

DO NOT OPEN THIS TEST BOOKLET UNTIL YOU ARE ASKED TO DO SO

**23-0009-AX**

**TEST BOOKLET**  
**PUBLIC ADMINISTRATION**  
**PAPER – I**

**( Time Allowed: 3 hours )**

**( Maximum Marks: 300 )**

**INSTRUCTIONS TO CANDIDATES**

*Read the instructions carefully before answering the questions: -*

1. This Test Booklet consists of 16(sixteen) pages and has 75 (seventy-five) items (questions).
2. IMMEDIATELY AFTER THE COMMENCEMENT OF THE EXAMINATION, YOU SHOULD CHECK THAT THIS BOOKLET *DOES NOT* HAVE ANY UNPRINTED OR TORN OR MISSING PAGES OR ITEMS ETC. IF SO, GET IT REPLACED BY A COMPLETE TEST BOOKLET.
3. Please note that it is the candidate's responsibility to fill in the Roll Number and other required details carefully and without any omission or discrepancy at the appropriate places in the OMR Answer Sheet and the ~~Separate Answer~~ Booklet. Any omission/discrepancy will render the OMR Answer Sheet and the Separate Answer Booklet liable for rejection.
4. Do not write anything else on the OMR Answer Sheet except the required information. Before you proceed to mark in the OMR Answer Sheet, please ensure that you have filled in the required particulars as per given instructions.
5. Use only Black Ball Point Pen to fill the OMR Answer Sheet.
6. This Test Booklet is divided into 4 (four) parts – Part – I, Part – II, Part – III and Part – IV.
7. All three parts are Compulsory.
8. Part-I consists of Multiple Choice-based Questions. The answers to these questions have to be marked in the OMR Answer Sheet provided to you.
9. Part-II, Part-III and Part-IV consist of Conventional Essay-type Questions. The answers to these questions have to be written in the separate Answer Booklet provided to you.
10. In Part-I, each item (question) comprises of 04 (four) responses (answers). You are required to select the response which you want to mark on the OMR Answer Sheet. In case you feel that there is more than one correct response, mark the response which you consider the best. In any case, choose *ONLY ONE* response for each item.
11. After you have completed filling in all your responses on the OMR Answer Sheet and the Answer Booklet(s) and the examination has concluded, you should hand over to the Invigilator *only the OMR Answer Sheet and the Answer Booklet(s)*. You are permitted to take the Test Booklet with you.
12. Penalty for wrong answers in Multiple Choice-based Questions:  
THERE WILL BE PENALTY FOR WRONG ANSWERS MARKED BY A CANDIDATE.
  - (i) There are four alternatives for the answer to every question. For each question for which a wrong answer has been given by the candidate, one-third of the marks assigned to the question will be deducted as penalty.
  - (ii) If a candidate gives more than one answer, it will be treated as a wrong answer even if one of the given answers happens to be correct and there will be same penalty as above to the question.
  - (iii) If a question is left blank. i.e., no answer is given by the candidate, there will be no penalty for that question.

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**PART - I**  
**(Multiple Choice-based Questions)**

***Instructions for Questions 1 to 50:***

- *Choose the correct answers for the following questions.*
- *Each question carries 3 marks.*

***[3x50=150]***

1. Who is the founder of Public Administration as a discipline?
  - (a) Woodrow Wilson
  - (b) Herbert Simon
  - (c) Luther Gulick
  - (d) Fred Riggs
2. Public Administration emerged as a discipline in:
  - (a) 1881
  - (b) 1889
  - (c) 1883
  - (d) 1887
3. Which of the following stages is known as the Politics Administration or Public-Private Dichotomy?
  - (a) 1887-1926
  - (b) 1927-1937
  - (c) 1948-1970
  - (d) 1970 onwards
4. Who among the following propagated the 'Behavioural Science of School'?
  - (a) Weidner
  - (b) Herbert Simon
  - (c) Waldo
  - (d) Fredrickson
5. What does cybernetics mean?
  - (a) Command and control in living organisms, machines and organizations
  - (b) Flexible government model
  - (c) Market model
  - (d) Science of communicating
6. With which of the following Political Scientists/Philosophers is decision-making approach associated?
  - (a) Woodrow Wilson
  - (b) Herbert Simon
  - (c) Fred Riggs
  - (d) Habermas

