to last for two years. What would you have done if you were the purchase manager?

10. (a) Distinguish between PERT and CPM?

(b) The estimate of a project to be completed at the shortest possible time is required urgently.

Make use of the following information and answer the questions given below:

Activity Preceding

Activity

Normal time (days)

Crash time (days)

Normal cost Rs. ('000)

Crash cost Rs. ('000)

A-B - 20 16 9,000 11,000

A-C - 25 25 1,900 1,900

B-C A-B 10 7 4,500 7,300

B-D A-B 12 8 4,000 7,000

D-D A-C, B-C 5 2 4,400 7,500

D-E B-D, C-D 10 6 4,500 9,000

(i) Draw the activity network for the project.

(ii) Find the total float and free float for each activity.

(iii) Crash the activity step-by-step untill the shortest duration is reached.

PART III (Financial Management)

11. During the past few months a large number of public, private and joint sector undertakings in India have launched campaigns for rising "fixed deposits" from the public shareholders and employees. To what extent these establishments are going to be benefited by this strategy? If the present inflationary trends get reversed in two to three years time, what would be its effect on the policy of raising fixed deposits at such rates as is being done

now?

12. (a) The financial ratios derived from the accounts of a company for the financial year 1979-80 and the standard ratios adopted by the company are as follows:

Ratios Actual Standard

Current ratio 4 2

Liquidity ratio 2 1

Proprietary ratio 0.5 0.7

Debtor's velocity 70 days 90 days

Stock velocity 8 12

Net Profit/Sales 7% 10%

Net worth/turnover 10 14

Creditors' velocity 30 days 45 days

Gross Profit ratio 20% 20%

Comment on the performance of the company.

(b) How would you go about fixing standard ratios? What precautions would you take for minimizing errors in standard fixing? Give reasons.

PART IV (Personnel Management)

13. (a) One of the achievements of trade union activities in industry in India is the increasing role they have played in increasing the management to evolve and publish clear personnel policies. Enumerate the points covered in a well-developed personnel policy.

(b) Excessive involvement of trade unions in the development and implementation of personnel policies of an organization is causing considerable harm to the society, consumers and organization. Comment.

14. "Bonus means deferred wages." Do you agree? Describe the salient features of the Bonus Act. "The Bonus Act is a bane for some and benefactor for others." Give your points of view.

PAPER - II

SECTION A

1. (a) "Public Administration performs a dual role administrative process e.g.

(a) it provides an informed professional input for the formulation of the policy and (b) it helps in implementing and evaluating the policy." Critically examine the statement.

(b) "Resistance to change is a big hurdle in bringing about changes in an organization so as to make it 'more effective.'" Explain the statement and describe how structural and human approaches can be instrumental in

overcoming the resistance and bringing about the required change in the organization

2. (a) Critically examine the process of managerial planning in a large-sized organization and describe the major environmental factors which affect that process in the organization.

(b) Comment: "Information is blood for the organization."

3. (a) Critically examine the "Span of Control" concept in Administration and show its relationship to the number of levels of authority. Also discuss in brief its limitations in practice.

(b) "Delegation is the corner-stone of sound administration." Do you agree? Substantiate your views citing examples.

4. (a) Decision making is "conscious choice among several available alternative". Discuss.

(b) Comment: "Government must be both competent and compassionate at the same time."

5. (a) How does budgetary control act as an instrument of co-ordination.

(b) What is "Work Study"? Describe its role in improving administration

SECTION B

6. Critically analyze the following statements:

(a) "Administration means to serves people and nothing should be allowed to take precedence over this fundamental concern."

(b) "Financial Administration is a vital institution for economic and social change in a poor country."

7 (a) Discuss the special problems of public enterprises in India from the view point of general administration, and accountability.

(b) Analyze the relationship between the Centre and States in India. Does it call for any .change? Why?

8. State the role of local self government iii a parliamentary democracy. Do you think that local self government institutions constitute the foundation of democracy?

9. (a) Comment: "The problem of citizen's grievances is not so much of wrong decision as of administrative delays and official unresponsiveness."

(b) What do you understand by the morale of the civil service? What are the factors which influence it?

10. Write critical notes on any two of the following:

(1) Relationship between political- and permanent executives.

(2) People's participation in Public Administration.

- (3) Administrative reforms.
- (4) Headquarters and field relationship.

1981

PAPER - I
SECTION A

1. Answer any Three of the following is not more than 200 words each:

(a) Systems approach to organization has great scope in India now. Do you agree? Support your points citing examples.

(b) "As the family income increases the proportionate amount of money spent on food decreases..." To what extent professionally managed institutions exploit this theory to their advantage?

(c) Distinguish between market forecasting and sales forecasting.

(d) It is neither Theory X nor Theory Y that we need but some other theory. Comment.

2. When MBO approach gets full acceptance, the Line and Staff conflict will diminish. Explain MBO concepts and Line and Staff functions and by to validate your viewpoints on the above statement.

3. Research studies in behavioral science have identified different styles in management. Explain the effectiveness and limitations of each style. Which leadership style would you prefer and why?

4. (a) Final ranking of the selected candidates for a job by the members of the Selection Committee, namely, X, Y and Z are as follows: Serial Number of Ranks Awarded by the candidate X Y Z

1 2 1 2

2 5 2 1

3 6 6 3

4 1 3 4

5 4 5 6

6 3 4 5

(i) Determine the correlation coefficient between the ranks given by X and Y; Y and Z; X and Z.

(ii) Comment on the use of correlation coefficient as a measure of agreement between the judges.

(b) Draw a suitable bar diagram to illustrate the following data:

India's Imports and Exports in Crores of Rupees

Year: 1950-51 1960-61 1970-71 1977-78

Imports: 650.21 1139.69 1634.20 6068.60

Export: 600.24 660.22 1535.16 5375.08

Explain the advantages of presentation through bar charts.

SECTION B

PART—I (Marketing Management)

5. Answer any three of the following is not more than 200 words each:

(a) The ex-factory cost of an electric hot plate is Rs. 450. What should be the selling price to earn 20% profit on sales? Apply the formula to arrive out the answer.

(b) A recently conducted marketing survey revealed that 68% of the consumers of a popular 'white' beverage bought only 32% of their production while the remaining 32% of the consumers consumed 68% of the production. Explain the factors responsible for such state of affairs.

(c) Distinguish between market segmentation and product segmentation.

(d) For achieving real 'quality of life' and ultimate survival of mankind 'de-marketing' and 'counter-marketing' strategies have a vital role in the coming years. Comment.

6. (a) Under what circumstances would you prefer price discrimination? Substantiate your points with suitable examples.

(b) You are making and selling stabilizers which are available in the market for prices ranging between Rs. 250 and Rs. 400 per unit. Your production capacity for a given period is 400 numbers. The break-up of production, selling and distribution costs are as follows: Production costs : Fixed Rs. 20,000 Variable Rs. 150/unit

Selling costs : Fixed Rs. 4,000 Variable Rs. 40/unit

Distribution costs : Quantity Total Costs

For 50 numbers Rs. 5,000

100 numbers Rs. 9,000

150 numbers Rs. 12,000

200 numbers Rs. 14,000

400 numbers Rs. 18,500

The total capacity of the industry is 120% of the estimated demand of which your capacity is 40% of the estimated demand.

(i) Find the break-even price for 200 and 400 stabilizers.

(ii) Suggest the maximum price that you would quote per unit. Give reasons.

7. (a) Exports or perish' vs. 'Export and perish'. Describe the validity or otherwise of each of the slogans cited above.
- (b) In your view what types of products India should export and what type of promotional support and incentive the exporters should get from the government.

PART - II (Production and Materials Management)

8. Answer any three of the following is not more than 200 words each:
- (a) Increased mechanization is a necessary evil for the economic development of the country. Do you agree? Give reasons.
- (b) Value analysis and value engineering are one and the same. Comment.
- (c) Distinguish between standardization and variety reduction citing two examples.
- (d) Draw one layout each for a 'continuous process plant' and 'batch process plant,' showing the flows distinctively.

9. (a) Suggest a formula for arriving at Economic Batch Quantity for manufacturing.

- (b) The details of a part to be machined. are as follows: Annual requirements : 2400 pcs

Machine rate : 10 pcs/shift

No. of working days in the year : 300

Cost of machining a component : Rs. 100 per piece

Inventory carrying cost per annum : 12% of value

Setup cost per machine : Rs. 400 per setup

Find out

- (i) Optimum lot sizes for machining and
- (ii) average finished product inventory

10. (a) Differentiate between scheduling and sequencing in production.

- (b) A printing press has to prepare four reports. The process involved and the time required per activity are shown below:

Report 1 2 3 4

Printing 8 7 6 12 hours

Binding 3 8 12 7 hours

Determine the optimum job sequencing.

PART — III (Financial Management)

11. Answer any three of the following in not more than 200 words each:

- (a) Explain 'performance budgeting' and its role in management control.
- (b) What is meant by 'acid test ratio'? Prove its importance by quoting

situations. Explain the limitations in the use of ratios.

(c) Describe leasing and subcontracting and point out their advantages in the present-day Indian context.

(d) 'Social objectives' seem to be a cover for the bungling of finance management. Comment.

12. (a) Sources of long-term finance are many. Explain the advantages and disadvantages of each source.

(b) A member of a leading hotel group issued to the public 7,50,000 on 13.5% compounded halfyearly secured convertible cumulative debentures of Rs. 100 each for cash at par. Explain the salient features of this issue.

13. (a) Explain the determinants of working capital.

(b) In the light of the information given below compute the requirements of working capital for a new unit proposing to manufacture a milk-cooker of one standard size to begin with.

Estimated annual production : 1,00,000 numbers.

Estimated cost per cooker : Raw materials Rs. 120

Wages Rs. 40

Overhead Rs. 20

Depreciation of fixed assets Rs. 20

Proposed selling price : Rs. 240 per cooker.

Raw materials are procured on cash. Minimum stock level of raw materials is fixed at 3 months

requirements. Sales realization is on an average 3 months after production.

PART—IV (Personnel Management)

14. Answer any three of the following in not more than 200 words each:

(a) How would you go about planning the man power requirements of a fast expanding company in consumer goods industry employing one thousand persons which include one hundred and twenty in the supervisory and executive level?

(b) Government's tripartite machinery is effective. Comment

(c) Employee morale in the organized sector in India is low now. Do you agree? Give reasons.

(d) Describe the factors which influence discipline in industry. Suggest alternate approaches to solve the problem of indiscipline.

15. (a) Personnel selection policy should provide for effective techniques for diagnosing the strengths and weakness of the candidates. Explain each technique.

(b) Prepare an interview rating sheet for the selection of management trainees for a large public sector undertaking. Assign weight age to each trait you look for in the candidates. 16. (a) Name the authorities constituted under the Industrial Disputes Act, 1947 and explain their functions.

(b) List the authorized deductions from wages under the Payment of Wages Act, 1936.

PAPER - II

SECTION A

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

(a) "Public Administration is not an end in itself but merely a tool of government and servant of the community."

(b) The character of business is molded by its objectives, its technology and its human and financial resources.

(c) "Administration is the marshall of techniques and the lieutenant of policy."

(d) "Individuals jn groups respond better to motivation attempts."

2. (a) Discuss the importance of 'organization structure' in managing an organization. What factors would you bear in mind while designing the organization structure of a company? Explain with an example. (b) Comment : "Organization change and development have become imperative in yiew of dynamics of external environmental conditions and internal tensions and strains."

3. (a) Discuss : "Decision making is one of the principal. duties of an administrator," How can he use delegation and exception principle, so that decisions may be more effective?

(b) "The outcome of an organization in the final analysis depends on the quality of leadership and management of different levels." Comment.

4. (a) Comment : "It is not the change, technological or social, but the interest, short-term or longterm, which generates resistance in an organization."

Suggest human and structural approaches for overcoming the resistance for the desired growth of the organization.

(b) What are essential ingredients of the system of 'Management by objectives'? How would you make MBO operational in a personnel department? Give one example. **SECTION B**

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

(a) "Public Administration has to be sensitive and responsive to people's needs as they are its consumers."

(b) "Radical change is inevitable in judicial system as people in general are

fast losing confidence in the institution."

(c) Should Civil Servants be allowed any participation politics?

(d) Role of financial institutions for social justice and economic growth.

6. (a) Discuss the nature of Federal Government and the conditions for its successful working.

(b) "Bureaucracy thrives under the cloak of ministerial responsibility in a parliamentary democracy." Examine the role of Civil Service in the light of this statement.

7. (a) "Personnel Administration has too much feudalistic heritage, too much intellectual orientation, too little administrative action and human relations orientation and is too defensive of the rights of existing staff." Examine the role of Public Service Commissions with regard to above statement (b) 'In-built delays in Public Administration result in corruption and frustration for common people.' Comment

8. (a) "Business management is guided by specific but socially narrow tests of resource efficiency which can be confined to the firm in question. The equivalent tests for government must refer ultimately to the welfare of the whole society. Examine the difference between private undertakings and public undertakings in the light of this statement. (b) Comment: "local self-government is the foundation of democracy."

1982

PAPER - I
SECTION A

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

(a) Explain Motivation Hygiene theory of Herzberg, with examples from Indian situation, so as to clearly bring out the factors which motivate, and also factors which neither demotivate nor motivate.

(b) What is Managerial Grid? What does it emphasize? What is its importance?

(c) State the utility of National Income analysis for business forecasting. Give examples. -

(d) Describe the role of Decision Tree in decision-making with appropriate illustration.

2. How will you proceed to design the organizational structure of a large-sized Indian Joint-stock Company? Which of the organization theories will

you like to rely upon for the purpose?

3. Narrate the applications of Linear Programming for decision-making in an industrial organization. Also list the limitations

4. It is said that cost calculation for decision purpose is full of difficulties and therefore extremely complex function Do you agree? Give reasons.

SECTION B

PART I (Marketing Management)

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

(a) Marketing mix is only a different name given to marketing strategy
Comment.

(b) Enumerate the decisions required for branding a product Is branding a social evil? Why or why not?

(c) What are the functions of distribution channels? What of these functions should be and are being discharged by Public Distribution System in India?

(d) How should a manufacturer of a consumption good go about pricing his product assuming that his market share is 70%?

6. (a) Does environmental change affect the marketing plans of a manufacturer? Explain in the context of rural and urban marketing in India.

(b) What kind of information must be collected and what decisions should be taken before one starts exporting his product?

7. Textile Mills in India often employ company salesmen to call on retailers although they use wholesalers to reach retail outlets and also have their own retail shops. Why do they do so?

PART II (Production and Materials Management)

8. Answer any three of the following in not more than 200 words each:

(a) It is the scale of operations which always indicates whether a manufacturing system is to be continuous or intermittent. Do you agree?

Justify your answer.

(b) Does quality control help cost reduction in any way?

(c) Is it necessary that Economic Order Quantity and A or B or C class items of inventory be reviewed by management from time to time? Give reasons.

(d) Explain the role of simulation in production planning.

9. (a) How will you proceed to balance an assembly line? Give an example.

(b) State the uses of Queuing Theory in the context of production management areas.

10. Explain step by step procedure for plant design.

PART III (Financial Management)

11. Answer any three of the following in not more than 200 words each:

(a) Why should shareholders and creditors of a company be concerned with leverage ratios? Suitably illustrate.

(b) Describe the role of India in the sphere of Industrial finance in India.

(c) Appraise the dividend policy of a company which, since 1980, has been earning nearly Rs. 20 per share, Rs. 10 paid up and declaring 20% dividend. Quoted value of share in the market is Rs. 80.

