



FEDERAL PUBLIC SERVICE COMMISSION
COMPETITIVE EXAMINATION-2024 FOR RECRUITMENT TO
POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT
GOVERNANCE & PUBLIC POLICIES

Roll Number

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|---|----------------------|--------------------------|
| TIME ALLOWED: THREE HOURS | (PART-I MCQs) | MAXIMUM MARKS: 20 |
| PART-I (MCQs) : MAXIMUM 30 MINUTES | (PART-II) | MAXIMUM MARKS: 80 |
| NOTE: (i) First attempt PART-I (MCQs) on separate OMR Answer Sheet which shall be taken back after 30 minutes. (ii) Overwriting/cutting of the options/answers will not be given credit. (iii) There is no negative marking. All MCQs must be attempted. | | |

PART-I (MCQs)(COMPULSORY)

- Q.1. (i) Select the best option/answer and fill in the appropriate Box ☐ on the OMR Answer Sheet.(20x1=20)**
(ii) Answers given anywhere else, other than OMR Answer Sheet, will not be considered.
- Woodrow Wilson argued that the work of government agencies would be accomplished more effectively by:** (A) Adopting the business principles of the private sector (B) Combining administration and politics
(C) Rejecting the business model (D) Decentralizing administrative authority
 - Three key pillars of the state are:**
(A) Judiciary, legislature, executive (B) Judiciary, media, legislature
(C) Judiciary, media, executive (D) All of these
 - The *ambiguity* of public administration refers to:**
(A) The need for more precise job descriptions. (B) The difficulty of specifying specific objectives.
(C) A lack of hierarchical structure (D) The problem of separating political decisions from administrative ones.
 - Public policies are:**
(A) The laws. (B) Made only in cabinet. (C) Never made by public administrators.
(D) Authoritative statements by legitimate governmental actors about public problems.
 - Public agencies:**
(A) Play an important role in shaping public policy
(B) Do not provide testimony in support of policy proposals
(C) Have no role in formulating public policy (D) Are not involved in the policy process
 - “Agenda setting” in the policy process refers to:**
(A) Identifying problems that will be acted on by decision makers (B) Developing formal policy statements
(C) Putting policies into action (D) Implementing programs
 - Determining whether a particular policy has had the intended effect is called:**
(A) Policy legitimation. (B) Policy formulation. (C) Policy evaluation. (D) Policy implementation.
 - The transfer of resources and power to lower level authorities which are largely or wholly independent of higher level of governments are termed as:**
(A) Devolution (B) Decentralization (C) Co-production (D) Integration
 - A central theme of the “reinvention” is the need for:**
(A) An increase in the size of the bureaucracy. (B) Standardized methods of problem solving.
(C) Higher taxes. (D) More entrepreneurial forms of government.
 - Which one of the following statements is NOT correct with respect to New Public Management?**
(A) It has market orientation. (B) It upholds the need to be centralized.
(C) It advocates managerial autonomy. (D) It focuses on performance appraisal.
 - If a public servant imposes duties and obligations upon the citizens, which are not required by the law, it can lead to:**
(A) Abuse of law (B) Abuse of power (C) Error of authority (D) Error of fact finding
 - The term _____ refers to a way of working where service providers and users work together to reach a collective outcome.**
(A) Co-management (B) Partnership (C) Co-production (D) Co-operation
 - Which among of the following is not considered as part of the Civil Society?**
(A) Non-governmental organizations (B) Religious groups (C) Legislature (D) Think tanks
 - The role of the judiciary in serving as a check on agencies is through:**
(A) Holding trials for administrators who break the law.
(B) Reviewing the legality of each policy proposed by an agency.
(C) Writing the rules used by agencies to implement policies.
(D) Interpreting mandates to agencies and reviewing agency actions.
 - One of the most dramatic developments in recent years in the relationship between agencies and the courts is:**
(A) The courts’ refusal to rule on administrative decisions.
(B) The direct involvement of the courts in agency administration.
(C) The courts’ avoidance of involvement in cases concerning prison management.
(D) The decrease in administrative equity cases heard by the courts.