7. Who first propounded the ecological approach?
  - (a) Winslow Tailor
  - (b) Fred W Riggs
  - (c) Herbert Simon
  - (d) Robert Dahl
8. 'Agraria-Transitia-industria' system was later superseded by-
  - (a) Agraria-Transitia-diffracted
  - (b) Fused--Transitia-diffracted
  - (c) Agraria-prismatic-industria
  - (d) Fused-prismatic-diffracted
9. Which one of the following is not the principle of Scientific Management?
  - (a) Development of true science of work
  - (b) Coordination between science of work & selected workers
  - (c) Scientific selection & development of workmen
  - (d) Responsibility of work on workers
10. Which of the following pairs is not correctly matched?
 

(a) Comparative Administration:	Dahl
(b) Proverbs of Administration:	Simon
(c) Economy of Administration:	Riggs
(d) Principles of Administration:	White
11. The term 'Public Choice Theory' was coined in the -
  - (a) late seventies
  - (b) early sixties
  - (c) late sixties
  - (d) early eighties
12. The First Minnowbrook Conference was held in year -
  - (a) 1968
  - (b) 1971
  - (c) 1988
  - (d) 2008
13. New Public Management is also known as -
  - (a) Neo -Taylorism
  - (b) New - Reaganism
  - (c) New – Thatcherism
  - (d) None of the above
14. Which of the following pairs is not correctly matched?
 

(a) Dynamic Administration:	M.P. Follet
(b) Personality and Organisation:	Chris Argyris
(c) Ecology of Public Administration:	F. W. Riggs
(d) Human side of the enterprise:	Elton Mayo

15. "Public Administration is the heart of the problem of modern governance." Who said this?

- (a) L. D. White
- (b) Henry Fayol
- (c) Donham
- (d) None of the above

16. Match the following:

List I (Books)	List II (Authors)
A. The New Science of Management	1. David McClelland
B. Organisation and Innovation	2. Abraham Maslow
C. The Achieving Society	3. Chris Argyris
D. Eupsychian Management	4. Herbert Simon

**Codes:**

- |     | A | B | C | D |
|-----|---|---|---|---|
| (a) | 1 | 2 | 3 | 4 |
| (b) | 3 | 1 | 4 | 2 |
| (c) | 4 | 3 | 1 | 2 |
| (d) | 4 | 2 | 3 | 1 |

17. New Public Administration shared following features of development administration-

- 1. Orientation of goals
- 2. Effective coordination
- 3. Temporal dimension
- 4. Ecological approach

**Codes**

- (a) 1 and 2
- (b) Only 1
- (c) 2,3 and 4
- (d) All of these

18. Riggs' concept of development considers penetration as a factor of integration. Consider the following statements.

- 1. The ability of the government to make and carry out decisions.
- 2. People's receptivity to law.
- 3. People's will to participate.
- 4. People's ability to participate.

**Which of the statement(s) above is/are correct?**

- (a) Only 1
- (b) 2 and 4
- (c) Only 3
- (d) 3 and 4

19. Consider the following statements:

1. The systematic study of public administration relies on observation.
2. Public administration has been regarded as a social science.
3. According to Woodrow Wilson, public administration was defined as detailed and systematic application of law.
4. Wilson believed that every particular application of law is not an act of administration.

**Which of the statement(s) given above is/are correct?**

- (a) 1,2 and 3
- (b) 2 and 4
- (c) Only 4
- (d) All of the above

20. Match the following -

**List I**

- A. Public Choice School
- B. Critical approach
- C. Ecological approach
- D. Comparative administration

**List II**

1. Pleads for de-bureaucratisation and democratisation of administration.
2. A variety of different organisational arrangements can be used to provide different public goods and services.
3. To hasten the emergence of a universally valid body of knowledge concerning administrative behaviour.
4. To explore the dynamics of the interaction between public administration and its environment.