(d) Companies interested in raising funds through debentures or new equity issues often announce that they will apply for listing on a stock exchange.

Why do they do so?

12. How does the financial structure of a company affect the cost of capital?

13. Explain the procedure and criteria for taking decisions regarding investment expenditure.

PART IV (Personnel Management)

14. Answer any three of the following in not more than 200 words each:

(a) What are the elements of well-developed personnel policies? Are the policies static?

(b) Outline a training programme for managerial personnel relevant to Indian situation.

(c) Payment of Bonus in India is an incentive. Comment.

(d) Discuss the merits of promotions vis-à-vis new appointments for manning top management vacancies.

15. Discuss the pros and cons of Collective Bargaining.

16. (a) Will workmen's participation in management mitigate industrial unrest? Give your views.

(b) Narrate the main provisions of Indian Factories Act.

PAPER - II

SECTION A

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

(a) "Administrative practices and managerial techniques enable the various organizations of a society to fulfill their responsibilities and to execute their programmes."

(b) 'Bureaucracy is an instrument for societal relations of power.' (Weber).

(c) 'The separation of administration from politics is not possible.'

(d) 'Whitley Councils are functional imperatives.' (Gladden).

2. (a) 'Theories of organization serve as guidelines to the management.' Explain with illustrations.

(b) 'Delegation is less flexible than deconcentration.' Explain.

3. (a) 'Throughout the whole field of management the military type of organization should be abandoned and what may be called the functional type substituted in its place.' (Taylor). Examine.

(b) 'The essential ingredient of successful administration and effective management in modern society is an efficient system of personnel management.' (Dimock). Discuss.

4. (a) 'Performance budgeting is a handmaid of business management.' Discuss.

(b) Discuss some of the more important O and M techniques of administrative improvement.

SECTION B

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

(a) 'Planning is a centralized process that erodes the federal structure.'

(b) 'The political executive in India demoralizes the permanent executive.'

(c) 'Recruitment to Central Civil Services in India goes in favour of well-to-do people.'

(d) 'Public Undertakings in India suffer loss because of extravagant bureaucratization.'

6. (a) 'Parliamentary control over Five-Year Plans is a myth.' Examine.

(b) 'Secretariat organization is a burden on the taxpayers lacks accountability for failure of policy execution; and is a symbol of ivory tower administration in India.' Discuss.

7. (a) 'Finance Ministry's control over public expenditure is unproductive.' Discuss with the help of illustrations.

(b) 'NDC's role in plan formulation is that of shadow boxing'. Discuss.

8. (a) 'Generalists are impediments to targets attainment in a development administration.' Discuss.

(b) 'There is a need for an Administrative Tribunal attached to each Ministry with judicial powers to redress grievances of citizens against the decisions of the Ministry.' Examine.

1983

PAPER - I

SECTION A

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

- (a) What is a Matrix type of organizational structure? What are its salient features? Is it more effective than the other ones in present context of human aspirations and attitudes? Why or why not?
- (b) Minimax Criteria and Expected Monetary Value have limitations which must be noted well by decision-makers for decision-making. Explain with examples.
- (c) What is Simplex Method Duality? Describe its utility.
- (d) State if demand analysis has any importance for a firm which is not free to set the price of its product.
2. To remain effective no organization can continue to be Static yet great caution is a must to bring about any change. Substance.
3. (a) Should price of a product conform to cost changes? Why or why not?
- (b) In India, business managers are much concerned with fiscal policies as these influence their growth plans. Do you agree? Give reasons to support your answer.

SECTION B

PART I (Marketing Management)

4. Answer any three of the following in not than 200 words each:
- (a) Consumerism is shame of marketing. Comment.
- (b) Define the tasks and responsibilities of marketing manager of (i) an automobiles company,
- (ii) a fertilizer manufacturing company.
- (c) Establishing consumers' real needs is a complicated process that requires all the latest techniques of in-depth market survey. Explain.
- (d) How will you determine sales quota for different market segments when market share is proposed to be increased from 10% to 15%? Give an example.
5. (a) A new firm engaged in exporting goods has been facing problems like shipment rejections, payment refusals. What should the firm do to resolve the problems and prevent their recurrence?
- (b) Can every exporter avail of all the incentives for exports?
6. Successful market introduction of a new Brand is a severe test of competence of all members of the marketing management team. Clearly explain.

PART II (Production and Materials Management)

7. Answer any three of the following in not more than 200 words each:
- (a) How is plant size determined? How will you examine the merits of a choice of a single plant with a capacity of 5000 tons vis-à-vis 5 plants each with a

capacity of 1000 tons to meet a product demand which is likely to grow from 1000 tons to 5000 tons over a period of 5 years?

(b) Enumerate basic management decisions which should be communicated to a layout planner. How will he proceed to develop a good layout?

(c) Production scheduling in job-shop type of manufacturing system is more complicated than that in a continuous process system of manufacturing. Explain. Also name the quantitative techniques useful for the purpose.

(d) What is Reorder point? How is it ascertained? Give an example.

8. 'Look', once remarked a materials manager, "there was a time when production men often complained about materials shortages. So I built up inventory of materials which will meet the requirements for three years. But they are not using the materials and I am finding fault with them.' Discuss the pros and cons of the action taken by materials manager. State what you would have done.

9. (a) Assuming that 100 units per day shift per month can be produced, write a production plan to meet sale forecast of 1200 unit per annum.

(b) State the considerations one must weigh to decide if any change should be made in production plan in case the estimated monthly sales actually exceed or fall short of the average 100 units by 20% to 40% from month to month.

PART III (Financial Management)

10. Answer any three of the following in not more than 200 words each:

(a) Accounting ratios are more useful in raising questions for further enquiry rather than making firm conclusions. Explain with appropriate examples.

(b) Is the new issue (of equity or debentures) under priced? Why or why not?

(c) Describe the salient features of Indian Capital market.

(d) Explain performance budgeting and its utility and limitations, if any.

11. Management policies and effectiveness of control significantly influence the financial requirements of a firm and so do the Government's fiscal policies substantiate the statement giving one instance from fixed assets and one from current assets.

12. (a) Will you approve debt financing of an expansion plan of a closely held private company if it promises 36% return on investment and requires lowering of dividend rate by 2% and payment of interest at the rate of 18% for a period of 10 years ? Give reasons.

(b) Examine the view that appraising investment for expansion differs from that for replacement investment

PART IV (Personnel Management)

13. Answer any three of the following in not more than 200 words each

(a) Narrate the specific issues related to Man-Power Planning in the context of changing socioeconomic and technological environment of an enterprise;

(b) Discuss the role of sensitivity training in development of managerial personnel in a traditionally managed organization.

(c) What is Government's tripartite labour machinery? Describe its working.

(d) Domination of Indian Trade Unions by outside leadership is at the root of industrial indiscipline. Examine critically.

14. (a) Motivation is a matter of employee attitude and environment. There is very little that managers can do anything to motivate people. Do you agree? If so, why? If not, why not?

(b) Explain how managers should deal with conflict/s witnessed almost in every organization.

15. (a) Define the aim and scope of Industrial Disputes Act.

(b) Give briefly your views about present state of Industrial Relations in India.

PAPER - II

SECTION A

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

(a) 'Administrators are... the stabilizers of society and the guardians of tradition. They are stabilizers in both a positive and a negative, sense.

(b) 'The principles' (of organization), 'however convenient as a shortcut method of thinking, are only guides in action. If they become rules — rigid — they lose their utility.'

(c) 'Leadership is influence with people, not power over them'

(d) 'Decision is essentially a process rather than an isolated act without continuity in time.'

2. (a) Development Administration 'covers a wide horizon and includes not merely the creation or utilization of material resources but also the change in outlook, customs and institutions.' Explain.

(b) Discuss the utility and limitations of behavioral approach to the study of Public Administration.

3. (a) 'Authority is not based upon formal position but on the capacity to act in accordance with the 'law of the situation' Discuss.

(b) 'One of the great needs of modern public administration is for the generalist— the coordinator — who has the genius to build something worthwhile out of the special efforts of individual performers.' Discuss the

statement and also point out the factors that limit the degree of coordination that can be achieved in any given organization.

4. (a) Discuss the role of the Chief Executive and examine the view that 'political management is the first function of the Chief Executive.'

(b) 'When the executive branch seems to be getting out of hand...the legislature has many ways to put administrators in their place, if it has the will and the wit to do so. The legislature also has many ways of checking on the manner in which public administrators discharge their legal mandates.'

Elaborate.

SECTION B

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

(a) 'The State shall take steps to separate the judiciary from the executive in the public services of the State.'

(Article 50 of the Indian Constitution)

(b) 'In the context of the colonial background of Indian administration, any significant administrative reform is apt to diffuse the power and authority of the bureaucracy which, armed with this fore knowledge, mobilizes itself to frustrate or ritualize it.'

(c) 'Both democracy and the party system as has evolved in India have tended to bring down the prestige and the standing of the Chief Minister's office.'

(d) 'People's participation in administration in India has largely been a myth.'

6. (a) Examine the view that the system of parliamentary democracy has tended to undermine the effectiveness of administration in India.

(b) 'The well-ordered bureaucracy left by the British has not yet been replaced by an equally wellordered one more fitted to the needs of the new planning and welfare State.' This observation was made about twenty years ago. How far is it valid today?

7. (a) Examine the organization and functions of the Railway Board. Do you think that it should be replaced by a statutory corporation? Give reasons for your answer.

(b) What changes, if any, in the organization and functions of the Planning Commission do you consider necessary to make it a more efficient agency for planning?

8. (a) Discuss the changes introduced in the role of the District Collector since Independence. Do you think that some important components of district administration have suffered as a result of these changes?

(b) 'The discussion of the official-non-official relationship in Panchayati Raj...in

terms 'of mutual goodwill, understanding and a bonhomie without a careful analysis of the structural relationship of the Panchyati Raj would be merely an over-simplification.' Examine.

1984

PAPER - I

SECTION A

1. Answer any three of the following in not more than 200 words each:
 - (a) Critically examine Rensis Likert's contribution to organization theory.
 - (b) Distinguish between "trait" theory of leadership and situational" theory of leadership. Which leadership theory would be more relevant to the developing Countries?
 - (c) Explain the difference between "job enlargement" and job enrichment".
 - (d) Why may a budget be considered both a plan and a means of control?
2. What led Chris Argyris to believe that close adherence to the classical principles of designing organizations is unwise? Examine his thesis for designing a large public sector organization in India.
3. What conditions must be fulfilled if linear programming is to be used for decision-making in an industrial organization? Does linear programming make use of the laws of probability? In which areas of decision-making linear programming would be more relevant than the other methods and why? Support your answer with illustrations.

SECTION B

PART I (Marketing Management)

Answer any three of the following in not more than 200 words each:

4. (a) Why may a change in the share of the market be more important than an increase or decrease in actual sales?
 - (b) What is the Delphi Method? Discuss its merits and demerits in Indian conditions.
 - (c) What is the multiple (building-block) analysis? On what does the reliability of its forecast depend?
 - (d) How far has public distribution system been successful in its objectives?
5. What is the role of advertising for market development in a developing country like India? It is believed that for improving the equality of life and even ultimate survival of mankind "demarketing" and "counter marketing" strategies have a vital role to play today. Comment.

6. What are the limitations of export promotion strategies adopted by India? Discuss with an example of a product group.

PART II (Production and Materials Management)

7. Answer any three of the following in not more than 200 words each:

- (a) Quality control not only does increase production costs but also adversely affect production schedules. Comment
- (b) What is simulation and to what types of problems is it applicable?
- (c) How does "Risk Analysis" help managers to take decision under uncertainty?
- (d) Explain the Queuing Theory and the uses of it in areas of production management.

8. Distinguish between CPM and PERT. Which of the two techniques would be more useful for effective planning and control of a construction project to avoid time and costs overruns?

9. An enterprise wants to know how much of each of the two products it should manufacture in order to maximize its profits. Product-I yields a per-unit profit of Rs. 7 and Product-II yields a perunit profit of Rs. 4. The enterprise desires to manufacture at least 3,000 units of product-TI for certain policy reasons. There are 30,000 man-hours available for manufacturing these two products. Product-I requires 2 man-hours & 3 kg of material per unit & product - II requires 5 man-hours & 1 kg of material per unit:

- (a) Which of the OR techniques would you use in solving this problem?
- (b) State the objective function and the constraints in algebraic form.

PART III (Financial Management)

10. Answer any three of the following in not more than 200 words each:

- (a) Why may the ratio of profits after taxes to investment be considered the most important indicator of how an organization is performing?
- (b) What are the standard costs? What are some of the ways in which these may be used as a tool of control?
- (c) What is a capital budget, an expense budget, a cash budget and a performance budget?

Discuss their importance for effective functioning of an enterprise.

- (d) How is break-even analysis used as a tool of control?

11. What are the sources of long-term financing in India? Explain the advantages and disadvantages of each of these sources and critically examine the role of financial institutions vis-à-vis the management of borrowing organizations.

12. Critically examine the financial performance of public sector enterprises in India. Do you agree that the public Sector enterprises in India are using "social objectives" as a cover for the bungling of finance management? Support your answer with illustrations.

PART W (Personnel Management)

13. Answer any three of the following in not more than 200 words each

(a) What types of psychological tests for selection of personnel are available for use in industry? Examine the appropriateness of these tests for selecting right people for the right jobs.

(b) What are the different methods of performance appraisal of employees in industrial organizations? Discuss the merits and demerits of each for ensuring validity and reliability.

(c) Explain the different methods of job evaluation. What factors tend to distort job evaluation and which method do you consider is the fairest method?

(d) What are "subsistence wage," living wage" arid "fair wage"?

14. Emergence of individual centers in the trade union movement in India is a symptom of disintegration of political parties led trade union movement. Comment.

15. Under what conditions collective bargaining may function as an effective method of conflict resolution in industry? Do the labour laws in India help development of these conditions or repress? Support your arguments with illustrations.

PAPER - II
SECTION A

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

(a) 'When we come to analyze the nature of administration, we find ourselves confronted with two broad views, which may conveniently be called the "integral" and the "managerial" view.'

(b) 'One of the surest sources of delay and confusion is to allow any superior to be directly responsible for the control of too many subordinates.'

(c) 'Unity of command does not actually exist and cannot be established in real organization.'

(d) 'Communication is central to the exercise of authority.'

2. (a) Discuss the view that unless the study of public administration is made comparative, claims for, a science of public administration will remain hollow.

(b) Examine the characteristics of the Structural Theory of Organization.

3. (a) 'Without delegation no organization can function effectively.' Elucidate the statement and briefly discuss the limits of delegation of authority.
(b) Discuss the functions that a central personnel agency should perform.
4. (a) Discuss the scope of judicial control of public administration and examine the limitations from which it suffers.
(b) Explain the objectives of public relations in administration and discuss the obstacles in the development of public relations.

