

Public Administration Paper I

Time Allowed: Three Hours | Maximum Marks: 250

Question Paper Specific Instructions

- There are EIGHT questions divided in TWO SECTIONS.
- Candidate has to attempt FIVE questions in all.
- Questions no. 1 and 5 are compulsory and out of the remaining, any THREE are to be attempted choosing at least ONE from each section.
- The number of marks carried by a question / part is indicated against it.
- Word limit in questions, wherever specified, should be adhered to.

SECTION A

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| 1 | Answer the following in about 150 words each: | 50 |
| 1(a) | Public Management takes 'what' and 'why' from Public Administration and 'how' from Business Management. Elaborate. | 10 |
| 1(b) | Every human organisation shall start from System-I and ultimately end up with System-IV. Comment on Likert's statement. | 10 |
| 1(c) | All tribunals are courts, but all courts are not tribunals. Explain. | 10 |
| 1(d) | Classical Organisation Theory formed the bedrock for the modern organisation theories. Analyse. | 10 |
| 1(e) | Interaction between the State and Civil society has hitherto been largely neglected, especially in developing countries. Examine. | 10 |
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| 2(a) | 'The administrative state is the creation of a power to bind us, with rules ... that are not made by legislature.' Discuss the constitutionality of the administrative state and its future. | 20 |
| 2(b) | Transformational leadership requires high degree of coordination, communication and cooperation. Explain. | 15 |
| 2(c) | Human relationists postulate that 'what is important to a worker and what influences his/her productivity level may not be the organisational chart but his or her associations with other workers'. Is it more relevant today? | 15 |
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| 3(a) | Barnard posits the zone of indifference as the human condition that animates authority relationships and cooperation in modern organisations. Examine. | 20 |

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| 3(b) | New public service celebrates what is distinctive, important and meaningful about public service. Discuss. | 15 |
| 3(c) | Strategic communication ought to be an agile management process. Discuss the conceptualization of strategic communication for the government actions. | 15 |
| 4(a) | 'Leadership is seen as dealing with change, whereas administration is viewed as coping with complexity.' In this context, discuss the contextuality of leadership and administration for the success of organisations. | 20 |
| 4(b) | Regulatory governance frameworks have become essential building blocks of world society. Discuss their potential and impact in fulfilling the hopes and demands. | 15 |
| 4(c) | Social auditing is not just saving the money, it creates positive impact on governance. Comment. | 15 |

SECTION B

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| 5 | Answer the following in about 150 words each: | 50 |
| 5(a) | Development Administration 'embraces the array of new functions assumed by the developing countries'. Explain. | 10 |
| 5(b) | Policy evaluation contributes fundamentally to sound public governance. Discuss. | 10 |
| 5(c) | Weber's construct of bureaucracy has served a great heuristic purpose in furthering research in the field of Comparative Public Administration. Do you agree with the statement? Give reasons. | 10 |
| 5(d) | Standards are the foundation which do not replace regulations but complement them. Comment. | 10 |
| 5(e) | 'Outcome budgeting addresses the weaknesses of performance budgeting.' Elaborate. | 10 |
| 6(a) | 'The more exogenous the process of diffusion, the more formalistic and heterogeneous its prismatic phase; the more endogenous, the less formalistic and heterogeneous.' Examine this hypothesis of Riggs. | 20 |
| 6(b) | The environment and situational conditions under which the government operates have an important bearing on its human resource development practices. Examine. | 15 |
| 6(c) | 'Lindblom regarded rational decision-making as an unattainable goal.' In the light of the statement, suggest measures to avoid policy failures. | 15 |

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| 7(a) | The results of Washington Consensus were far from optimal for transitional economies. In this background, discuss the change of direction towards post-Washington Consensus. | 20 |
| 7(b) | A sound budgeting system is one which engenders trust among citizens that the government is listening to their concerns. Elaborate this in the context of budgetary governance. | 15 |
| 7(c) | Performance problems are rarely caused simply by lack of training and rarely can performance be improved by training alone. Critically analyse the statement. | 15 |
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| 8(a) | The audit function has always been viewed as an integral part of government financial management. Discuss the significance of internal audit in improving the performance of the government sector. | 20 |
| 8(b) | Most civil service regimes still equate 'Public Sector Ethics' with anti-corruption efforts. Discuss the insufficiency of Ethics-code in this background. | 15 |
| 8(c) | Failure of public policies has often been attributed to problems of implementation, while implementors question the policy design. Discuss the contestation. | 15 |
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