**Codes:**

	A	B	C	D
(a)	2	3	4	1
(b)	2	1	4	3
(c)	1	2	4	3
(d)	4	1	2	3

21. Who among the following said, "Like Physics or Chemistry, Administration is governed by principles"?

- (a) L. D. White
- (b) H. Simon
- (c) Gulick
- (d) Urwick

22. The Hawthorne experiments belong to the era of -

- (a) Mid 1930s
- (b) Late 1930s
- (c) Early 1920s
- (d) Late 1920s

23. Who among the following rejected the politics of administration dichotomy?
- (a) Woodrow Wilson
  - (b) Frank Goodnow
  - (c) Herbert Simon
  - (d) Robert Merton
24. e-governance is considered to be -
- (a) cost-efficient
  - (b) transparent
  - (c) time-saving
  - (d) responsive
25. Which one of the following was not supported by Taylor in his Scientific Management Theory?
- (a) Efficiency evaluation experts
  - (b) Concept of 'Economic Man'
  - (c) Functional foremanship
  - (d) Standardisation of tools
26. Weberian Bureaucracy is also known as -
- (a) Scientific management bureaucracy
  - (b) Ideal type bureaucracy
  - (c) Systematic bureaucracy
  - (d) None of the above
27. The Human Relation Theory was given by -
- (a) Elton Mayo
  - (b) Henry Fayol
  - (c) Roethlisberger
  - (d) Pennock
28. Which among the following is not part of Fayol's 14 principles of organisation?
- (a) Unity of Command
  - (b) Division of Work
  - (c) The Coordination of Principles
  - (d) The Scalar Chain
29. Which among the following is not the part of Kurt Lewin's theory of leadership?
- (a) Autocratic leadership
  - (b) Democratic Leadership
  - (c) Laissez-Faire
  - (d) Benevolent authoritative
30. Path-Goal theory of leadership was given by -
- (a) Vroom and Yetton
  - (b) House and Mitchell
  - (c) Hersey and Blanchard
  - (d) None of the above

31. In the acronym SMART in SMART government 'A' stands for - \_\_\_\_
- (a) Acceptability
  - (b) Adjustability
  - (c) Accountability
  - (d) None of the above
32. What did Herzberg call factors that could potentially lead to performance deterioration?
- (a) Hygiene
  - (b) Motivational
  - (c) Risk
  - (d) Harmful
33. "Workers are not isolated unrelated individuals; they are social animals and should be treated as such."
- The above statement is attributed to -
- (a) Mayo
  - (b) M. P. Follet
  - (c) F. J. Roethlisberger
  - (d) W. J. Dickson
34. The principle of Unity of Command is -
- (a) Authority
  - (b) Supervision
  - (c) Span of Control
  - (d) Scalar chain
35. Scalar chain is universal phenomenon, who said this?
- (a) Urwick
  - (b) White
  - (c) Mooney
  - (d) None of the above
36. Bureaucracy in Weber's analysis, implies -
- (a) rationalisation of collective activities
  - (b) collective activities of legislature
  - (c) the continental nuisance
  - (d) the civil services
37. Which one of the following is inter-related?
- (a) Accountability and responsibility
  - (b) Accountability and control
  - (c) Supervision and order
  - (d) Responsibility and control
38. Who among the following laid down the 'Seven Principles of Organisation'?
- (a) Gulick and Urwick
  - (b) Mary P. Follet
  - (c) Henry Fayol
  - (d) F. W. Taylor



39. Match the following: -

List I	List II
A. Bureaucratic theory	1. Self-actualisation
B. System theory	2. Ecological orientation
C. Classical theory	3. Rationalised structure
D. Behavioural theory	4. Administrative process

**Codes:**

	A	B	C	D
(a)	3	2	4	1
(b)	4	1	3	2
(c)	4	3	2	1
(d)	2	1	4	3

40. New Public Administration does not focus upon -

- (a) de-bureaucratisation
- (b) decentralisation
- (c) democratic decision-making
- (d) normative methods

41. In his 'Principles of Administration' Pfiffner did not include-

- (a) material and supply
- (b) functions and power of local authorities
- (c) methods and procedures
- (d) administrative accountability

42. Human Relation Theory is also called as -

- (a) Classical theory
- (b) Normative theory
- (c) Behavioural theory
- (d) Neo-classical theory

43. Maslow is associated with which of the following?

- (a) Time management
- (b) Bureaucracy model
- (c) Need hierarchy
- (d) Functionalism

44. Which one of the following is not included as a cause for disciplinary action against public servants by L.D.White?

- (a) Inefficiency
- (b) Long absence from duty
- (c) Immorality
- (d) Intoxication



45. The staff engaged in an organisation for the performance of functions common to various departments is known as -

- (a) Line Staff
- (b) Auxiliary Staff
- (c) General Staff
- (d) Administrative Staff

46. Given below are two statements, one labelled as Assertion (A) and the other labelled as Reason (R). Select the correct answer from the codes given below:

Assertion (A)- Decision-making is a process of selection and the aim to select the best alternative.