SECTION B

5. Comment on any three of the following in not more than 200 words each:
(a) 'No-person shall be deprived of his life or personal liberty except according to procedure established by law.' (Article 21 of the Constitution of India)
(b) 'The Central Secretariat occupies a key position in the administrative hierarchy.'
(b) 'The main objectives underlying the all-India services remain valid today. The creation of other all-India services, where feasible, should be welcomed.'
(d) 'It is of basic importance that the civil service should remain non-political though loyal to the Government in power.'
6. (a) 'What makes one doubt that the Constitution of India is strictly and fully federal are the powers of intervention in the affairs of the states given by the Constitution to the Central Government and Parliament.' Discuss. .
(b) Examine the position of the Prime Minister vis-à-vis (i) the President and (ii) the Council of Ministers.
7. (a) Give an assessment of the work of (i) the Public Accounts Committee and (ii) the Estimates Committee of Parliament as instruments of control over public expenditure.
(b) 'Municipal government in India, generally speaking, is made to depend on the State Government even for its bare existence.' Discuss.
8. (a) Give reasons why the company form has tended to become "the accepted form and the successful form" of organization for public undertakings.
(b) Examine the view that a permanent solution of the problem of corruption in public administration requires the creation of a new social order.

1985

PAPER - I

SECTION A

1. Answer any three of the following in not more than 200 words each:
 - (a) What factors you would consider for determining the span of Management of an enterprise?
 - (b) Define 'informal groups' and 'formal groups'. How do you harmonies the two while designing an organization?
 - (c) Discuss alternative methods used for decision making under uncertainly.
 - (d) Examine the role of national income analysis in business forecasting?
2. Formulate a Hypothesis on any problem. Recommend with basis, the process of testing such hypothesis.
3. Give your assessment of the impact of recent changes in Industrial Policy on enterprise decisions.and plans in India.

SECTION B

PART I (Marketing Management)

4. Answer any three of the following in not more than 200 words each:
 - (a) Differentiate marketing strategy in rural and urban areas of any one product.
 - (b) How do you measure sales-force efficiency? Give appropriate ifiustrations.
 - (c) Give your assessment of fre trade zohes in export promotion.
 - (d) Formulate a marketing communication mix for computer sales in India.
5. What are the differences between 'Descriptive' and 'Experimental' Research design in Marketing Research? Elaborate different methods of any one research design.
6. Critically examine the role of State Trading Organizations in export promotion in India.

PART—II (Production and Materials Management)

7. Answer any three of the following in not more than 200 words each:
 - (a) What are the factors considered for deciding location of a plant
 - (b) Under what conditions, one selects job-shop production to that of line assembly process?
 - (c) How will you minimize time and cost overruns in completing a project?
 - (d) How are Make or Buy decisions made? Discuss with illustrations.
8. What are the causes of 'Industrial wastes' in India? Suggest methods to minimize the industrial waste.
9. To make a choice of the types of attribute sampling inspection one has to consider the relative costs benefits of their various types and ultimate purpose of quality assurance. Explain.

PART— III (Financial Management)

10. Answer any three of the following in not more than 200 words each:

- (a) How do you use 'Sensitivity Analysis' for evaluating an investment project?
- (b) Which are the transactions that effect working capital of a firm and how?
- (c) What are the methods for measuring cost of equity capital? Give your recommendations.
- (d) How will you proceed to develop a performance budget in a giant industrial unit?

11. How do 'leverage ratios' help in determining long term solvency of a firm? State if these ratios can be exclusive criterion for deciding loan sanction by Indian Financial Institutions. Give reasons.

12. Critically examine the hypothesis of "irrelevance of dividends" and its relevance to UTI, LIC and IDBI.

PART—IV (Personnel Management)

13. Answer any three of the following in not more than 200 words each:

- (a) How does an organization create a reliable supply of personnel?
- (b) What are different types of interviews used in Personnel Management? Explain their utility in Indian perspective.

(c) What is the difference between 'project sharing' and 'bonus payment'? Critically examine the feasibility of introducing project sharing in Indian firms.

(d) Is workers participation in management conducive to industrial peace? Justify your answer.

14. What are the management styles in practice in Public Sector and Private companies in India? Is there any convergence of style? Discuss.

15. What is the machinery for the prevention and settlement of disputes available in India? Give your evaluation of machinery adopted frequently in India

PAPER - II

SECTION A

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

- (a) "The ability to administer other people is a skill, an art..... It is a practical art, and practice is essential to make it perfect — much practice. But practice wholly divorced from study is likely to be limited in its results..."
- (b) "The job descriptions that are needed for organization planning must be directed towards hierarchical relationship and responsibilities."
- (c) "The critical knowledge and the indispensable skill for effective supervision is nothing less than personal leadership."

(d) "The proper: determination of positions which can be filled by selection of the ablest employees for advancement... and the proper balance between inside and outside recruitment lie at the very heart of good personnel administration."

2. (a) "Because the person who accepts proposals may do so for a variety of motives, there will be seen in any organization a number of different types of authority relationship, corresponding to these different motives for acceptance." Explain.

(b) Examine the view that "when one understands the relations between line and overhead units, he also understands the problem of central-field relations."

3. (a) Discuss the functional prerequisites of decision making.

(b) "Coordination..., is the determining principle of organization, the form which contains all other principle, the beginning and end of all organized effort." Elucidate.

4. (a) Discuss the forms and techniques of Legislative control over administrative agencies. What are their limitations?

(b) Examine the role of O & M as a technique of administrative management and discuss the qualities essential for an O & M officer.

SECTION B

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

(a) "The State shall, in particular, direct its policy towards, securing...that the operation of the economic system does not result the concentration of wealth and means of production to the common detriment." (Article 39 (c) of the Constitution of India.)

(b) "The Rules of Business, Secretariat Instructions and Office Manuals seem to be generally too didactic and confining, too detailed and unimaginative... They seem to assume and to. encourage that literal mindedness which damps the spirit, imagination and judgment which are important to good administration."

(c) "The Comptroller and Auditor General function is not really a very important one. Auditors don't know, and can't be expected to know, very much about good administration. What auditors know is auditing— which is not administration; it is a necessary but highly pedestrian with a narrow perspective and very limited usefulness."

(d) "Sadly enough, Panchayati Raj has not received fair treatment at the hands of those who have been holding the reins of political power in the land"

6. (a) Give, in brief, an evaluation of the Indian administrative system as an instrument of economic and 'social change.

(b) "The British concept of the single British District Officer or Collector, coordinating all authority in all departments over an entire area in his hands still continues to be an important texture of the local administrative structure and colours the whole of its operations." Examine the validity of this observation.

7. (a) Examine the view, that the success of parliamentary democracy in India requires a radical change in its party system.

(b) "No civil service can insulate itself from its ecology, and the state-level bureaucracy in India has remained much more exposed to political forces and pressures." Discuss.

8. (a) "The problems of administrative appraisal are very considerable indeed. However, we can reasonably, start by considering two opposite but well-entrenched types of cultural belief. One is that the appropriate controller of specialists should himself be a specialist. The other is that the controller should be an administrator who is well versed in public policy needs and administrative 'feasibility', but has no other relevant qualifications." Discuss, with reference to the situation in India, the relative merits of the two views.

(b) Examine the utility of the Lokpal and the Lokayukta as special institutions meant for the redressal of citizens' grievances.

1986

PAPER - I

SECTION A

1. Answer any three of the following in not more than 200 words each:

(a) What are the modifications, if any, suggested by Hertzberg to Mallow's theory of motivation? Do you think Mallow's Theory of Motivation as irrelevant in present industrial environment?

(b) Narrate the sources of inter group conflicts and state whether a manager should be indifferent to, or encourage or discourage conflicts. Give reasons.

(c) How do you select an optimum strategy through Decision Trees Method? Illustrate.

(d) How does one determine the turning points of business cycle? Give some leading, coincident and lagging time series.

2. How will you translate business strategy into action by the use of MBO

instrument? Explain with an illustration.

3. Give your assessment of the impact of recent changes in long term fiscal policy and the latest annual Union Budget on enterprise decisions and plans in India.

SECTION B

PART — I (Marketing Management)

4. Answer any three of the following in not more than 200 words each:

- (a) Differentiate 'Remarketing' and 'Demarcating' tasks with examples.
- (b) Prepare a format for marketing plan for any one of consumer durables.
- (c) Describe the selling process followed by a sales-person as also required corresponding skills?
- (d) Define 'counter-trade' and assess its impact on India's foreign trade.

5. Discuss the relationship between product life cycle and marketing strategy giving appropriate illustration.

6. How do Indian Demographic and Geographic Environments affect marketers in India?

PART—II (Production and Materials Management)

7. Answer any three of the following in not more than 200 words each:

- (a) How do you design line layout for product focused systems? Illustrate.
- (b) Explain equipment preventive maintenance policy.
- (c) Define 'pipeline' inventories, 'buffer' inventories and 'Kurban' system. How do these systems affect the efficiency and cost of a productive system?
- (d) What is 'QUEUEING' concept? Mention some commonly known situations where this concept is used.

8. Briefly mention the relative costs and the methods of prediction and forecasting used for production and facilities planning. -

9. Describe the nature of plan and control operations by aggregate planning for production.

PART—III (Financial Management)

10. Answer any three of the following in not more than 200 words each:

- (a) How do banks and investors evaluate short and long- term solvency ratios respectively?
- (b) What are the financial implications of "written down value" and "straight-line" methods of depreciation of fixed assets?
- (c) What are the determinants of working capital and how 'hedging' approach is incorporated?
- (d) Differentiate "zero-based" and "performance" budgeting systems.

11. What are the most acceptable criteria for investment decisions? Critically examine the commonality or differences between public and private enterprises investment decisions.

12. What are the sources of industrial financing in India? Evaluate briefly their impact on industrial growth.

PART—IV (Personnel Management)

13. Answer any three of the following in not more than 200 words each:

(a) Will you agree with the view that (TWI) "Training within industry" can be considered a good substitute for all training programmes for development of manpower in industry? Give reasons.

(b) Critically examine the likely impact of Fourth Pay Commission Report on wages and salaries in industry in India.

(c) Organization morale is more in private enterprises than in public enterprises in India." Discuss and comment.

(d) Are "Quality Circles" relevant in Indian industry?

14. "Trade unionism is more predominant than work ethics in Indian industries." Elaborate and suggest ways to improve work ethics.

15. What are the labour welfare and social security schemes introduced under Labour Legislations in India? Discuss their impact on labour productivity.

PAPER - II

SECTION A

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

(a) 'If our civilization breaks down, it will be mainly a V breakdown of administration.'

(b) 'It is a mistake to leave the hierarchic channel without good reason, but it is a much greater one to follow it when doing so will harm the undertaking, in certain circumstances, this can be a very serious mistake indeed'.

(c) 'It should be emphasized that no training programme will produce a finished administrator...But it has been demonstrated that training will make one more adept in the practice of the art of administration and will shorten the road to the goal of competency.'

(d) 'Modern administration is not so modern after all that in the past there was not the detailed consideration, the organized attention, the elaborately planned programmes and the high degree of professionalism that we find today.'

2. (a) 'Although POSDCORB is a useful abbreviation for administrative functions, many authorities have not accepted it.' Explain.

(b) Discuss the utility of Motivation with regard to Central Government employees.

3. (a) Examine the variables that influence the exact length of the Span of Control in administration.

(b) 'Without proper communication no organization can be efficient'. Elucidate the statement and briefly indicate the difficulties of communication.

4. (a) Examine the methods and limitations of judicial control over administration.

(b) Examine the utility of behavioural approach to the study of public administration. Indicate briefly its limitations.

SECTION B

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

(a) 'The separation between Politics' and Administration in India has become an outworn credo.'

(b) 'The All-India Services are becoming suspect in the eyes of the States ruled by political parties adopting a leftist or regional stance.'

(c) 'The Central Secretariat must exist only as a policymaking institution and no more'.

(d) 'The wisdom that is needed among Indian administration for the direction of affairs is not an expert technique but a balanced equilibrium It consists not in the possession of specialized knowledge but in a power to utilize its results at the right moment and in the right direction.'

6. (a) 'The position of the National Development Council (N.D.C.) has come to approximate to that of a super cabinet of the entire Indian federation, a cabinet functioning for the Government of India as well as for the Government of all States.' Explain.

(b) Examine the relevance of the structural changes recommended by the A.R.C. in the Central administrative mechanism.

7. (a) 'The District Collector is an overworked official.' Elucidate.

(b) 'The local institutions in the States are passing through an unprecedented crisis.' Explain.

8. (a) Examine the methods by which the Parliament is able to exercise its control over the Public Undertakings in India. Are those methods adequate?

(b) 'The Ministry of Finance occupies a unique position.' Explain.

PAPER - I

SECTION A

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

(a) 'The law of Graicunas about the span of relationships in an organisation states a partial truth.'

(b) 'Contributions of Maslow and Herzberg have deepened our understanding about the State of morale and motivation of the public servants.'

(c) 'Whitleyism represents a typical British response to Trade Unionism by public servants.' /

(d) 'The distinction between line and staff is a distinction without a difference.'

2. 'Deductive-nomological and inductive-probabilistic approaches dominate new public administration.' (Marini) Discuss.

3. (a) Describe the institutional and organizational consequences of delegation of authority.

(b) 'Scientific Management is a primitive tool for industrial polyarchies.' (Dahi). Explain.

4. 'The first stage (in administrative decision-making) is what I call "Intelligence", the second represents "Designin" and the last stage is "Choice". Critically examine the Simonian Model of Rational Decision-Making in administration.

SECTION B

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

(a) 'The financial administration in modern times needs updating administrative cybernetics and Audit reforms.'

(b) 'The Judicial Control over administration operates through a system of writs.'

(c) 'The Droit Administrative violates Dicey's basic principles of Rule of Law.'

(d) 'And therefore Modern Civilization has an unprecedented need of Organization Development. (OD).

6. Define Public Policy. How does its formulation and implementation involve participation by administrators, voluntary agencies and pressure groups in a democracy?

7. (a) Explain Performance Budgeting and illustrate its need and utility in development administration.

(b) Distinguish between administrative development and administration of development. In what way is the former supplementary to the latter in a

Prismatic Society?

8. Critically examine the functions of administrative leadership. What role does communication play in improving the quality of administrative decisions in goal setting and goal getting by public servants?

PAPER - II

SECTION A

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

(a) 'It is not possible to maintain that the administrative system, described in Arthashastra was in actual existence during the Mouryan period'.

(b) 'Even though law and order administration is a State subject in the Indian Constitution it is paradoxical that the para-military and other kinds of security forces under the Union Government have surged in recent years.'

(c) 'Though the legislature and the executive rule as well as administer, the Civil Servants only administer and do not rule.'

(d) 'The poor performance of Public Undertakings in the Core Sectors of Indian economy has sparked off problems of political accountability and labour participation in management.'

2. Trace the evolution of the system of Public Administration in India from 1858 to 1919, highlighting the major landmarks of this period of administrative history.

3. (a) Examine the inadequacies of machinery for planning to ensure democratic but depoliticized planning process in Indian federation. How does National Development Council accentuate or inhibit this process?

(b) 'The objective and methods of higher Civil service training hardly match with the personnel policies and man-power planning by government of India.' Discuss.

4. Discuss the financial and administrative relationships obtaining between the Union and the States in India. Do you think States have been reduced to a position of glorified municipalities?

SECTION B

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

(a) 'The role of District Collector has changed but not diminished for now he has an additional function of guiding democratic bodies and has to carry conviction with members of these democratic institutions.'

(b) 'The administrative problems of Integrated Rural Development Program include the most fatal but common cold of public administration — the sheer difficulty of doing ordinary things.'

(c) 'The Panchayati Raj bodies do provide an appropriate forum for effecting welfare of Weaker Sections, including the members of Scheduled Castes and Scheduled Tribes through decisionmaking and programme implementation processes at local level.'

(d) 'Generalism in Civil Service is a powerful bulwark against committed bureaucracy.'

6. What do you understand by 'Peoples' participation in administration'?

Suggest measures to sensitize administrators to citizen's grievances and enlist co-operation from voluntary agencies.