GOVERNANCE & PUBLIC POLICIES

16. The term **privatization** refers to:
- (A) The placement of private business owners into public positions of authority.
 - (B) Efforts to give the government more control over certain types of industry.
 - (C) The use of nongovernmental/private organizations to provide public goods and services.
 - (D) Removing private involvement in any government program.
17. **Increased use of private firms for the delivery of public services comes in part from:**
- (A) Ideological conviction by some that services should be provided by nongovernmental/private organizations whenever possible.
 - (B) Increased governmental ability to pay private organizations for services.
 - (C) The effort to involve government in service delivery.
 - (D) Efforts to increase the governmental role in policy development.
18. **In the study of Public Ethics, consequentialism refers to:**
- (A) Evaluating right and wrong by studying the actions themselves.
 - (B) Evaluating things by following the principles of virtuousness.
 - (C) Evaluating right and wrong by studying possible outcomes of actions to be taken.
 - (D) Evaluating things by following the principles of bureaucracy.
19. **In which year, was the 18th Constitutional Amendment passed by the national assembly of Pakistan?**
- (A) 2009 (B) 2010 (C) 2011 (D) 2012
20. The _____ is a summary composite measure of a country's average achievements in three basic aspects of human development: health, knowledge and standard of living.
- (A) Humanistic development idea (B) Human development index
(C) Human development initiative (D) Human developing indicator

PART-II

- NOTE:** (i) **Part-II** is to be attempted on the separate **Answer Book**.
(ii) Attempt **ONLY FOUR** questions from **PART-II**. **ALL** questions carry **EQUAL** marks.
(iii) All the parts (if any) of each Question must be attempted at one place instead of at different places.
(iv) Write Q. No. in the Answer Book in accordance with Q. No. in the Q.Paper.
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- Q. 2.** Identify and explain three dominant governance paradigms also referred to as waves of reforms in the study and practice of public administration and management. (20)
- Q. 3.** In the realm of public management and governance, a notable trend involves growing collaboration between the public and private sectors. Evaluate the necessity of such collaborations within the context of Pakistan, while also exploring the potential advantages and hurdles associated with these partnerships. (20)
- Q. 4.** 'While wicked and unruly problems like social inequalities in health and education create an urgent need for policy innovation, policy makers in Pakistan are badly positioned to initiate, drive and lead this innovation'. Discuss the extent to which you agree or disagree with the statement and explain your reasoning for the position you take. (20)
- Q. 5.** What are the key considerations in determining whether community participation is an effective policy-making tool in the context of Pakistan? (20)
- Q. 6.** Since, by definition, corruption undermines good governance, one way to fight corruption is by advancing the government's responsiveness, accountability, and transparency. Discuss. (20)
- Q. 7.** Critically examine the ways in which reliance on donor funding has improved or impaired the quality of governance in Pakistan. (20)
- Q. 8.** Evaluate the challenges and obstacles hindering the widespread adoption of e-governance in Pakistan. Identify and discuss three major hurdles and propose strategies or recommendations to overcome these barriers for effective e-governance implementation. (20)