Reason (R)- Decision-making involves rationality.

**Codes:**

- (a) Both A and R are true and R is the correct explanation of A.
- (b) Both A and R are true and R is not the correct explanation of A.
- (c) A is true but R is false.
- (d) A is false but R is true.

47. Max Weber and Fred W Riggs have a commonality between them in which of these contexts?

- (a) They constructed ideal type of models
- (b) They studied administrative systems in their environmental settings
- (c) They concentrated on the problems of change
- (d) They used deductive approach

48. Simon's decision-making approach can be identified with -

- (a) fact value proposition
- (b) irrational criteria in decision-making
- (c) technical thought process
- (d) human values

49. Principles and Methods of Scientific Management was written by

- (a) Taylor in 1911
- (b) Taylor in 1914
- (c) Louis D Brandies in 1911
- (d) Bernard in 1911

50. Ecological approach means -

- (a) environment plays role in shaping administrative system
- (b) environment does not affect the administrative system
- (c) only administration does affect the environment
- (d) None of the above

**PART - II**  
**(Short Answer-type Questions)**

***Instructions for Questions 51 to 63:***

- *Write the answers in short for any 10 (TEN) out of the thirteen questions.*
- *Each question carries 5 marks.* **[5x10=50]**

51. Explain the importance of the study of Public Administration.
52. Is Public Administration a Science or an Arts subject? Justify your answer.
53. Discuss how Public Policy is formulated in our country.
54. Write a brief note on the Human factor in Administration.
55. Examine the application of Grievance Redressal Mechanism in Personnel Administration.
56. Discuss the Employer and Employees relations in Public Administration.
57. Explain and examine the different types of budget in Financial Administration of a country.
58. Discuss the process of maintenance of Accounts and Audit in Financial Administration of a country.
59. Civil society is accountable for the administrative improvement of a country. Elucidate.
60. Explain how the historical and sociological factors affects the administrative system of a country.
61. What do you mean by 'PPP' in Public Administration? Discuss its importance in a developing country.
62. Describe the advantages and disadvantages of 'Hierarchy' in an organization.
63. Write a brief note on the significance of 'Morale' in Public Services.

**PART - III**  
**(Long Answer-type Questions)**

***Instructions for Questions 64 to 71:***

- *Answer any 5 (FIVE) out of the eight questions.*
- *Each question carries 10 marks.*

***[10x5=50]***

64. Explain the meaning of the term Public Administration. Discuss the nature and scope of Public Administration.
65. Describe the various theories of leadership. Explain the good qualities of leadership in Public Administration.
66. What is comparative Public Administration? Discuss the various factors affecting the administrative system of different countries.
67. Define budget. Discuss how it acts as a tool of administration and public policy.
68. Explain and examine the process of Public Policy formulation and its implication in a state.
69. Define Recruitment. Discuss the relative merits and demerits of recruitment from within and recruitment from out.
70. What do you mean by Position Classification? Explain its essential features and significance in Personnel Administration.
71. Discuss the process in which administrative ethics can be built up in Public Services. Explain its significance in public services.

## PART – IV

### (Essay-type Questions)

#### *Instructions for Questions 72 to 75:*

- *Answer any 2 (TWO) out of the four questions.*
- *Each question carries 25 marks.*

*[25x2= 50]*

72. Explain the concept of New Public Administration and state how it differs from Public Administration? What do you think are the challenges of Public administration in the era of Globalisation?
73. What is e-governance and its characteristics? Justify the role of e-governance and information technology as the instruments of good administrative management.
74. Explain the difference between Administrative Responsibility and Administrative Accountability. Discuss how legislature and executive exercise their control over Public Administration.
75. Describe Dicey's concept of Administrative Law. Explain the various causes of Delegated Legislation and its advantages and disadvantages in Public Administration.