7. (a) 'The role of the Chief Secretary as Principal Co-ordinate in State administration is comparable with that of the Cabinet Secretary in Union Government.' Do you agree or not? Give reasons.

(b) What have you to suggest making legislative control over public administration healthy and purposeful?

8. 'The public administration perspective of urban areas has primarily been concerned with the problems of their multiple structures and working relationships in the field.' Examine the validity of this observation.

1988

PAPER - I

SECTION A

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

(a) "Hierarchy of authority and the system of rules ensure depersonalization and efficiency." (Max Weber)

(b) "Managing means looking ahead, which makes the process of provenance a central business activity." (Henry Fayol)

(c) "Many problems of Worker-Management co-operation were the results of the emotionally based attitudes of the workers rather than objective difficulties in the situation." (Elton Mayo)

(d) "Adam nature of man seeks the avoidance of dissatisfaction and is basically concerned with the job environment: Abraham nature of man seeks satisfaction in job content." (Frederick Hertzberg)

2. Do you think that contemporary Administrative Theory supports the 'art' of public administration and generally tends to place less emphasis on the 'science' of public administration?

3. How does a system Theory help to delineate functional and dysfunctional

characteristics of a public bureaucracy?

4. (a) Discuss the Simonian concept of 'satisfying' as a bridge between rational and non-rational perspectives on organizations. (b) Elucidate the socio-psychological bases of individual and group behaviour in a complex organization.

SECTION B

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

(a) There is a need for intimate relation between Generalists, Specialists and the Management Information System (MIS).

(b) Time may be regarded as an alternative to reform, as by 'efflux of time' remarkable powers may be acquired to resolve conflict.

(c) Administrative tribunals and judicial review are not only instruments of interpretation of law but also safeguards against administrative weaknesses and administrative excesses.

(d) "The nature of Prismatic Society adversely tells upon the phenomenon of administrative development which intern hinders the working of development administration."

6. "In so far as budgeting is successful or otherwise, it depends not only on its internal workings but upon the environment in which it operates." Explain.

7. Examine the positive and negative roles of ideology and culture in administrative development.

8. (a) "Instrumentalism in administration is not, in principle, a slow moving tactic of conservatism, instead, it is a fast moving sequence of small changes that after the status quo" Examine, in the light of this statement, the desire of development administration, for increment list policymaking.

(b) Outline the traditional and Cost-Benefit approaches to policy-evaluation.

PAPER - II

SECTION A

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

(a) "Iqta', the lowest unit of administration during the Sultanate period was sub-divided 'Shiqs'. The Shiqdar administered a number of 'Paraganas'. A Chaudhari in every paragona and a Patwari in every Village Constituted the Local administration."

(b) "Law and order are neither synonymous nor supplementary hence one perspective on police reforms in India can be a bifurcation of the existing Police administration into two independent entities—Judicial (or law) Police and Executive (or Order) Police."

(c) "The development of the Joint Sector, the availability of organized trade unions and the entry of the Public Sector into low Social priority areas have rendered the administration of public enterprises politically unaccountable, managerially ineffective and financially non-viable."

(d) "The institution of 'Lokpal' in India is likely to confront a different set of problems as compared to the set of problems experienced by the 'Lokayuktas' in the past."

2. Trace the evolution of Secretariat system in India during the British period of administrative history with special reference to the structure of central administration and its field organizations.

3. (a) "The National Development Council (not the planning Commission) is the appropriate instrument to ensure linkages between the district, the State and the regional levels of national planning processes. Do you agree?"

(b) "Higher Civil Service Training in India is too pedagogic to be result-oriented, too Casual to be promotion-linked and too generalistic to be professionally relevant." Discuss.

4. Discuss the various facets of the All India Services and examine the emerging patterns of Conflict and Co-operation between the Union and the State in Indian Federalism.

SECTION B

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

(a) "The formative stage of administration, preceding the Indian mutiny of 1857 witnessed a struggle between the 'Cornwallis' and 'Munro' schools of district administration."

(b) "The rural development programs have helped only those who are on the fence of the poverty line. The 'guest schemes' have lots of organizational overlap and the lack of 'orchestration of development effort' have pushed the 'real poor' into a state of destitution, detribalization and detribalization,"

(c) "It is unrealistic to attempt to eliminate political parties from Panchyati Polls.... The issue is how to get these parties to provide good government at the local level?"

(d) "Unlike Finance Ministry, the Comptroller and Auditor General of India does not control public expenditure. He only offers an objective-oriented mechanism which is conducive to popular control of public expenditure."

6. Examine the constitutional, political and operational dimensions of official and non-official relationship in Indian policy. What kind of institutional

reforms are needed? for bringing about a satisfactory relationship between them?

7. (a) "Cabinet Secretariat the Prime Minister's Secretariat in India have Common but dissimilar staff, functions." Elucidate.

(b) "The judicial control over administration is no substitute for parliamentary control. Infact, they are supplementary but serve two different kinds of purposes." Discuss.

8. Identify the major inadequacies in the administration of the welfare programmes of the weaker sections. Suggest effective strategies and alternative measures to ensure their proper implementation and to enhance beneficiary faction.

1989

PAPER - I
SECTION A

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

(a) For charisma to be transformed into a permanent routine structure, it is necessary that its anti economic character should be altered. (Weber)

(b) The essence of New Public Administration is "some sort of movement in the direction of normative theory, philosophy, social concern and activism." (Waldo)

(c) Management of the flow of work upward & downward within human hierarchies and between human hierarchies is the art of administration. (Appleby)

(d) Development administration is "an action oriented goal oriented administrative system." (Edward Weidner)

2. "Public Administration today stands at the crossroads of public choice theory, pluralism, corporatism and elitism." Discuss.

3. The prismatic sola model "enables us to cope with many problems of transitional societies...." (Riggs). What are these problems and how can this model enables us to cope with them.

4. (a) Elucidate whether increasing organizational size gives rise to dialectical forces having opposite organization effects.

(b) Argue for and against the Simonian perspective that the "decisional science envelopes decisional structure, decisions and their feedback not in an integrated manner but anything other than that."

SECTION B

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

(a) "From Taylorism to Mayoism the organization theory has travelled a long road in quest of Organizational Effectiveness."

(b) "Popular belief is that ownership change from public to private brings about improved performance."

(c) "Public bureaucracies have not grown yet to adopt their accounting and auditing mechanisms to the ever growing automation within them."

(d) "Policy process must take account of the political complexion of an authority, demography and the historical pattern of service."

6. Outline the intrinsic and extrinsic rewards that motivate the public employees to achieve personal and organizational goals.

7. "Administrative Law has the obligation to observe the principles of natural justice and fairness." Elaborate.

8. (a) Do you think that sudden eruption of 'Information society' has adapted and accelerated administrative development?

(b) Give reasons for the failures on the part of bureaucracy and the legislature to supervise the enactment of the budgetary provisions

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) 'Lord Ripon's Resolution of 1882 has been described as the Magna Carta of Local Self- Government in India. It was a Policy Statement and marked a fundamental change in the basic approach.'

(b) 'The Cabinet Committees provide a useful forum for interface between officials and nonofficials in participatory situation in "Policy Administration" in a Parliamentary Democracy.'

(c) 'No Statement made by any person to a Police Officer in the course of an investigation shall be signed by the person making it; nor shall any such Statement or any record thereof, be used for any purpose at any enquiry or trial.'

(d) 'The Office of the Chief Secretary should be rotated among the top Civil Servants in the State Administration.'

2. Trace the evolution of Judicial Administration in India during the Mughal and British periods of Indian History and highlight the major landmarks of this evolution from 1774 to 1911.

3. (a) 'It is high time that the distribution of Central Assistance Under Article 282 of Indian Constitution, (which is entirely or even mainly made on the basis of Semi-Judicial Awards of the Finance Commission) needs to be re-examined in all its implications.' Why?

(b) 'As the Panchayati Democracy descends down to the dustings, the Office of the 'Collector', like that of the 'Governor' tends to become anachronistic in the Federal Political System of India.' Examine the Statement.

4. Outline in brief the organizational structure and working of the Ministry of Finance or Ministry of Home of the Union Government of India and discuss the role, relationship and relevance of its field organizations.

SECTION B

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

(a) 'Pricing Policy for Products and Services have to be different for monopolistic, semimonopolistic and competitive kinds of Public Enterprise. A policy of No Profit, No Loss cannot be recommended as the long-term goal or as a permanent policy for most State Undertakings in India.'

(b) The Ombudsman, The Parliamentary Commissioner, The People's Procurator General, the Conseil d'etat and the Lokpal represent some of the major experiments in designing "Machinery Grievances."

(c) 'The Directorates in the departments of State Administration serve very little functional purpose.

(d) 'The Parliamentary Control over administration is a misnomer It is like the blade at the top of the Guillotine, which need not fall to be politically effective. If accountability to Parliament gets improved, the desire to control by its members will abate.'

6. 'The Old City owed its vitality to religious and cultural forces as a centre of administration.... The Modern City, however, is an economic phenomenon.' In the light of the above statement discuss the problems of (a) Suburban Sprawls, (b) Slum Dwelling, and (c) Urban Renewal in Metropolitan areas, highlighting the Central Issues of (i) structural reorganization, and (ii) functional distribution in City Government.

7. (a) 'The ultimate picture of the Planning Organization in India has to be a network of planning units in the villages and enterprises, coordinated at successive higher levels by State Planning Commissions, which will ultimately feed the Planning Commission at New Delhi.' Make out a case for decentralised and depoliticized federal planning in India.

(b) 'The Union Public Service Commission should have an integrative and

coordinating role vis-à-vis State Public Service Commissions in more or less the same way as in the Case of Supreme Court of India vis-à-vis the High Courts in the States. A sound case exists for an institutional linkage between UPSC and SPSCs for evolving a National Policy, a uniform approach and common work procedures.' Discuss.

8. Evaluate the administrative experience of Rural Development Schemes or Programmes in the area of Social Justice during last two decades. What role should the voluntary agencies play in the administration of Social welfare to ameliorate the conditions of women in the villages?

1990

PAPER - I SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) '... the development, if not survival of civilization depends on the science and practice of administration.'

(b) U 'Mayo was a behavioural scientist long before the term became popular.'

(c) 'A leader must always adapt his behaviour to take account of the persons whom he leads.'

(d) 'Public interest demands the maintenance of political impartiality in the civil services.'

2. Compare the relative merits of the classical theory of organization and the systems approach.

3. (a) 'A management which takes its environment as given is pursuing a dangerous course.' Comment on the environment of decision -making.

(b) 'Without communication, there can be no organization' discuss the importance of communication in Public Administration.

4. 'Government has been slow in using modern methods for discovering executive talent' Examine the validity of the statement with reference to recruitment to higher civil service in India. USA and France.

SECTION B

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

(a) '.....budget office needs accountants, statisticians and procedure analysis; it

must provide a working climate in which these specialist skills are applied in a general context.'

(b) Work study comprises all 'systematic activities concerned with the investigation, recording, measurement and improvement of work.'

(c) '.....administrative law, with its creature administrative tribunals, is like martial law, the negation of law.'

(d) 'The-emerging discipline of policy science aims to work out solutions to problems in policy making.

6. (a) 'What the auditors know is auditing which is not administration.'

Comment on the nature, importance and role of audit in administration.

(b) 'Professional standards, ethics, philosophy, attitudes and ideology of public service are the means to promote accountability of Public Administration.' Explain how career and no- Career Public Service is accountable to judiciary.

7. Discuss the major conceptual approaches to the study of Comparative Public Administration and explain how Max Weber is considered to be the foremost mentor in the field.

8. Explain how the concept of 'clecets' and 'bazaar-canteen' model explain the working of the administrative system in a developing society. In this context compare the working of the administrative system in a developed and in a developing society.

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) 'The Preamble to the Constitution of India-contains the ideals to be achieved by the administration; the progress in regard to their realization has however been halting and patchy, the libertarian ideal on the whole gaining an upper hand over the egalitarian.'

(b) 'The principles in Arthshastra do not command as much of our attention as the delineation of the machinery of administration in it It reveals the authors mastery of detail, which could have developed only as a result of his actual experience of administration.'

(c) 'The proposals of the Royal Commission on Decentralization (1907-1909) did little more than echo the resolution of May, 1882, yet even such entirely conservative reforms were postponed for a further ten years : the last of the years of opportunity for British statesmen and officials -and they passed away

unused.'

(d) 'Training is viewed as a paid holiday by a large number of public officials in India. It essentially betrays a crisis of motivation: in the process of administration, and on the part of both the trainers and trainees.'

2. 'The planning commission of India in the post-Nehru period has conducted to better Centre-State relations, but (it has) not necessarily brought -about depolarization of the planning process.' Discuss and illustrate.

3. (a) 'The cabinet secretariat in India as an innovation in the central administration has been emulated from the British experience. Its fortunes have changed with the vicissitudes of the Prime Minister.' Review the working of the Cabinet Secretariat since its inception in the light of the above statement

(b) 'The recommendations of a Finance Commission, according to Constitutional provisions, do not constitute an award. These are recommendations the Finance Commission is an aid, and the executive may or may not accept its recommendations considering their feasibility and desirability of implementation on objective considerations.' Comment.

4. Public Undertakings of the Central Government could be booked upon both as an asset and a liability. Which measures would you suggest to enhance their utility as an asset and to reduce their drag as a liability? Examine in depth the working of one central public undertaking in this context.

SECTION B

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

(a) 'The Present culture of the Indian police system appears as continuation of what obtained under the British regime. In public estimate the police appears as an agency more to implement and enforce the objectives of the Government in power as distinct from enforcing law as such as an independent and impartial agency.'

(b) 'Whereas the control over expenditure, as well as on actual expenditure, incurred after the accounts are closed and audited, is essential, it appears to be neither necessary nor desirable to scrutinize the estimate before their inclusion in the budget in a parliamentary system of government.'

(c) 'The Secretariat in State Government is an anachronism held over from the British regime. The sooner the secretariat disappears from the State administrative scene, the better it would be in the interests of improvement

of administrative efficiency and promotion of equity between the officials at the levels of the secretariat and the Executive Departments.'

(d) 'The line of demarcation between the spheres of Jurisdiction of the political executive and the Civil Servants get blurred more vividly as we descend from the Union to the State and further to the local level.'

6. How would you respond to the view that the welfare programmes for Women have touched the fringe of their problems? Account for the existing state of apathy of the administration. Examine the working of a government agency involved in the implementation of a women's welfare programme.

7. (a) 'The Lokayuktas are not social reformers, nor are they persons who do little and accomplish nothing. Experience also seems to indicate that there is no comprehensive knowledge of the duties and functions of the Lokayuktas and the scope of their activities, on the part of the ordinary members of the public. Discuss.

(b) 'The designation "District Collector" is a misnomer at the present juncture, the correct designation would be "Chief District Administrator". He is the pivot, in district administration, of the stability and progress of the district, but, his performance in both these respects depends on the co-operation of and co-ordination with the officials in various departments in the district.' Elucidate the statement in the light of the experience, particularly during the eighties and nineties.

8. The real problem with Panchayati Raj institutions is to promote efficiency in the implementation of the rural development programmes and to ensure social and economic justice to the poor in the country side.' Examine the past experience of working of Panchayati Raj and Suggest specific constitutional measures to enforce genuine decentralization in the light of the above statement.

1991

PAPER - I

SECTION A

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

(a) 'Public Administration consists of all those operations having for their purpose the fulfilment or enforcement of Public Policy.'