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PART-II

- Q. 2.** Theories of Governance provide an intellectual base to formulate sound Public Policies. In this context, elaborate:- **(20)**
(a) What are the Governance Theories more applicable to developing countries like Pakistan and how those could be applied?
(b) How would you differentiate between Classical and New Public Administration approach? Relate those with Postmodern Public Administration relevant to Pakistan?
- Q. 3.** What is Good Governance and how it is different in Private and Public Sectors? Elaborate seven good Governance Indicators. Also indicate where Pakistan stands in those indicators. **(20)**
- Q. 4.** Quaid-e-Azam M. A. Jinnah viewed governance as mechanism for social justice and fair play to all; in that context explain: **(20)**
(a) What was his vision of governance in Pakistan and how he intended to implement it?
(b) What was his approach towards functioning of the State Institutions in relation with matters of Legislative, Executive and Judiciary?
- Q. 5.** There has been fluctuating (declining mostly) economic growth of Pakistan especially since 1990s, adversely impacting governance and social development. In this context, answer the following: **(20)**
(a) How Incompatible Economic Growth has impacted the middle and poor segment of the society? Relate it with governance issues.
(b) What kind of Financial Discipline do you suggest for Pakistan including accountability and safeguards against malpractices?
- Q. 6.** Equality and fair-play in socio-political activities form the basis of Islamic Philosophy of Governance and public administration. In this context, elaborate: **(20)**
(a) What obligations, Islamic Concept of Governance and Public Services place on the Public Servants?
(b) How personal accountability impacts community growth and social order in character and integrity?
- Q. 7.** What do you understand of Ethics in politics? How public policies become an instrument of political gains by those in power especially in countries like Pakistan? Under the situation of political tug of war, what roles do you idealize for the civil servants to keep the public interest at forefront? **(20)**
- Q. 8.** Write short notes on any five of the following: **(4 each) (20)**
(a) Distinctive features of Governance, Administration and Management.
(b) Reforms and restructuring required in civil bureaucracy of Pakistan
(c) Success criteria of local governments for Pakistan including political restructuring.
(d) Public Policies in dealing with the World Bank and IMF, lessons for the developing countries
(e) Merits, demerits and choice of Privatization, Deregulations and Liberalization in Pakistan.
(f) Success factors for Public-Private Partnerships in the scenario of Pakistan
(g) Presidential versus Parliamentary form of government in Pakistan



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PART-II

- Q. 2.** “In developing countries with weak governance and accountability mechanisms, there is no such thing as ‘public-private’ partnerships, but in reality only ‘private-private’ partnerships.” Discuss. (20)
- Q. 3.** “Without a presumption of confidentiality of government decision making and information, effective government is impossible.” Discuss if you agree with this statement while highlighting Pakistan’s experience with Freedom of Information Act. (20)
- Q. 4.** If circumstances in a country happen to be such that official corruption is not having any negative effect on economic growth, except for a moral argument is there any compelling reason to make a major effort against it? Discuss this statement by grounding it in the historical progress against public corruption by governments and institutions in Pakistan. (20)
- Q. 5.** The best approach to reduce corruption is a frontal assault on crooked officials and civil servants, with strong enforcement and severe penalties for corrupt behavior. Discuss if you agree while analyzing effectiveness of the Estacode and the code of ethics in Pakistan. (20)
- Q. 6.** Political science uses a variety of conceptual models to help explain political life and public policy. Compare and contrast the public choice theory and game theory in the context/experience of public policy making in Pakistan. (20)
- Q. 7.** Choose one of the following statements and support it with arguments. (20)
(a) “Outsourcing is a necessity when the public administration is weak.”
(b) “Outsourcing is a danger when the public administration is weak.”
- Q. 8.** While critically analyzing Pakistan’s experience with local government reform over the years, highlight the lessons that can be learnt from success stories of local government reforms in other developing countries by Pakistan. (20)



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PART-II

- Q. 2.** Public policy changes occur through two primary mechanisms: substantial disruption and incrementalism. Even though both of these mechanisms involve political institutions, they appear to be unrelated processes. Using specific examples, (20)
- (a) Explain how these disparate processes create policy change? What is the role of institutions in both processes?
- (b) Specifically, are institutions endogenous or exogenous to policy changes? Can disruption and incrementalism be integrated to create a fuller theoretical understanding of policy change, or should they be understood separately?
- Q. 3.** Various scholars attend to the interaction between politics and markets to explain the way welfare states undertake social provision, including providing for education (aka “human capital acquisition”), providing welfare benefits, work-family policies, and more. Take two or more such analyses and explain with some care how political and market-based approaches help us understand how social policies develop. Which approaches do you find most resonant to your own thinking, and why? (20)
- Q. 4.** Explain the concept of Pareto efficiency. What is its relevance to policy analysis, given that it is an abstract benchmark unlikely to be achieved by most policies that are subject to debate? Continue by explaining the Kaldor-Hicks compensation principle and its significance to rational policy analysis – in particular, the practice of cost/benefit analysis. What makes the Kaldor-Hicks compensation principle a “weaker” criterion to satisfy than the Pareto criterion? Do you think Kaldor-Hicks is a sound basis for making policy decisions; why or why not? (20)
- Q. 5.** How are problems in society addressed through public policy? How do they get on the policy agenda? Discuss the primary stakeholders and their interests in the process. Provide real life case examples as part of your answer. (20)
- Q. 6.** Define, explain and contrast the politics of interest and the politics of conscience and how they influence policy making in Pakistan, including their relationship to the application of ethics. Be sure to include examples in your response and discuss the difficulty in identification and application of these influences within and between political parties (20)
- Q. 7.** How does an issue become part of the public policy “agenda”? Out of all the issues that exist, why do some come to legislative attention and many do not? Consider the classic “Garbage Can Model” of Cohen, March and Olsen (1972). Do you agree or disagree? Why? (20)
- Q. 8.** Religion as a form of ethical doctrine could potentially provide the “internal good” for development through its doctrines on social cohesion, mutual cooperation and virtue-based community. Elaborate the following in this regard: - (20)
- (a) Rule of law in the Islamic System
- (b) Doctrine of the Separation of Powers and Independence of the Judiciary



