

Sikkim Public Service Commission

Written (Main) Examination for the post of Sub-Jailer

Time Allowed: 3 hours

PAPER - II
PUBLIC ADMINISTRATION

Maximum Marks: 250

INSTRUCTIONS TO CANDIDATES

Read the instructions carefully before answering the questions: -

1. This Test Booklet consists of 12 (twelve) pages and has 63 (sixty-three) printed questions.
2. IMMEDIATELY AFTER THE COMMENCEMENT OF THE EXAMINATION, YOU SHOULD CHECK THAT THIS BOOKLET DOES NOT HAVE ANY UNPRINTED, TORN OR MISSING PAGES OR ITEMS. IF SO, GET IT REPLACED BY A COMPLETE TEST BOOKLET.
3. Use only Black Ball Point Pen to fill the OMR Sheet.
4. Please note that it is the candidate's responsibility to fill in the Roll Number carefully without any omission or discrepancy at the appropriate places in the OMR ANSWER SHEET as well as on SEPARATE ANSWER BOOKLET for Conventional Type Questions. Any omission/discrepancy will render the Answer Sheet liable for rejection.
5. 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.
6. This Test Booklet is divided into 3 (three) parts - **Part-I, Part-II and Part-III.**
7. All three parts are **Compulsory.**
8. **Part-I consists of Multiple-Choice Questions.** The answers for these questions have to be marked in the OMR Answer Sheet provided to you.
9. **Parts II and III consist of Conventional Type Questions.** The answers for these questions have to be written in the **Separate Answer Booklet** provided to you.
10. 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 the OMR Answer Sheet and the Answer Booklet(s) to the Invigilator only. You are permitted to take the Test Booklet with you.
11. **Marking Scheme**
THERE WILL BE **NEGATIVE MARKING** FOR WRONG ANSWERS MARKED BY A CANDIDATE IN THE OBJECTIVE TYPE QUESTIONS
 - (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.

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

PART - I
(Multiple Choice Questions)

Choose the correct answer for Questions 1 to 50 from the given options. Each question carries 3 marks.

[50 x 3 = 150]

1. Public Administration emerged as a discipline in:
(a) 1881
(b) 1889
(c) 1883
(d) 1887
2. Which stage is known as the Politics Administration or Public-Private Dichotomy?
(a) 1927-1937
(b) 1948-1970
(c) 1970 onwards
(d) 1887-192
3. Which thinkers are grouped under the classical theory of administration?
(a) Fredrick Winslow Taylor and Herbert Simon
(b) Henry Fayol and Urwick
(c) Fredrick Winslow Taylor and Henry Fayol
(d) Urwick and Dimock
4. Who propagated the 'Behavioural Science School'?
(a) Weinder
(b) Herbert Simon
(c) Waldo
(d) Fredrickson
5. Who among the following has not talked about Public and Private Administration?
(a) Paul H Appleby
(b) Herbert A Simon
(c) Chris Argyris
(d) Peter Drucker
6. Who criticised Simon for not recognising the role of intuition, tradition and faith in decision-making?
(a) Argyris
(b) Nigro
(c) Selznick
(d) All of the above
7. Which one of the following is not the characteristic of fused model?
(a) Dominance of royal family
(b) Responsive government
(c) Barter economic system
(d) Depend on agriculture
8. Administrative sub-system is known as the:
(a) Sala model
(b) Bazaar-canteen model
(c) Participatory state model
(d) None of these
9. "Best management is a true scientific resting upon clearly defined laws, rules, and principles." Who said this?
(a) Taylor
(b) Dahl
(c) Riggs
(d) Wald
10. Which is the principle of 'Organisation' according to Taylor?
(a) Great division of labour
(b) Cost accounting
(c) Full management control
(d) All of the above