(b) 'The essence of delegation is to confer discretion upon others, to use their judgement in meeting specific problems within the framework of their duties.'

(c) 'The Chief Executive is a trouble shooter, a supervisor, and a promoter of the future programme.'

(d) 'A Public Corporation is a combination of Public ownership, public accountability and business managements for public ends.

2. Compare the relative merits of Maslow's Theory of Human Needs and Herzberg's conception of Motivation and Hygiene Theory.

3. (a) 'The identity and scope of Public Administration both as an academic discipline and government in operation, have always been matters of continuing debate and controversy.' Discuss.

(b) 'The Civil Servants must not forget that he is the servant, not the master of the community and that the official competence need not, and should not involve the loss of human touch.' Examine.

4. Account for the growing tendency of centralization in the modern state.

SECTION B

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

(a) 'It (Audit) is the process of ascertaining whether the administrator has spent or is spending its fund in accordance with the terms of legislature which appropriated money.'

(b) 'Every public policy is a government decision aimed at solving a problem of society and calls for collective approach to its planning and implementation.

(c) Development administration calls for some revolutionary changes in the attitudes, behaviour, and orientation and out-look of public services at all levels of administration.

(d) 'The growth of comparative Public Administration is a continuing process and is of relevance for both operational and academic study of Public Administration.

6. (a) 'These are widely different views not only about the context of O and M, but also concerning its relationship with other techniques concerned with improving effectiveness and efficiency. Discuss.

(b) Administrative Tribunals are authorities outside the ordinary court system which interpret and apply the laws when acts of Public Administration are attacked in formal suits or by other established methods.' Discuss.

7. Examine the nature of parliamentary control over the National Finances in India.

8. 'There has been an increasing emphasis on the need for policy formulation and policy analysis in order to ensure improved performance and to avoid ad

hoc or fragmented approach to administration, particularly in the context of active role of the state in economic, social, defense and scientific areas.'

Discuss.

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) 'As' the Fundamental Law of Administration of the land, the Indian Constitution lacks teeth in its institutional package to realize the landable ideals enshrined in the Constitution.'

(b) 'The fine art of deception which the British Practised in the name of "Dyarchy" was too crude for it to pass the test of self-government. It hastened "Provincial Autonomy" but this too did not promote Parliamentary democracy of federalism."

(c) 'Systematic training of higher Civil Servants has been conducive to promote ability, skills and integrity of the Civil Services, but the objectives of training have not been realized to the desired extent.

(d) 'District Planning in India has been the dream of the technocrat, the promise of the democrat and a vanishing trick of the political administration. The nature and working of the district planning machinery are a mute witness to these'

2. 'The Prime Minister's Secretariat-the youngest of the Central Secretariat Organizations-has grown taller than the Cabinet Secretariat.' Discuss this, analysing the role and influence of the Prime Minister's Office On the Administration of the country.

3. (a) 'In the case of the centre-tilt in the administrative relations between Centre and States, neither the causes are unknown nor are they incurable.' Discuss .and Suggest measures to improve this relationship.

(b) 'The Cabinet Committees in the Union Government are a proven asset to it as staff agencies.' Elucidate.

4. 'The company form of organization in public sector is said to be a fraud on the principle of parliamentary accountability. Yet it is the most popular enterprise in the field of public sector organization in India.' Comment.

SECTION B

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

(a) 'The office of the Comptroller and Auditor General of India is a Constitutional device to ensure parliamentary accountability, federal

supervision and expert administrative control over expenditure in the financial administration of the nation.'

(b) 'The mega growth of urban areas unaccompanied by matching urban government reforms in which the ruralised State Governments are least interested, have left urban governance in India neither autonomous nor effective.'

(c) 'The Politician-Civil Servant relationship in India has been a much complex phenomenon; it just cannot be tackled through mere structural remedies.'

(d) 'Corruption and development are apparently not antagortic. But, speed in administration is not substitute for integrity. In Indian Administration neither speed nor integrity is showing an upward curve.'

6. 'Welfare and development administration calls for qualities different from law and order administration.' Examine, in the light of this statement, the crucial issues in tribal welfare and development administration, highlighting the role of the Government agencies involved in it.

7. (a) 'The political will at higher levels seems hesitating to go whole hog for democratizing the entire field administration. So long as this trend would persist, we would be having successive Committee Reports pinpointing same ailments of Panchayati Raj and prescriptions to restore its health,' Elucidate the achievements and failures of the Panchyarti Raj Institutions in the context of this statement.

(b) 'The institution of Lokpal is still-born while that of Lokayuktas in states are ineffective. But strengthening of these institutions is a sure way of the development of democracy with integrity.' Comment

8. Analyze the role and functions of the Ministry of Finance of the Government of India. What steps would you visualize to improve its performance of the function of financial management? Suggest measures to streamline its relationships with other Ministries?

1992

PAPER - I
SECTION A

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

(a) 'Taylor's Scientific Management had a major influence on the growing reform and economy movements in Public Administration.' (b)

'Decentralization has a more important justification than more administrative

efficiency.' (c) 'Simon explains that decision-making basically involves choice between alternative plans of action and choice in turn, involves facts and values.'

(d) 'Bureaucracy thrives, under the cloak of ministerial responsibility in a parliamentary democracy.'

2. Evaluate the contributions of George Elton Mayo to Administrative organization. Do you consider his contributions as great innovations of modern times?

3. (a) 'The Departmental pattern of undertaking does not offer the necessary, autonomy, flexibility and entrepreneurship to Management' Examine.

(b) 'It is difficult to state any demarcating principle to differentiate between Line and Staff functions of agencies.' Discuss.

4. Differentiate between the open and closed career systems. Do you favour the coexistence of both the systems for a balanced career development?

SECTION B

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

(a) 'Financial administration is a vital institution 'for economic and social change in a poor country.'

(b) It would be fatal for administration if the public functionaries indulge in procrastination, betray inaction, or more in circles simply because the demand for accountability has overawed and benumbed them.

(c) 'Administrative reform, by its very definition, seeks to apply new ideas to administration and thus entails new values.

(d) 'Rule of law is the base of India's constitutional life, and administrative law seeks to ensure that this basic premise remains upheld and protected.'

6. What is performance budgeting? Do you agree with the statement that it is a tool of business management?

7. (a) 'Riggs approach and models may be considered as more sophisticated tools for describing and diagnosing administrative situations.' Discuss.

(b) 'Policy-making is a series of continuing dynamic processes which are plural and composite.' Explain.

8. 'Increased legislative delegation should be considered as a phenomenon of the modern positive state.' Discuss.

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

- (a) 'The Indian Constitution provides a mere environmental setting for our politics and administration but the state of conflict arises from the mass base and the elitist orientations of the two respectively.'
- (b) 'Lord Ripon was the prophet of local government in India.'
- (c) 'The jurisdictions of Planning Commission and Finance Commission overlap and together the two circumscribe the Sovereign character of Indian Parliament.'
- (d) 'The office of collector created by the British forms the basis of district administration in India, but today it needs a new look to metamorphose itself into a Key office of District Government.'
2. Examine the comparative roles of the Cabinet Secretariat and the Prime Minister's Secretariat in the functioning of the Union and the Governments in India. Illustrate your answer.
3. (a) 'With the fall of the Soviet System, the fervour socialist administration has declined. Examine the statement in the light of recent policy decisions in the Government of India with regard to public undertakings.'
- (b) 'Reservation Policy in Public Services as a mandate from the Constitution has been conducive to the promotion of Social Justice.' Discuss and illustrate.
4. Write a critical essay on 'The Dilemmas of Police Administration in a Plural Society.'

SECTION B

5. Comment upon any three of the following in not more than 200 words each:
- (a) 'The National Development Council should be grafted as a Federal Economic Cabinet of the Prime Minister in the East Minister model of Indian democracy.'
- (b) 'The State Governments now have little alternative but to accept autonomy, innovation and political directions by representative bodies in Urban Local Government.'
- (c) 'Planning in a federal system, needs to depoliticize.'
- (d) 'Public Accounts Committee of Parliament is the real watch dog of the financier of Union Government.'
6. Outline the organization and working of the Ministry of Home Affairs in the Government of India and examine its role in the event of breakdown of constitutional machinery in a state.
7. (a) Peoples participation in administration is a democratic rhetoric, which when translated into action, tends to become mere redressed of citizen's

grievances.' Discuss.

(b) 'The recruitment of recruiters in the Public Service Commissions of India needs streamlining.' Examine the

8. Examine some of the Challenges to Development Administration in the Panchayati democracy of rural India. Do you think that the Constitutionalisation of three-tier Federalism will be a viable model for future?

1993

PAPER - I

SECTION A

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

(a) Waldo speaks of the fears of F.M. Marx that Public administration has grown so board, and so much is involved at its periphery that it stand "In danger of disappearing completely as a recognizable focus of study."

(b) "Though somewhat unwittingly, Herbert Simon and James March have provided the muscle and the flesh to the Weberian (bureaucratic) skeleton."

(c) "The Hawthorne researches demonstrate the need to analyze organizations as living social structures."

(d) "Decentralization is never just a technical exercise, with intentions and effects neatly confined to questions of economy and efficiency."

2. How does Public administration differ in the developed and developing societies? How far can it modernize the traditional political culture of developing countries?

3. (a) "The transition to a study of the negatives aspects of bureaucracy is afforded by the application of Veblen's concept of trained incapacity."

Examine.

(b) "While the entrepreneur makes strategic decisions, the manager makes strategic ones." Elucidate.

4. "A managerial leader should effectively communicate to motivate his team." How do Maslow and Hertzberg see this inter linkage between motivation and communication?

SECTION B

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

(a) "Comparative Public administration as a field of research is not so much comparative, as it is the study of Public administration in foreign countries."

- (b) 'Government has numerous ideal objectives, and three of these are closely linked to accounting and finance: efficiency, effectiveness and equality.'
- (c) "The most effective safeguard against the abuse of delegated legislation is not to delegate it in such a manner that it may invite abuse." -
- (d) "The activities of public administrators at various stages of the policy process illustrate the difficulty of divorcing politics from administration."
6. How has the interest of judiciary in administrative decisions grown over the years? Has it extended the frontiers of administrative law?
7. (a) "One way of analyzing implementation problems is to begin by thinking about what "perfect administration" would be like, comparable to the way in which economists employ the model of perfect competition." Discuss.
- (b) "Administrative reforms represent efforts, intended to enhance and/or expand the administrative and managerial capacity of Public administration to achieve national objectives or goals." Elucidate.
8. Explain the principle involved in the preparation of budget Assess the scope of budgetary techniques in financial management.

PAPER - II
SECTION A

1. Comment upon any three of the following in not more than 200 words each:
- (a) "The British colonial administration superimposed the professorial system on the historically inherited district administration in India, in the absence of rural local governments at the district level."
- (b) "The generalist-neutralist model of Civil Service, more than any other model 'of Civil Service, fits in framework of parliamentary democracy in India, a legacy of the British pattern with which Indians have been familiar."
- (c) "The concept of Fiscal Federalism calls for the National Development Council to regulate Plan decisions about discretionary grants-in-aid, which should in fact be distributed by the Finance Commission."
- (d) "The Comptroller and Auditor General's audit of Public Undertakings is an effective instrument of parliamentary control, but the form, content and the approach of this audit have affected the efficiency and profitability of the Public Undertakings in India."
2. Trace the evolution of Judicial Administration in India during the British period and highlight the legacies that persist and the judicial reforms that have followed during the Twentieth Century.
3. (a) "Internal Security is a para-political exercise and a pure military

operation in detecting, combating and dissolving 'Threat Profiles' in the area of law and order, social order and national security." Discuss.

(b) "The Prime Minister's Office is a staff agency. Its line functions are inconsistent with the Secretariat Systems of administration." Comment.

4. Outline in brief the organization and working of the Union Ministry of Finance and offer concrete suggestions for organizational reforms in the light of the new economic policy of liberalization of the Central Government.

SECTION B

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

(a) "A holistic approach to Integrated Rural Development implies strengthening and regulating the sectoral and spatial interactions and linkages and transformation of the rural habitat."

(b) "It is time to rationalize urban bodies in matters of size and distribution of functions with a regional authority taking an overall charge of area-wide problems."

(c) "Professionalisation Civil Services demand that their training programmes should be tagged with the Personnel policies of promotion¹ placement and career planning at each level."

(d) "People's participation in administration, being a part of the political mobilization process in India, is determined by the elite groups at each level of administration."

6. Attempt an evaluation of various welfare programmes Sponsored by the Central and State government and district level agencies, for the development of women and children, accounting for their success or failure.

7. (a) "The incumbents to civil service posts and political offices, who derive, their legitimacy and strength from intellectual merit and popular support respectively, cannot have identical perspectives on development. Naturally, therefore, the former has a higher and heavier responsibility to avoid conflict and preserve integrity in development administration" Comment.

(b) "The departments, the directorates the corporations the companies and the Boards have different organizational purposes and statutory functions in State administration" Discuss.

8. Discuss some of the State models of Panchayati Raj in the Uniform Constitutional frame of 73rd Amendment with special reference to Panchayati Polls, grassroots justice, local finances and centrally sponsored development programmes

1994**PAPER - I**
SECTION A

1. Comment on any three of the following in not more than 200 words each:
 - (a) "Most of the propositions that make up the body of administrative theory today share, unfortunately this defect of proverbs."
 - (b) "The postwar formulations of White and Pfeiffer reflect the new 'public policy' orientation — the conception of administration as a political process."
 - (c) "Taylor's Scientific Management already offered a 'humanistic' theory of motivation, with its democratic and participatory emphases, that was hardly improved on by Elton Mayo and others."
 - (d) "Thus the endurance of organization depends upon the quality of leadership."
2. Explicate the theoretical premises of 'New Public Administration' and show how far their concerns were accommodated in Public Administration.
3. (a) "As March and Simon point out, there seems to exist a 'Gresham's Law' of decisionmaking." Explain.
- (b) "The distinction between line authority and professional expertness is also less clear-cut in reality than the abstract concepts of line and staff makes it appear." Discuss.
4. Bring out the importance of communication in administrative organizations. What are the drawbacks in upward communication?

SECTION B

5. Comment on any three of the following in not more than 200 word each:
 - (a) "The main distinction between administration in western countries and in underdeveloped countries does not lie in differences in socio-cultural heritage but rather in the respective economic environments."
 - (b) "The administrator is a layman rather than a specialist; or at least he has about him something of the qualities of a layman."
 - (c) "The entire process of development and nation building hinges on the effectiveness of administrative reforms."
 - (d) "The emphasis in most of the writings on comparative bureaucracy appears to be on the interaction between the administrative subsystem and the political system in which it exists."
6. Examine the view that during the last two decades Programming, Planning and Budgeting system and even Zero Base Budgeting have been driven out

by political dissensions.

7. (a) "Administrative law is not a rigid, rule-bound barrier to good management." Discuss.

(b) "The basic issue of administrative accountability relates to that part of Public Administration which has something concrete to contribute towards not only policy execution but also policy formulation and policy adjudication." Comment.

8. Elucidate the concept of policy implementation. How does implementation assessment focus on the Operation of a public policy?

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) "The word 'socialist' in the Preamble to our Constitution requires to be defined."

(b) "The Cabinet is not a constitutional body."

(c) "The organization of the Planning Commission is in consonance with its expert character."

(d) "The public sector has to grow. It has a strategic importance."