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PART-II

- Q. No. 2.** Kerala's (India) governing model presents a theory of decentralized development. Critically evaluate the strengths and weaknesses of this experience in Kerala. What is the feasibility for its adoption in your province in Pakistan? **(20)**
- Q. No. 3.** What are the similarities and differences of thoughts on Bureaucracy by Woodrow Wilson and Max Weber? Draw out a link between their thoughts and the political system that both had experienced in their countries? **(20)**
- Q. No. 4.** What are the roles of bureaucracy in the various stages of public policy process from problem identification/definition to policy change/termination? **(20)**
- Q. No. 5.** Describe the evolution of the paradigm of governance from Wilsonian concept of the dichotomy of politics and administration to the contemporary fusion of both.
- Q. No. 6.** (a) What are the commonalities and difference in the tenets of Good Governance between World Bank, Asian Development Bank and Department for International Development (DFID)? **(12)**
(b) The concept of good governance is ubiquitous in democratic states. What is the role of the World Bank in the promotion of this concept? **(8)**
- Q. No. 7.** (a) In the Rational Choice theory, how is the institution of the bureaucracy described? **(12)**
(b) What are the lessons that can be drawn from the Rational Choice theory for reforming Pakistani bureaucracy? **(8)**
- Q. No. 8.** Choose any of your favorite policy sector to elucidate following components of policy analysis process; **(20)**
(5 marks each)
(a) Constructing policy alternatives
(b) Choosing evaluative criteria
(c) Assessing the alternatives
(d) Drawing conclusions



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FEDERAL PUBLIC SERVICE COMMISSION
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PART-II

- Q. No. 2.** Identify the main differences between ‘public management’ and ‘private management’; and between ‘public governance’ and ‘corporate governance’. (20)
- Q. No. 3.** In many areas, governments increasingly have been moving toward partnership working across public and private sector. What are the main governance implications of this trend for the delivery of public services? (20)
- Q. No. 4.** Discuss the ways in which the legislative and judicial branches interact with the bureaucracy. Explain why these interventions are necessary and useful? (20)
- Q. No. 5.** How can bureaucrats and bureaucracies be held accountable? By whom and by what means can they be held accountable? Describe the steps and the measures that can be taken to increase bureaucratic accountability. How do the judicial, the executive, and the legislative branches of government hold bureaucrats and bureaucracies accountable? (20)
- Q. No. 6.** Choose a policy issue and examine it in the light of policy cycle. Be sure to discuss the relevance of each of the following in your answer: agenda setting, policy formulation, policy adoption, policy implementation, policy evaluation, policy change and policy termination. Also, discuss the most important considerations at each step. (20)
- Q. No. 7.** What are the advantages and disadvantages of a federal system of governments? (20)
- Q. No. 8.** The traditional theory of policy making is that legislators make policy and public managers carry it out. However, most scholars argue that this impleolitics/administration dichotomy does not accurately reflect the policy-making process in most contemporary public administration environments. (20)
- i.** How do public managers engage in policy making?
 - ii.** How do legislators engage in policy implementation?
 - iii.** Is the politics/administration dichotomy still valid today? Why or why not.
 - iv.** Provide one detailed example in an area with which you are familiar.