11. What is not the feature of Development Administration?
- (a) Change orientation
 - (b) Client oriented administration
 - (c) Participation oriented administration
 - (d) Value orientation
12. The term 'Public Choice Theory' was first coined in:
- (a) Late seventies
 - (b) Early sixties
 - (c) Late sixties
 - (d) Early eighties
13. 3rd Minnowbrook Conference was held in year of:
- (a) 2001
 - (b) 2006
 - (c) 2008
 - (d) 2010
14. Which of the following pairs is not correctly matched?
- (a) Comparative Administration: Dahl
 - (b) Proverbs of Administration: Simon
 - (c) Economy of Administration: Riggs
 - (d) Principle of Administration: White
15. "All undertakings require planning, organisation, command, coordination and control and in order to function properly, all must observe the same general principles". Who said this?
- (a) Henry Fayol
 - (b) Dimmock
 - (c) Goswami
 - (d) F. W. Riggs
16. 'Public Administration is the heart of the problem of modern government'. Who said this?
- (a) L D White
 - (b) Henry Fayol
 - (c) Donham
 - (d) None of the above
17. Which of the following pairs is incorrectly 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
18. Arrange the following in the correct sequence.
1. New patterns of management
 2. The Human organisation
 3. New way of managing conflict
 4. The Ecology of Public Administration
- Codes:**
- (a) 1, 2, 3, 4
 - (b) 4, 1, 2, 3
 - (c) 4, 2, 1, 3
 - (d) 1, 4, 2, 3
19. Arrange the following administrative thinkers in the correct chronological order.
1. Riggs
 2. Follet
 3. Bernard
 4. Dahl
 5. Willoughby
- Codes:**
- (a) 2, 5, 3, 4, 1
 - (b) 3, 4, 1, 2, 5
 - (c) 2, 3, 5, 4, 1
 - (d) 3, 1, 4, 2, 5
20. Who among the following gave the Bounded Rationality model of decision making?
- (a) Herbert Simon
 - (b) Elton Mayo
 - (c) D. Osborne
 - (d) Edward Weidner

21. e-Governance is:

1. Cost- efficient
2. Transparent
3. Time-saving
4. Responsive

Select the correct answer from the codes given below:

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

22. Who among following is the creator of Zero-Based-Budgeting?

- (a) Hoover Commission
- (b) Peter A. Phyrre
- (c) Herbert Simon
- (d) Gug Peters

23. Who among the following remained chairman of the Comparative Administration Group in United States of America for 10 years?

- (a) Woodrow Wilson
- (b) D. Waldo
- (c) Fred Riggs
- (d) Herbert Simon

24. In his 'Principles of Administration', Pfiffner did not include:

- (a) Material and Supply
- (b) Functions and Power of Local Authorities
- (c) Methods and Procedure
- (d) Administrative Accountability

25. McCall and Lambardo are the propounders of which theory of leadership?

- (a) Trait theory
- (b) Participatory Leadership theory
- (c) Behavioural theory
- (d) Need Hierarchy

26. 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

27. Behavioural Theory of leadership was given by:

- (a) Kurt Lewin and Rensis Likert
- (b) McCall and Lombardo
- (c) Vroom and Yetton
- (d) Blake and Mouton

28. 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

29. Bass and Burn came under which theory of Leadership?

- (a) Transformational
- (b) Transactional
- (c) Leadership continuum
- (d) Behavioural

30. Which among the following is not the part of McClelland's theory of needs?

- (a) Reward
- (b) Achievement
- (c) Affiliation
- (d) Power

31. The 'A' in the acronym SMART stands for:

- (a) Acceptability
- (b) Adjustability
- (c) Accountability
- (d) None of these

32. 'Administrations in the organisation and use of men and materials to accomplish a purpose'. Who made this statement?

(a) Mayo
(b) Simon
(c) Follett
(d) None of the above

33. Who called bureaucracy as 'The continental nuisance'?

(a) Michels
(b) Gramsci
(c) Weber
(d) Taylor

34. A leader's people-oriented functions include:

(a) Reducing tension and boosting morale
(b) Making the job more pleasant
(c) Defending the group's values, attitudes and beliefs
(d) All of the above

35. Who among the following propounded the participative leadership theory?

(a) Kurt Lewin
(b) Rensis Likert
(c) H Vroom
(d) Hersey

36. Match the following:

List-I	List-II
A. William Reddin	1. Life-cycle approach to leadership
B. Hersey & Blanchard	2. Path- goal theory of leadership effectiveness
C. Victory Vroom and Phillip Yetton	3. Three-dimensional model of leadership effectiveness
D. Martin Evans and Robert House	4. Decision-participation model of leadership
	5. Continuum of leadership styles

Codes:

	A	B	C	D
(a)	3	1	4	2
(b)	4	3	2	1
(c)	4	2	5	3
(d)	3	1	4	5

37. Match the following:

List-I	List-II
A. Needs Hierarchy	1. Lewin
B. Relation of interpersonal	2. Maslow
C. Dynamics of Group	3. Rogers
D. Therapy of counselling	4. Moreno

Codes:

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

38. Match the following:

List-I	List-II
A. System Approach	1. Interaction between organization
B. Scientific Management	2. Formulation of principles of organization
C. Behavioural Approach	3. Shop floor activities of organization
D. Classical Theory	4. People in the Organization

Codes:

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

39. Match the following:

List-I	List-II
A. Three-Dimensional model of Leadership	1. Alderfer
B. ERG-Model of Motivation	2. Simon
C. Contingency theory of Leadership	3. Reddins
D. Bounded- Rationality Model of Decision-making	4. Fielder

Codes:

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

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

Assertion (A): Classical theory views organization as a formal structure of authority based on universal principles.

Reason (R): Classical theory views human beings who run an organization as mere cogs in the machine.

Codes:

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

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

Assertion (A): The system of democracy recognises the equality of all people and stands for the government of common people.

Reason (R): It is commonly believed that government is largely controlled and managed by the 'power elite'.

Codes:

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

42. Who among the following is a critic of the Bureaucratic theory?

- (a) Talcott Parsons
 (b) Michel Crozier
 (c) Robert Presthus
 (d) F. W. Riggs

43. What is the correct sequence of Morstein Marx's classification of bureaucracy given below?

- (A) Merit; (B) Patronage;
 (C) Caste; (D) Guardian;

Codes:

- (a) D, C, B and A.
 (b) A, B, C and D.
 (c) A, D, C and B.
 (d) D, A, B and C.

44. Who among the following contended that political development is administrative and legal development?
(A) R. R. Rostow; (B) Talcott Parsons;
(C) Sorokin; (D) Max Weber;
Select the correct answer from the codes given below:
(a) A and D.
(b) B and D.
(c) A and C.
(d) B and C.
45. Who among the following has used the concepts of goal changing, feedback and learning?
(a) David Easton.
(b) Karl Deutsch.
(c) Gabriel Almond.
(d) Lucian Pye.
46. Cut Motion passed during budget session **does not** include:
(a) Policy cut motion.
(b) Economic cut motion.
(c) Token cut motion.
(d) No confidence motion.
47. Central Vigilance Commission was set up on the recommendation of:
(a) Administrative Reforms Commission of India.
(b) Gorwala report.
(c) Kriplani committee.
(d) Santhanam committee.
48. In which year was the Gorwala Report submitted?
(a) 1951
(b) 1952
(c) 1953
(d) 1954
49. The Consumer Protection Act, 1986 extends to:
(a) The whole India.
(b) The whole India except Jammu and Kashmir.
(c) The whole India except Nagaland Tribal area.
(d) Both (b) & (c).
50. The Administrative Reforms Commission (ARC) headed by Morarji Desai submitted a special interim report on, "Problems of redress of citizens' grievances" in 1966. In this report, the ARC recommended the setting up of:
(a) Lokayukta.
(b) Lokpal.
(c) Both (a) & (b).
(d) None of the above.

PART - II**(Conventional Type Questions)**

Answer any 2 (two) from Questions 51 to 55. Each question carries 25 marks.

[2 x 25 = 50]

51. 'Principles of Public Administration are nothing more than naturalistic fallacies'. Critically explain and examine the statement in favour of your answer.
52. What are the different bases of Organization? Explain the advantages and disadvantages of Hierarchical Organization.
53. 'The Chief Executive is a trouble-shooter, a supervisor and a promoter of future programme'. Write your answer in the light of the statement.
54. What are the essentials of a sound Promotion System in Public Administration? Explain the various methods of determining the qualifications for promotion.
55. Define Budget. What do you understand by good budgeting? What are the principles of good budgeting? Discuss how Budget is prepared and passed in the Indian Parliament.

PART - III**(Conventional Type Questions)**

Write short notes on any 5 (five) from Questions 56 to 63. Each question carries 10 marks.

[5 x 10 = 50]

56. Span of Control.
57. Co-ordination.
58. Training.
59. Pension.
60. Performance Budgeting.
61. Scalar Principle.
62. Administration Responsibility and Accountability.
63. Lokpal and Lokayukta.

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