2. "In framing a Federal Constitution the Constituent Assembly had many models to draw upon, but it wisely decided to take the Government of India Act, 1935 as the basis on which the new Constitution was to be framed." Critically examine this statement.

3. (a) "One weakness of the Gopalaswami plan was to identify a ministry with a minister's charge." Discuss, in this context, Gopalaswami Ayyangar's recommendations regarding Secretariat organization.

(b) "Although training in development administration, on the surface, appears to be a straight, simple matter a close hard look reveals its manifold complexities and interrelated problems." Elucidate the statement.

4. Critically review the constitutional provisions relating to centre-state administrative relations in India during normal times within the framework of a normative federal system.

SECTION B

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

(a) "As an auditor, the Comptroller and Auditor-General's functions and authority are wider and more comprehensive than those exercised by

professional auditors." -

(b) "By virtue of his unique position as head of the official machinery and adviser to the State Council of Ministers, the Chief Secretary has an extremely important role to play in the state administration."

(c) "Autonomy of local bodies is conditioned by state-local relations and the managerial capability of the local bodies themselves."

(d) "Corruption has been considered desirable and functional on various grounds."

6. "Maintenance of law and order is a de facto concurrent subject." Discuss, in this connection, the roles of the centre and the states in the law-and-order field.

7. (a) "The Bengal pattern of district administration was based on the Zamindari system of land tenure." Explain.

(b) "The resource base and the social and cultural heritage of our Scheduled Tribe population is getting eroded through a combination of development interventions, commercial exploitation and ineffective legal and administrative systems." Comment.

8. Discuss the urban anti-poverty programmes launched in recent times to ameliorate the poverty situation in our urban areas.

1995

PAPER - I

SECTION A

1. Comment on any three of the following in about 200 words each:

(a) A theory of public administration means in our time a theory of politics also.

(b) Rigg's key concepts have alerted the researcher that Weberian bureaucracy might not be entirely predictive of behaviour in most Third World countries.

(c) "Authority has been defined in part as a "character of a communication in a formal organization.

(d) New Public Administrations are likely to be forthright advocates for social equity and would doubtless seek a supporting clientele.

2. "Be it an occupation or a profession, Public Personnel has certainly developed a series of sub specialists and techniques that, over the years, have combined to produce an organizational subsystem that must be staffed by

experts if it is to meet the standards set by Public Personnel Administration." Explain.

3. (a) "Much of what the recruit learns in an organization is communicated after the fashion of Bentham's 'dog law'." Discuss.

(b) "The interest or power group base provides a member of an organization with negotiable goods that can be cashed in for recognition, status and rewards." Examine.

4. "The study of decision-making is proceeding in so many directions that we can lose sight of the basic administrative processes that Barnard and Simon were trying to describe and that, so many men have been trying to improve." Elucidate."

SECTION B

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

(a) Program budgeting is often considered interchangeable with performance budgeting, but there is a significant difference, at least in theory.

(b) Hierarchic control, whereby instructions are passed down the line is not the only dimension of control.

(c) The field of administrative law, after a century of litigation and adjudication, remains alive with simmering issues.

(d) A major problem with comparative public administration is that it has been behavioural.

6. Explain how factors such as communications, resources, self interests and bureaucratic structures affect implementation of public policies.

7. (a) Bring out the reasons for the growth and the dangers of delegated legislation.

(b) Outline the features of development administration and explain the reasons for its marginal performance.

8. Describe the methods by which the Public Accounts Committee and the Estimates Committee control administration.

PAPER - II

SECTION A

1. Comment upon any three of the following in not more than 200 words each:

(a) "The purpose of Clive's famous 'double government' was to mask Company's sovereignty."

(b) "The Indian Constitution is a bag to borrowed materials."

(c) "While discussing the President's position in the Constitution, the model of

the British monarch being impracticable and the model of the French Presidency having been ruled out, the compromise model had to fall back upon some such device as the German one."

(d) "The departmental public undertakings have necessarily been placed under the full control of the government and Parliament."

2. "The purists have criticized the Indian Constitution as not conforming to the conception of a federation and so being unduly rigid." Examine the statement.

3. (a) "The Secretariat system of work has lent balance, consistency and continuity to the administration and serves as a nucleus for the total machinery of a ministry." Explain.

(b) "The Satish Chandra Committee made a valiant attempt to correct the imbalances unnecessarily introduced in the selection process for civil servants during the late 1970s." Comment.

4. 'Conceptually district planning introduces a spatial dimension to the planning process at the state level.' Examine, in this context, the role of district planning in practice in different states.

SECTION-B

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

(a) "The Estimates Committee merely gives a big list of advices."

(b) "The most important feature of the second generation panchayats is their change from local developmental organization to local political institutions."

(c) "Special development programmes seek to solve special problems but their successful implementation depends on complex inter-institutional linkages."

(d) "In rural development, people are the starting point centre and end goal of all development programmes."

6. Critically review the evolving relationship between the district magistrate and the superintendent of police in the field of law and order management in a district."

7. (a) "Development administration ultimately boils down to effective project implementation, and it is implementation that has been badly neglected in Indian planning. Critically examine the statement."

(b) "The emphasis in women's development programmes has in recent years shifted from a purely welfare and consumption, oriented one to a realistic one which recognizes women as contributors to the country's economy."

Elaborate.

8. "Between social background and administrative culture, it is the latter that has a dominating influence on integrity in administration in the Indian situation." Review the statement in the light of research findings' in this area.

1996

PAPER - I

SECTION A

1. Comment on any three of the following in not more than 290 words each:

(a) "The scope of Public Administration is ever expanding."

(b) Although the theory of V.A. Graicunas is admittedly crude, it is useful as reference against which variations between organizations as well as within organizations can be examined.

(c) In a hierarchy every employee tends to rise to his level of incompetence.

(d) Bureaucracy is "a system of government the control of which is so completely in the hands of officials that their power jeopardizes the liberties of ordinary citizens.

2. "It is said that the generalist rationale was part of a revealed truth. All of us should have known better, for in a world of increasing scientific and technical complexity, it has compelling inadequacies" Discuss.

3. (a) Show how Barnard while analyzing the multiplicity of satisfactions, clearly identifies four specific inducements.

(b) Examine the view that systems theory, despite its promises to the contrary, followed similar patterns that characterized the structural classical theories.

4. How far is it true to state that the bureaucratic state began to displace the administrative' state; when the predominant function of the government changed from regulation to operation of business?

SECTION B

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

(a) An attack has been made on the "top down" character of the kind of implementation studies and an alternative 'bottom up" approach has been developed.'

(b) "Commit bureaucracy is unsuitable in a Parliamentary democracy."

(c) Public Agencies have used a number of sources and procedures for measuring Performance.

(d) At one extreme, the vigour of judicial control may paralyze effective

administration; at the other the result may be offensive bureaucratic tyranny exactly where the balance may be best struck is a major problem of judicial administration relationship.

6. "Whatever is purpose it is true that reform always takes place against 'resistance' and that failure to recognize the various sources of opposition, and to plan and to neutralize them, is a major reason for the widespread failure of reform efforts." Examine.

7. (a) What, according to Riggs, are the three important characteristic features of the prismatic society?

(b) "Budgeting and fiscal administration require the public administrator to resolve a variety of operational, managerial and strategic issues." Examine.

8. Sketch and overview of the State of Public Policy Analysis as it is most likely to interest those who have a public administration perspective

PAPER - II

SECTION A

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

(a) "It is not wholly correct to suggest that British rule had seriously attempted to bring about unity in India's administration."

(b) "The first Article of the Draft Constitution of India provided that India shall be a federation"

(c) "The Union-State financial relations, as provided in the Constitution, are biased towards Union Government in the context of borrowing." Comment.

(d) "The public services in India have been Constitutional status."

2. "Tether than describing the Prime Minister's position through phrases¹ it is better to examine how the office of the Prime Minister has actually evolved over time." Explain.

3. (a) "The essential purpose of Cabinet Committee is relieve the Cabinet of some burden of work." Discuss.

(b) "Independence of the Public Service Commissions has been ensured under specific provisions of the Constitution." Examine.

4. "After the creation of the Planning Commission, the role of the Finance Commission has started diminishing." Review the statement.

SECTION B

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

(a) "The Comptroller and Auditor-General is the friend, philosopher and guide of the Public Accounts Committee."

(b) "The Governor of a State wears two hats, and therefore, dilemmas have

arisen in practice."

(c) "The institution of Nagar Panchayat as mentioned in the 74th Constitutional Amendment has to be created with utmost care."

(d) "The constitutional provisions for the appointment of a special officer for the Scheduled Castes and Scheduled Tribes is more investigative than executive in orientation."

6. Examine the provisions of the 73rd and 74th Constitutional Amendments from the point of view of the autonomy of the local bodies.

7. (a) "The work of crime prevention has gone down in the priority list of police activities in recent years."

(b) "The Panchayati Raj institutions at grass-roots level are ensuring greater people's participation and involvement in development work." Comment.

8. "Rigidity in administration and centralization has greatly incapacitated the Central Social Welfare Board." Examine, in the light of this statement, the organization and working of the Central Social Welfare Board.

1997

(Paper - I)

Time Allowed : Three Hours Maximum Marks : 300

Candidates should attempt Questions 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section. All questions carry equal marks.

SECTION A

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

(a) "In the science of administration, whether public or private, the basic 'good' is efficiency".

(b) "That is to be a successful administrator one must have a catholic curiosity."

(c) "Once fully established, bureaucracy is among those social structures which are the hardest to destroy."

(d) "Theoretically the Board administration violates the distinction between government and politics because through it politics is injected in the administration."

2. Examine the basic postulates of the Human Relations Theory and show how far it differs from the classical theory of organizations.

3. (a) "Frederick Herzberg's Two-factor theory is more or less an extension of

Abraham Maslow's theory of motivation. " Explain.

(b) "Centralization inclines toward power and domination. Decentralization, on the other hand, inclines toward competition and self-determination. "

Discuss.

4. How far is it true to state that for a developing democracy the concept of civil service neutrality is outdated; instead there is a need for a civil service with professional competence and commitment ?

SECTION B

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

(a) "The controls exercised over administration by legislature are, in sum of greater theoretical than practical efficacy ."

(b) Development administration is basically an " action-oriented, goal-oriented administrative system. "

(c) The central concern of administrative law has been the legal limitation of administrative 'discretion'.

(d) " Administrative reforms are induced changes in the machinery of government undertaken in order to bridge the gap between reality and desirability."

6. Bring out the importance of Organization and Methods (O & M). Do you think that there should be a separate O & M organization ?

7. (a) "Time-honoured and yet often not sufficiently appreciated are the fiscal techniques for securing responsible conduct of administrative business."

Discuss.

(b) How far is it true to state that delegated legislation has become a present day necessity and it has come to stay; it is both inevitable and indispensable ?

8. "Policy-making does not end once a decision is made. The implementation of the decision can have just as great an impact on public policy as the decision itself. " Discuss.

(Paper - II)

Time Allowed : Three Hours Maximum Marks : 300

SECTION A

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

(a) "Under the Company's rule a distinction was drawn between Regulation and Non-Regulation Provinces."

(b) "The Preamble to the Constitution is key to open the mind of the markers."

(c) "The Directive Principles of State Policy are socialistic in their direction and

content."

(d) "The legislative relations between Union and State governments are more biased towards Union government. "

2. Examine the motives and intentions of the framers of the Indian Constitution as they opted for the system of parliamentary democracy in India.

3. (a) "The efficiency of the Cabinet depends to a large extent on the Cabinet Secretariat" Elucidate.

(b) "For national planning, the commission type of organisation was deliberately preferred." Examine the Statement.

4. "The States are constitutionally obliged to ensure that the laws passed by Parliament are implemented. " Explain the constitutional position fully.

SECTION B

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

(a) "The main function of the Public Accounts Committee is to ascertain that the money granted by Parliament has been spent the government within the scope of the demand."

(b) "The word 'Police' in the title of the Central Reserve Police Force and the Indo-Tibetan Border Police is a misnomer. "

(c) " A singular feature of the 74th Constitutional Amendment is the new role assigned to the urban local bodies in the field of planning. "

(d) "The machinery of administrative tribunals has been provided for the purpose of speedy and cheap justice against official excesses. "

6. Critically examine the role of the Finance Ministry as the custodian of all public revenues.

7. (a) "The District Rural Development Agency is presently serving as the nodal agency of rural development at the district level." Explain.

(b) "The most momentous recommendation of the Asoka Mehta Committee was the creation of a two-tier system of Panchayati Raj." Examine the statement.

8. Trace the origin of the Lokayukta plan and comment on its working.

1998

(Paper - I)

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

Section. All questions carry equal marks.

SECTION -A

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

(a) "The scope of administration is determined by the scope of government functions which is decided politically."

(b) "Communication holds the organisation together."

(c) "Headquarter and Field relationships determine the tenor of implementation of programmes."

(d) "'Consensus' and 'Unanimity' are used as styles in decision- making."

2. Why is it that the behavioural approach to the study of organisations is a continuous phenomenon ? Discuss Chester Barnard's contributions to this approach.

3. (a) Differentiate between managerial and functional aspects of co-ordination. How is co-ordination achieved ?

(b) "The themes developed at 1988 MINNOWBROOK conference (20 years after the first conference) largely focus on the current and future visions in the field of public administration". Elucidate.

4. "Public Personnel Administration is concerned with a number of functions". Elaborate. Why are PROCUREMENT and DEVELOPMENT functions important ?

SECTION-B

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

(a) "Budget is a tool which serves many purposes".

(b) "Executive control over administration is much more real".

(c) "Administrative Law in the modern governmental system is inevitable".

(d) "Policy implementation in Less Developed Countries needs to be effective".

6. "Work study succeeds because it is systematic in investigating a problem and also in developing a solution for it". Explain. Also discuss the components of Work Study and their usefulness.

7. (a) What are the objectives of Development Administration ? Also examine the demands DA. places on the structure and practice of administration.

(b) "As long as the study of public administration is not comparative, claim for a 'science of public administration' sounds rather hollow". Explain.

8. "All policy-making is decision-making, but all decision-making is not policy-making". Elaborate. How does a policy emanate and what course does policy-making in government follow?

(Paper - II)

Candidates should attempt Questions 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section. All questions carry equal marks.

SECTION - A

1. Comment on any three of the following in not more than 200 word each :

(a) "Kautilya's Arhashastra has significant relevance to the contemporary Indian administration."

(b) Art. 78 of the Constitution confers Executive Power on the President."

(c) "Central Services are more 'All-India' in character than are the All-India Services."

(d) "State and district planning bodies in India have bot been effective in achieving their goals."

2. It is argued that the recruitment and training of All India and Central Services have not kept pace with the changing needs and time. Give suggestions for improving these proocesses in order to make administrators more effective, committed and honest.

3. (a) "Indian public enterprises are neither adequately 'public' nor truly 'enterprising'." Comment.

(b) "The Indian Constitution considerably influences the nature, role and structure of Indian administration." Elucidate.

4. Explain the role and structure of the Ministry of Home Affairs of the Government of India. What are the challenges being faced by this Ministry ? Give suggestions for enhancing the capacity of this organization to meet these challenges.

SECTION - B

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

(a) "The success of administrative reforms in a country like India depends upon political as well as administrative will."

(b) "Rural development programmes in India suffer from lack of coordination and a sound appraisal system."

(c) "Corruption is more of an environmental than an administrative problem."

(d) "CAG should be watch-dog and not a blood-hound."

6. In tune with the winds of administrative change blowing throughout the world, the Indian administration has also taken certain noticeable initiatives in administrative restructuring in the nineteen nineties. What are these initiatives and how effective have they been ?