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PART-II

- Q. No. 2.** (a) Define and describe Governance as formation and management of the formal and informal mechanisms that regulate the public realms. (8)
- (b) Describe various indicators of good governance such as Participation, Rule of Law, Transparency, Accountability, Responsiveness and Efficiency. (12)
- Q. No. 3.** (a) Rational Choice Theory proposes that a rational person is guided by the incentive system within which he/she operates. Explain the implication of this theory in relation to transforming systems and models of public sector governance. (10)
- (b) In response to the rational choice theorists, new institutionalism theory prescribes a more comprehensive understanding of social behaviour. Explain how the new institutionalism theorists see self-interest, social values, and power structures as determinants of social behaviour. (10)
- Q. No. 4.** The planning Commission (PC) is an apex financial and public policy making institution of the Government of Pakistan. Elaborate the role of PC in terms of policy development for national economic growth and development of social infrastructure through the Public Sector Development Programs (PSDP). (20)
- Q. No. 5.** (a) A multitude of models are proposed for public policy making process. Describe and explain the six step model proposed by Patton and Swacki (1986) that begins with defining and diagnosing the problem. (10)
- (b) Pakistan has a mixed-economy with a considerably large public sector. It is believed that size and scope of government needs substantial reduction in order to reduce fiscal deficit and achieve economic efficiency. Suggest strategies for gradual process of right-sizing in public sector of Pakistan. (10)
- Q. No. 6.** (a) Local government reforms have been designed and implemented across Pakistan during three military regimes in 1959, 1979 and 2001. Present an overview of causes of failure and success (if any) of the aforementioned reforms. (10)
- (b) The case of decentralization reforms in the Indian state of Kerala has attracted a world-wide attention. Highlight key features of Kerala's decentralization model that was initiated in 1996 by the LDF (Leftist Democratic Front). (10)
- Q. No. 7.** Federal character of Pakistan's government is enshrined in its 1973 constitution. 18th constitutional amendment enhanced political and fiscal space for Pakistan's constituent units. Highlight key features of 18th constitutional amendment and explain its significance for the smaller provinces of Pakistan. (20)
- Q. No. 8.** According to the new public management model, the role of citizens in enhancing governance of public sector is critically important. Explain how civil society – an instrumental pillar of the state – can potentially transform the outcomes of governance for the benefit of citizenry. (20)



**FEDERAL PUBLIC SERVICE COMMISSION
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PART-II

- Q. No. 2.** (A) Nature and character of state of Pakistan has been under discussion since long. (12)
Some people voice for its theocratic nature. Others argue it as democratic nature and some say that religion be kept separated from the state' functioning. In this backdrop, elaborate ideas of Quaid-e-Azam Muhammad Ali Jinnah on the following:-
(1) Quaid's Vision of an Islamic Society.
(2) State's Constitution and System of Government in Pakistan.
(3) Protection of non-Muslims, their rights and obligations.
(B) What are your views on State and Society of Pakistan in relation with Quaid-e-Azam's ideas on our system of governance? (8) (20)
- Q. No. 3.** (A) Economics forms the basis of all human developments. The growing concern (10)
at present is increasing poverty in South Asia. There is a class of scholars who feel that 'Top-down Approach' has not worked well in South Asian Countries. They find 'Economic Democracy through Pro-Poor Growth' a solution to poverty. Under this concept of economic development, explain the following:-
(1) Definition and concept of 'Economic Democracy through Pro-poor Growth'.
(2) Implementation modalities of 'Pro-poor Growth' especially in Pakistan.
(B) If you are given the project of developing a strategy on 'Pro-poor Growth' for (10) (20)
Pakistan, what would be your main considerations for a workable plan.
- Q. No. 4.** (A) Constitution of Pakistan provides guiding principles for establishing state (9)
system and governance rules. In the light of this, briefly explain the following:-
(1) Name of the Republic and its Territories.
(2) Rights of individuals and their constitutional obligations.
(3) Freedom of trade and business.
(B) To what extent, you find our society is aware of the constitutional (11) (20)
obligations with respect to taxation and freedom of speech. Are you satisfied over the present level of societal awareness? Give your comments in either case.
- Q. No. 5.** (A) Concept of governance stems from the basic idea of formal orchestration of (12)
material and human resource for a prosperous and harmonious society. How do you look at some of its fundamentals as given below:-
(1) Accountability; elaborate its concept and kinds.
(2) Ethnonationalism; define it with an example.
(3) Hybrid organizations; define its value addition to governance.
(4) Action research; how does it contribute to governance?
(B) Keeping in mind socio-economic makeup of our society, what kind of (8) (20)
plan would you suggest for substantial and objective improvements in governance?