7. Do you think that the Indian police legislation, structure, technology, altitudes and behaviour are appropriate: to meet the law and order problems in the country ? What fundamental changes would you suggest in these realms to make the Central and the State police forces more effective in their role-performance?

8. "The State Finance Commission under Panchayat Raj Law is designed to ensure regional balance in the distribution of State and Central Funds." Comment.

1999

Paper - I

SECTION A

1. Comment on any three of the following in not more than 200 words each :
 - (a) "Instead of looking inward in their own values and requirements, the Asian countries looked outward."
 - (b) "The basic question in the relationship between political and permanent executives is the separation of facts and values at the operational level."
 - (c) 'The Commission form of organisation would tend to be a 'headless fourth branch' of government.'
 - (d) 'The principle of bureaucratic neutrality is more superfluous and redundant in the context of developing countries.'
2. Examine the growth of the discipline of Public Administration as a response to the developing capitalistic system in the U.S.A.
3. (a) 'The Generalist will always have an edge over the specialist.' Substantiate the view.
(b) It is not weak but strong bureaucracy that creates concern in democracy.' Comment.
4. Critically comment on the function of administrative capabilities with reference to developing countries.

SECTION B

5. Comment on any three of the following in not more than 200 words each :
 - (a) The process of change may create crises in the system. (Lucian Pye)

(b) 'Public Undertakings have received a raw deal in the wake of liberalism and privatization.'

(c) Voluntarism is not anti-thesis of statecentricism.

(d) 'Public Interest Litigation is an effective innovation in realizing social justice.'

6. 'Increased delegated legislation is a phenomenon of a modern positive state.' Elucidate.

7. (a) What do you understand by the term under-administration ? What are the issues involved in it?

(b) Elaborate the World Bank's concept of 'Good Governance.'

8. Elucidate the political process of policy formulation. Bring out its distinguishing features in developing countries.

Paper - II

SECTION A

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

(a) "The Planning Commission continues to exist but some would say that it is withering away, along with real planning itself."

(b) "Article 320 states that the Government shall consult the U.P.S.C. on certain specific matters."

(c) "It would be a gross fallacy to regard the institution of the Governor as a faint presence like a full moon at midday."

(d) "The Public Corporations in India are like exhausted Leviathans."

2. It is said that the image and influence of Indian Parliament have suffered a serious decline in recent years. How far do you agree with this view-point ?

3. (a) "The legislative and executive powers of the States are comprehensive, but the exercise of these powers are subject to regulation, abridgement and even suspension by the Union." Comment.

(b) "The Central Secretariat is thus today encumbered with non-essential work and has, for a large part, become an unwieldy and over-staffed organization." Elucidate.

4. "The rise of the Prime Minister's Secretariat and the Cabinet Secretariat in India during the past three decades is an indication of the growing centralisation of policy and decisional authority in the position of the Prime Minister." Examine.

SECTION B

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

(a) "The Public Accounts Committee is probably the best medium through the

eyes of which the tax-payer sees what has been done with his money."

(b) "The All-India Services have, naturally, to be remunerated on a higher level than services recruited purely on a local basis."

(c) "The performance of Lok Ayuktas in Indian States do not create a very positive impression."

(d) "The failure of I.R.D.P. is attributed to its over-powering centralized approach."

6. Do you think that the Comptroller and Auditor-General's role is to maintain the dignity, independence, detachment of outlook and fearlessness necessary for a fair, impartial and dispassionate assessment' of the actions of the executive in the financial field ? Give arguments.

7. (a) "In the midst of political and socio-economic challenges, the law and order administration has become both difficult and delicate." Explain.

(b) "Only a systematic-ecological approach to the study of corruption in India can help us understand its causes and dimensions." Comment.

8. Do you agree with the view that the Indian reform effort has been conservative or orthodox, not breaking radically newer ground, but only modifying the existing structures and processes ? Give arguments.

2000

(Paper - I)

SECTION 'A'

Q. 1. Comment on any three of the following in not more than 200 words each :

(a) "Administrative efficiency is enhanced by keeping at a minimum the number of organizational levels through which a matter must pass before it is acted upon." - (Herbert A. Simon) 20

(b) "A science of administration would be a body of formal statements describing invariant relationships between measurable objects, units, or elements. Unquestionably, administrative research has produced definite precepts and hypotheses that are applicable to concrete situations."

- (Fritz Morstein Marx) 20

(c) ... "a more thorough consideration leads to the understanding that communication, authority, specialisation and purpose are all aspects comprehended in coordination."

- (Chester I. Barnard) 20

(d) "Political environment conditions administrative system." - (F. W Riggs) 20

Q. 2. "... The paradigms of public administration may be understood in terms of locus and focus." - Golembiewski

In the light of the above statement describe the "five-paradigms" of Nicholas Henry about the evolution of the discipline of public administration. 60

Q. 3. "Information constitutes the life-blood of the functioning of organization." In the light of this statement, explain the utility and importance of communication in decision-making. 60

Q. 4. What opportunities are available to All India Services and state services in career development ? Do you agree that days of generalists in modern administrative state are numbered ? 60

SECTION 'B'

Q. 5. Write short notes on any three of the following in not more than 200 words each :

(a) Budget as an instrument of socio-economic transformation. 20

(b) Judicial control over administration in India and concept of judicial activism. 20

(c) Effectiveness and utility of Central and State Administrative Tribunals. 20

(b) Work study and work-measurement in Indian Administration. 20

Q.6. Give reasons for the failure of Government of India to introduce the performance programme budgetary technique in Union Ministries. What type of budgetary system is being currently practised in India and why ? 60

Q. 7. "The weakest aspect of Indian Administrative System is utter disregard of accountability." Examine the current mechanism for enforcing accountability. What steps are necessary to make it more effective ? 60

Q. 8. Critically examine the approach and methodology adopted by Fred W. Riggs in his study of prismatic and sala societies. What is valid-content of Raj Krishna's criticism of refraction ? 60

(Paper - II)

INSTRUCTIONS

Each question is printed both in Hindi and in English.

Answers must be written in the medium specified in the Admission Certificate issued to you, which must be stated clearly on the cover of the answer-book in the space provided for the purpose. No mark will be given for the answers written in a medium other than that specified in the Admission Certificate.

Candidates should attempt questions 1 and 5 which are compulsory, and any THREE of the remaining questions selecting at least ONE question from each Section.

All questions carry equal marks.

SECTION 'A'

Q. 1. Comment on any three of the following in not more than 200 words each :

- (a) "The period of British rule generated most of the structural and behavioural values of Indian Administration not by imitation but through interaction."
- (b) "Though the dictatorship of the Cabinet is a stark reality in modern times, it does not mean that the Cabinet is omnipotent."
- (c) "National Development Council, it seems, is like a super-Cabinet."
- (d) "Indian Constitution confers vast legislative powers on the President."

Q. 2. "Among several other problems, the Problem of financial relationship is perhaps the most complex one." Explain in the context of recent developments in Union-State relations in India.

Q. 3. (a) "The leadership qualities of a civil servant are tested most during his tenure as the Cabinet Secretary - a dream-post for even-bureaucrat.- Elucidate.

(b) "All India Services play a crucial unifying role in the whole administrative system of the country." Explain.

Q.4. Discuss the major problems of management and working of Public Sector Undertakings in India. Give suggestions in the light of liberalization policy to improve their performance.

SECTION 'B'

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

- (a) "Maintenance of law and order is a State subject but the Union Government can deploy armed forces in any State."
- (b) "Most administrative reforms have a political cost."
- (c) "It is a major challenge to balance the role of District Collector with the powers of democratic bodies."
- (d) "A middle way- should be worked out to utilize the services of both generalists and specialists for the national development."

Q. 6. Do you think that our administration is sensitive to public grievances ? Discuss the existing grievances redressal mechanism and give suggestions for

enhancing its capabilities.

Q. 7. (a) "Reservation policy and its implementation has had some positive impact in relative terms on the socio-economic development of the SCs and STs but it is very meagre in absolute terms. Comment.

(b) "In the Chief Secretary, the State Government has an officer whose counterpart does not obtain in the Union Government.' Elucidate.

Q. 8. Do you agree that globalization, liberalization and privatization policies are going to change the very fabric of Indian Administration ? What, according to you, are the major challenges before it in the 21st century ?

2001

Paper-I:

Candidates should attempt Questions 1 and 5 which are compulsory, and any three of the remaining questions selecting at least one question from each Section. All questions carry equal marks.

SECTION 'A'

Q. 1. Comment on any three of the following in not more than 200 words each :

(a) "Administrative efficiency is enhanced by keeping at a minimum the number of organizational levels through which a matter must pass before it is acted upon." - (Herbert A. Simon) 20

(b) "A science of administration would be a body of formal statements describing invariant relationships between measurable objects, units, or elements. Unquestionably, administrative research has produced definite precepts and hypotheses that are applicable to concrete situations."

- (Fritz Morstein Marx) 20

(c) ... "a more thorough consideration leads to the understanding that communication, authority, specialisation and purpose are all aspects comprehended in coordination." - (Chester I. Barnard) 20

(d) "Political environment conditions administrative system." - (F. W Riggs) 20

Q. 2. "... The paradigms of public administration may be understood in terms of locus and focus." - Golembiewski

In the light of the above statement describe the "five-paradigms" of Nicholas Henry about the evolution of the discipline of public administration. 60

Q. 3. "Information constitutes the life-blood of the functioning of organization." In the light of this statement, explain the utility and importance

of communication in decision-making. 60

Q. 4. What opportunities are available to All India Services and state services in career development ? Do you agree that days of generalists in modern administrative state are numbered ? 60

SECTION 'B'

Q. 5. Write short notes on any three of the following in not more than 200 words each :

(a) Budget as an instrument of socio-economic transformation. 20

(b) Judicial control over administration in India and concept of judicial activism. 20

(c) Effectiveness and utility of Central and State Administrative Tribunals. 20

(b) Work study and work-measurement in Indian Administration. 20

Q.6. Give reasons for the failure of Government of India to introduce the performance programme budgetary technique in Union Ministries. What type of budgetary system is being currently practised in India and why ? 60

Q. 7. "The weakest aspect of Indian Administrative System is utter disregard of accountability." Examine the current mechanism for enforcing accountability. What steps are necessary to make it more effective ? 60

Q. 8. Critically examine the approach and methodology adopted by Fred W. Riggs in his study of prismatic and sala societies. What is valid-content of Raj Krishna's criticism of refraction ? 60

Paper - II

INSTRUCTIONS

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Candidates should attempt questions 1 and 5 which are compulsory, and any THREE of the remaining questions selecting at least ONE question from each Section.

All questions carry equal marks.

SECTION 'A'

Q. 1. Comment on any three of the following in not more than 200 words each :

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interaction."

(b) "Though the dictatorship of the Cabinet is a stark reality in modern times, it does not mean that the Cabinet is omnipotent."

(c) "National Development Council, it seems, is like a super-Cabinet."

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Q. 3. (a) "The leadership qualities of a civil servant are tested most during his tenure as the Cabinet Secretary - a dream-post for even-bureaucrat.- Elucidate.

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SECTION 'B'

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

(a) "Maintenance of law and order is a State subject but the Union Government can deploy armed forces in any State."

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(c) "It is a major challenge to balance the role of District Collector with the powers of democratic bodies."

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(b) "In the Chief Secretary, the State Government has an officer whose counterpart does not obtain in the Union Government.' Elucidate.

Q. 8. Do you agree that globalization, liberalization and privatization policies are going to change the very fabric of Indian Administration? What, according to you, are the major challenges before it in the 21st century?

2002**Paper-I****SECTION A**

1. Answer any three of the following in not more than 200 words each: (20 x 3 = 60)

(a) "Though there are certain points of similarity between public and private administration yet no private organization can ever be exactly the name 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. (60)

3. Explain the contribution of George Elton Mayo to the development of the Human relations school. How did behavioral scientist modify his basic findings? (60)

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? (60)

SECTION B

5. Answer any three of the following in not more than 200 words each: (20 x 3 = 60)

(a) "Development administration is concerned with maximizing 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. Analyze the constitutional political and operational dimensions of employer-employee relations. What are your suggestions to bring about a satisfactory relationship between them? (60)

7. How did Fred W. Riggs conceptualize the interactions between administration systems and their environment? (60)

8. Examine the government budget as an instrument of public policy and a local legislative control? (60)

PAPER II

SECTION - A

1. Comment on any three of the following in not more than 200 words each:
(3 x 20 = 60)

(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 programs have gained in importance, but implementation has been a failure."

(d) "The rule of public sector has been changing tremendously in the context of liberalization."

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. (60)

3. (a) The central secretariat is a policy formulating, coordinating and supervisory agency besides being the principal executive agency of the government." - Explain (30)

(b) "Collector is the representative of the state government in the district and also represents public interest". Comment (30).

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. (60).

SECTION - B

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

(a) "All Indian service is 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 (60)

7. (a) "Culturally sanctioned values and symbols have acted as important influencing catalyst in administration". Elaborate (30)

(b) The problem of administrative improvement in India are longer and more

complex than in any other country in the world". Comment (30)

8. "Women's development programs of recent have shifted from welfarist approach to empowerment of women". Elaborate (60).

2003

Paper-I:

SECTION A

1. Answer any three of the following in not more than 200 words each: (20 x 3 = 60)

(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 administration (NPM) is an incarnation of a new model of public sector management in response of the challenge of liberalization, international competitiveness and technological changes". Explain.

(d) 'Citizen's 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 decades of 21st century? (60)

3. Account for the increasing corruption in administration. Suggest remedies to curb administrative corruption. (60)

4. What is morale? State its significance and suggest methods to foster and sustain morale in an organization. (60)

SECTION B

5. Answer any three of the following in not more than 200 words each: (20 x 3 = 60)

(a) "Organization today seems 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 facets of administrative reforms in the fast changing scenario of the 21st century. What are the obstacles to administrative reforms? Give suggestion to overcome them. (60)

7. Comment on the role of public administration in policy making and its implementation. What are the other factors influencing the policy process? (60)

8. What are the various institutional devices available for the redressal of citizen's grievances against the excess and malfunctioning of administration? How successful have they been (60).

PAPER II

SECTION - A

1. Comment on any three of the following in not more than 200 words each: (3 x 20 = 60)

(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.

(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. (60)

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. (30 x 2 = 60)

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 (60)

SECTION - B

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 parliament control over expenditure".

(c) "A distinctive feature of the Indian Administration, since independence, has been the noticeable efforts under taken to make administrative system effectively reach and respond to citizen's 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.

7. (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 programs." 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

2004

PAPER - I

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 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 the 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 policies shows little evidence of systematic learning from policy experience. Discuss.

20X3=60

2. Democracy and good governance are contradictions in terms. Discuss with examples.

60

3. Weber's ideas of impersonal detachment and *esprit de corps* are incompatible. Explain.

60

4. Discuss the legal and political implications of Right to Information. Is it a feasible concept in the developing countries?

60

Section – B

5. Answer any *three* of the following 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 past. Discuss

(c) Recruitment is the backbone of Public Administration. Explain.

(d) The administrator needs autonomy and discretion in much the same way as politician needs control and intervention. Discuss.

20X3=60

6. What is Information Technology? Describe its impact on Public Administration.

60

7. Explain the meanings, significance and models of Comparative Public Administration.

60

8. Describe the changing profile of Development Administration and identify its efforts towards people's empowerment.

60

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. Comment on any *three* of the following questions 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 today."

20X3=60

2. "The position of Governors towards exercising their discretion has considerably changed after 1967." Discuss.

60

3. (a) "The district officer as chief agent and representative of state serves as a channel of communication between the Government and residents of the district." Explain.

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

30X2=60

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

60

Section – B

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

(a) "The Estimates Committee is – 'a continuous economy committee'.

(b) "Values, more than techniques are eventual determinants of the actions of the administrators."

(c) "National Development Council was established to coordinate between Union Government, the Planning Commission and State Governments."

(d) "Criminalization of politics has been responsible for the problems related to law and order in our nation."

20X3=60

6. "Welfare of 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 context of globalization>

60

7. (a) "In spite of valuable suggestions through Administrative Reforms, still we have been not been able to come up to the expectations of the people."

Discuss.

(b) "Effective implementation of plan projects has been the weakest link the chain of the entire planning programme." Elucidate.

30X2=60

8. "One of the greatest weakness inherent in a Federal polity is the possibility of the conflict of loyalty and responsibility on the part of public servants as between Central and State Governments." - Elaborate and Comment.

60

2005

PAPER 1

SECTION-A

1. Answer any three of the following in not more than 200 words each:

3x20=60

(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 60

3. "Today the content of administrative law is driven primarily by the scope of public administration activity." Explain. 60

4. What is judicial activism? How far has it been successful in exercising a check

over administration? 60

SECTION-B

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

3x20=60

(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, the 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? 60

7. Give an assessment of the processes of policy formulation and discuss the problems of policy implementation. 60

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. 60

2005

PAPER 2

SECTION-A

1. Comment on any three of the following in not more than 200 words each:
20x3=60

(a) "The Mughal Administrative System was a military rule by nature and was centralized despotism."

(b) "The veto-power of the 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.
60

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.

30x2=60

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.

60

SECTION-B

5. Comment on. any three of the following in not more than 200 words each:
20x3=60

(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. 60

7. (a) "Audit provides a healthy safeguard against public going down the

drain." Comment.

(b) "National Development Council is criticized as an usurping authority - functioning as a virtual supercabinet." Explain. 30 x 2 = 60

8. "The Lokayuktas in States have not succeeded in tackling maladministration, while the Bill on Lokpal still faces stiff opposition on the floor of the Parliament."

Comment. 60

2006

Paper 1 Section A

1. Answer any three of the following questions in not more than 200 words each: 20x3=60

(a) If public administration is to play a major legitimizing role in governing our complex society, it needs to be more fully conceptualized. □ 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. 60

3. Define the term 'civil society'. How does civil society influence the public policy? 60

4. Today the content of administrative law is driven primarily by the scope of public administrative activity. □ Explain. 60

Section B

5. Answer any three of the following questions in not more than 200 words each: 20x3=60

(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. 60

7. To what extent has the human relations movement contributed to the knowledge and practice within the field of personnel administration? 60

8. Discuss the main approaches to increase the efficiency of government and public administration. 60

PAPER II

SECTION A

1. Comment on any three of the following in not more than 200 words each: 20x3=60

(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' behavior different from Kautilyan rulers?

(b) The basic values of the Constitution enshrine social, political and economic philosophy symbolizing 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 citizens has been satisfactory and up to the expectations. □ Elucidate. 60

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. 60

4. The District Collector, the additional Deputy Commissioner and Sub-Divisional Officer, have virtually become 'officers-in-attendance' and have lost initiative and independence of judgement. □ Comment. 60

SECTION B

5. Comment on any three of the following in not more than 200 words each;
20x3=60

(a) The generalist character of I.A.S. is its chief characteristic as well as its chief criticism. □ Comment.

(b) All efforts in the field of reforms in public administration by the political executive have resulted in no significant output. □ Comment.

(c) 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. □ Comment.

(d) 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. 60

7. Lok-Ayuktas are judicial institutions without adequate teeth. □ Comment. 60

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.

(a) What measures have been taken by the Union and the States for the welfare of women in the profession of sex?

(b) What concrete steps have been taken by the Union and the State Governments to protect child labour and prevent abuse of children? 40+10+10=60

2007

Paper 1

Section A

1. Answer any three of the following questions in not more than 200 words each: 20x3=60

(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. Analyze 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. 60

3. What is meant by morale? There is a belief that "morale and productivity go hand in hand and higher the morale, higher the productivity." Do you agree? Substantiate. 60

4. 'Right to information promotes transparency and accountability in the working of every public authority'. Explain. 60

Section B

5. Answer any three of the following questions in not more than 200 words each: 20x3=60

(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 to improve efficiency in administration. 60

7. "The widening gap in the 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. 60

8. What is performance budgeting? Bring out its merits, limitations and difficulties. 60

Paper II

Section A

1. Answer any three of the following in not more than 200 words each: 20x3=60

(a) "Kautilya was not only the foremost politico-administrative thinker of 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 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? Analyze. 60

3. "73rd Constitutional Amendment has provided permanent structural framework to PRI's resulting into silent social revolution." Comment. 60

4. "The dispute between Secretariat and Directorate is the result of Generalist vs Specialist controversy." Analyse. 60

Section B

5. Answer any three of the following in not more than 200 words each:
20x3=60

(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 analyzing the demands for grants." Evaluate.

(c) "In spite of having Constitutional status the District Planning Committee is not able to implement decentralized planning due to centralized 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 information held by various public authorities." Analyse the merits and demerits of RTI Act, 2005 in the light of this statement. 60

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. 60

8. (a) Critically analyse the functions and role of Ministry of Social Justice and Empowerment with regard to development of disabled persons in not more than 200 words. 40

(b) Define Civil Society. Is it an effective organ to control administrative machinery? Comment. 10

(c) "Social (Welfare) Administration is witnessing specialization and faster expansion of its administrative agencies." Evaluate. 10

2008

1. write any three of the following. 20*3=60.

a) calling woodrow wilson, the father of public administration is doing injustice to equally or even more eminent contributions made prior to him. comment.

b) leaders do the right things, manager 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 & their associations, backed by a responsible media, are assertively pro-active. 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 & the developing nations in the context of new public management movement. 60mks

3. examine the respective roles of facts & 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? 60mks

4. to claim that a company / a corporation form is always more effective than a departmental form of organisation is an outdated view. the real test of a sound structure is its capacity to balance decisional autonomy & operational flexibility with optimal accountability. critically examine this statement. 60mks

sec B

5. answer any 3 of following.

a) laxity in monitoring & evaluation can render even the best policies infructuous. discuss.

b) e-governance has the potentially to emerge as the most effective instrument of efficiency, transparency & accountability. comment.

c) truly comparative administration studies are empirical, nomothetic & ecological. (riggs) in this perspective, examine the current status of comparative public administration.

d) training has proved its incapacity to change the attitudes, behaviour & values of civil servants. do you agree with this statement?

6. to talk of administrative modernization & still continue with the conventional practice of personnel administration is a gross incongruity. offer suggestions to initiate radical reforms in human resource management of public administrative systems. 60mks

7. good economics & bad politics cannot coexist in a sound budgetary process. discuss this statement in the context of the developmental

challenges in countries experiencing competitive politics. 60mks

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?

PAPER 2 SEC A

1. answer any 3 of the following.

a) the shift from the nehruvian to the liberalisation model of development has necessitated reinventing government. comment.

b) economic development & social 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 & continuous collision between bureaucratic values & democratic values which adversely affects & development. in the light of this statement examine the role of bureaucracy in development. 60mks

3.a) what are the tension areas in union-state relations in planning?

b) discuss the problems in the planning process at the state & sub-state levels.

4) the chief minister is the real executive of the state, whose effectiveness is largely related to his personality trait & equation with central leadership. explain & illustrate with relevant examples. 60mks.

sec B

5. answer any 3 of following.

a) in urban governance, uni-functional agencies & 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 & accountability of administration. comment.

6.a) training of civil servants for capacity building should be in consonance with the needs of the socio-economic & technological development of the

country. explain.

b) what are the basic hurdles & pitfalls in the implementation of the national rural employment guarantee act?

7. describe the changing character & new orientations of public service in india since independence. 60mks.

8. new localism is identifies with the new local-state & local activism. examine how this has impacted city management in india.

2009

Paper I SECTION – A

1. Comments on any THREE of the following statements in not more than 200 words each: $20 \times 3 = 60$

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 organizing work efficiency , nut a set of operating procedures that could be employed in each concrete situation to secure their application."

d) " The Barnard – Simon Theory of organization is essentially a theory of motivation."

2. Answer the following in about 300 words each: $30 \times 2 = 60$

a) Consider the statement 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 analyze 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 institution 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 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 public administration have taken the achievement of efficiency as the central objective. Justify the statement with reference to the work of major writers. 60

SECTION – B

5. Answer any THREE of the following questions in not more than 200 words each: $20 \times 3 = 60$

a) " There is no doubts that departmentalization is fraught with complexities. These are in part technical , in part political ." Discuss.

b) " Technical like PERT and CPM help in effective office management." Elaborate.

c) " non –western states often , If not always , have unbalance politics , but these may not necessarily be bureaucratic politics." Discuss.

d) " Yehezkel Dror's normative models of policy making tend to be academic in perspective with poor operational utility." Comment.

6. Consider the statement below:

a). Self-Help Groups (SHGs) enables women to realize their full potential in some spheres of life.

b). Self-Help Groups (SHGs) are providing avenues of political mobilization. Examine the implication 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

Paper II SECTION – A

1. Attempt any THREE of the following in not more than 200 words each: $20 \times 3 = 60$

a) "Bureaucracy developed by the British stifled the village self rule." Comment.

b) "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.

c) "The weakest aspect of Indian Administration is grievance redressal machinery." Discuss.

d) " 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 can not 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 Reform 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 followings :

30

i). Paul Appleby (1953 and 1956)

ii). Santhanam Committee

iii). Hota Committee

iv). Sixth Pay Commission

b). Examine the role of 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 All India and Central Services ? Suggest measures for enhancing the role , competence and impact of state services. 30

5. Comment on any THREE of the following statements in not more than 200 words each: $20 \times 3 = 60$

a) " India has failed to devise a long term strategy for drought management."

b) " A fix tenure in Civil Service postings can increase productivity , accountability and probity in Government."

c) " Sound municipal governance requires a cadre of specialised municipal services executives equal in status to state services."

d) "Administrative talent of a minister determines 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 others." Explain. 30

b). Do you agree with the view that citizen's Charters in India have not succeeded in their objective of making of administrative system citizen –

centric ? Analyze and give your suggestions in this regard. 30

7. a). " The National Human Rights Commissions has done a commendable job in developing a sense responsibility among organization 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). " Value 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

2010

Paper I: Section - A

1. Answer any three of the following questions in not more than 200 words each: $20 \times 3 = 60$

(a) " Not merely governance but good governance is the key factor in achieving the United Nations Millennium Goals (2000)." Explain.

(b) " In McGregor's view, the managerial cosmology meaningfully addresses the understanding of manager and his role perceptions." Explain.

(c) " The successful management leaders are found in Likerts's 'System-4' approach to organisational leadership." Examine.

(d) " The study of administration should start from the base of management rather than the foundation of law." Explain.

2. (a) " Simon's identifying decision-making as the core field of public administration appears logically acceptable but his positivist underpinning is problematic." Critically examine the statement. 40

(b) "New Public Management is dead; long live digital era of governance." Comment. 20

3. Explain the impact of privatisation on public administration with special reference to $20 \times 3 = 60$

(a) the issue of user fees.

(b) public - private partnership.

(c) outsourcing technique.

4. Explain the basic principles underlying Citizen's Charter with special reference to $20 \times 3 = 60$

- (a) its administrative philosophy
- (b) promoting public accountability.
- (c) ensuring standards of public service.

SECTION B

5. Answer any three of the following question questions in not more than 200 words each: $20 \times 3 = 60$

- (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 whell of relationships b focussed on the formulation and implementation of public policy." Explain.

6. (a) Explain the 'Peter Principle' in respect of promotion policy in a hierachical organisation. 20

(b) Discuss in this connection the case for and against promotion based on seniority. 40

7. (a) Distinguish fully between the syndicate method, role playing method, and T-Group training method in personnel management. 40

(b) Do you think that there is a sort of paradox between e-Governance and good governance ? Explain fully. 20

8. (a) Distingguish between PPBS and performance budgeting. 20

(b) Briefly discuss the ensuring ethics in public service as recommended in the nolan Committee Report (1994). 20

(c) " Cost-benefit analysis is a very unsatisfactory view of evaluating public policy." Comment. 20

Paper II: SECTION- A

1. Attempt the follwoing in not more than 200 words each:- $20 \times 3 = 60$

(a) " The rule of kings depends primarily on written orders...." Why did Kautilya facour Codification of Laws ?

(b) Is is correct to state that " One of the major reasone for the failur of many public sectors undetakins 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 resposibility ?

2.(a) It is said that the British made a significant contribution towards modernising 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

(i) "The more development an administrative system becomes, the greater the likelihood that it would have developmental effects."

(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 States 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

SECTION - B

5. Comment on any THREE of the following in not more than 200 words each:- $3 \times 20 = 60$

(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 reinvent itself as a systems reforms commission in the backdrop of changes global and domestic scenarios.

7. Comment on each of the following in not more than 200 words each:- $3 \times 20 = 60$

(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 liberalisation, overlapping jurisdictions and conflicts became the new trend. Is there need for the creation of a super-regulator or unified regulator? 30

2011

Paper I

SECTION A

1. Answer the following questions in not more than 200 words each: 20x3 = 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 the evolution of the discipline of Public Administration, Minnowbrook Conferences 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' model is largely dependent on 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 organisational analysis.

Discuss how Chester Barnard and David Easton adopted this approach in their respective areas of study. 30

4. (a) Whereas 'value for money' audit aims at economy and 'performance' audit seeks efficiency, 'social' audit goes beyond both, to examine the effectiveness of a programme or activity. Examine this statement with suitable illustrations.

(b) (i) Make a critical assessment of Dicey's understanding of the Rule of Law and 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 x 3 = 60

(a) 'Budget is a series of goals with price-tags attached.' Explain.

(b) 'Policy is being made .as it is being administered arid administered as it is being made.' Comment.

(c) 'Position Classification can be problematic. A serious complaint in its practice is that it dehumanises 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 social moralists in action, living up to Paul Appleby's dictum that 'responsible government is ethical government'. Examine this statement in the light of rod governance. 30

(b) Critically examine the following statements in the field of Policy Sciences.

(i) The instrumentalist paradigm posits a conservative tendency In public policy making. 15

(ii) Dror's Optimal 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 a framework for communication and co-ordination, as well as for exercising administrative discipline throughout the administrative structure Explain. 30

Paper II

Section-A

1. Attempt the following in not more than 200 words each: $20 \times 3 = 60$

(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 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: 30

"The Comptroller and Auditor-General (CAG) of India is a prosecutor with a law 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 light of this statement, discuss the state of Criminal Justice System administration in India. 30

(b) 'Performance Appraisal Systems' 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 reasons. 30

Section-B

5. Attempt the following in not more than 200 words each: $20 \times 3 = 60$

(a) "The real problem of administrative reforms in India at the State and the local levels is 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 service management," Comment. 15

(b) "Community policing has become a victim of elite capture." Discuss the concept of community policing and bring out the implications of the above statement. 30

7. (a) Can the holding company's structure act as an 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 the new culture of disaster management. 15

(b) "Disaster insurance is 'desirable but not an easy proposition to implement." Illustrate with suitable examples. 30