GOVERNANCE & PUBLIC POLICIES

- Q. No. 6.

(A)

Islam is first and the foremost in ethical and practical relationship of mankind with the surroundings for benefiting humanity. Elaborate following in this regards:-
(1) Status of man as custodian of governance in a state system.
(2) Relationship of state and society.
(3) Concept of ‘Shura’ or ‘Consultation’.

(9)

(B)

Where do you find our existing system of governance in Pakistan in congruence and conflict with the Islamic concept? Give your suggestions in case of conflict.

(11) (20)
- Q. No. 7.

(A)

Our bureaucracy is perceived to be the extension of ‘Royal Civil Services’ (Steel Frame of British Empire). Do you agree with this notion? Give reasons in either case. Also elaborate the following:-
(1) Concept of bureaucracy; Max Weber School of Thought.
(2) Reforms in bureaucracy of Pakistan, give only brief highlights.
(3) Major/visible contributions of bureaucracy in providing good governance.
(4) Shortfalls / areas of improvement, your personal perspective.

(16)

(B)

Comment on the restructuring of civil bureaucracy undertaken under devolution of power during Mr. Musharraf’s regime.

(4) (20)
- Q. No. 8.

(A)

Write short notes on any three of the following:-
(1) Distinctive features of ‘Efficient Governance’ and ‘Effective Governance’.
(2) Rational Choice Theory of Governance.
(3) Indicators of good and bad governance.
(4) Public policy making process with special reference to Pakistan.
(5) Merits and demerits of ‘Local Governments’ in Pakistan’s perspective.

(15)

(B)

Public-Private Partnership is considered a mode of fast paced developments. However, it has not been very successful in Pakistan. What measures would you recommend to improve upon the existing status?

(5) (20)



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

Roll Number

GOVERNANCE & PUBLIC POLICIES

| | | |
|---|----------------------|---------------------------|
| TIME ALLOWED: THREE HOURS | PART-I (MCQS) | MAXIMUM MARKS = 20 |
| PART-I(MCQS): MAXIMUM 30 MINUTES | PART-II | MAXIMUM MARKS = 80 |
| NOTE: (i) Part-II is to be attempted on the separate Answer Book. | | |
| (ii) Attempt ONLY FOUR questions from PART-II. ALL questions carry EQUAL marks. | | |
| (iii) All the parts (if any) of each Question must be attempted at one place instead of at different places. | | |
| (iv) Candidate must write Q. No. in the Answer Book in accordance with Q. No. in the Q.Paper. | | |
| (v) No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed. | | |
| (vi) Extra attempt of any question or any part of the attempted question will not be considered. | | |

PART-II

- Q. No. 2.** (a) Define Public Policy and state its significance. (10) (20)
- (b) Discuss the Role of Planning Commission in policy and Planning. (10)
- Q. No. 3.** Do you support the representation of public opinion information diffusion in the policy making process? Support your answer with valid justification in the context of policy advocacy. (20)
- Q. No. 4.** Draw a clear demarcation between Policy Analysis and Policy Advocacy. (20)
- Q. No. 5.** Discuss Policy Formation and Implementation Issues in Pakistan. (20)
- Q. No. 6.** Define Global Governance. Discuss its significance and explain the emergent need of growing interdependence between international states in global context. (20)
- Q. No. 7.** Explain following categories of public policies. (10 each) (20)
- (a) Substantive and Procedural Policies
- (b) Distributive, Regulatory, Self Regulatory and Redistributive policies.
- Q. No. 8.** Write short notes on the following: (10 each) (20)
- (a) Role of Active Citizens in Community Engagement and Governance.
- (b) The stigma of corruption and the decline of good governance in Pakistan.
