

Sikkim Public Service Commission

Main Written Examination for the Post of Sikkim State Civil Service

OPTIONAL PAPER :- PUBLIC ADMINISTRATION AND MANAGEMENT

Time Allowed : 3.00 Hrs.

Maximum Marks : 300

INSTRUCTIONS TO CANDIDATES

Read the following instructions carefully before answering the questions :-

1. **IMMEDIATELY AFTER THE COMMENCEMENT OF THE EXAMINATION, YOU SHOULD CHECK THAT THIS TEST BOOKLET DOES NOT HAVE ANY UNPRINTED OR TORN OR MISSING PAGES OR ITEMS ETC. IF SO, GET IT REPLACED BY A COMPLETE TEST BOOKLET.**
2. Please note that it is the candidate's responsibility to fill in the Roll Number carefully and without any omission or discrepancy at the appropriate places in the **OMR ANSWER SHEET** as well as on **SEPERATE ANSWER SHEET** for MCQ / SUBJECTIVE PAPER. Any omission/discrepancy will render the Answer Sheet liable for rejection.
3. **Use only Black Ball Point Pen to fill the OMR sheet**
4. Do not write anything else on the OMR Answer Sheet except the required information.
5. **This Test Booklet contains 75 items (questions) in MCQ Mode in Part I to be marked in OMR Sheet and Part II Subjective Questions, which has to be written on seperate answer sheet provided to you.**
6. **All items from 1 to 75 carries 2 mark each .**
7. Before you proceed to mark in the Answer Sheet (OMR), you have to fill in some particulars in the Answer Sheet (OMR) as per given instructions.
8. After you have completed filling in all your responses on the Answer Sheet (OMR) and the examination has concluded, you should hand over the Answer Sheet (OMR) and Seperate answer sheet to the Invigilator only . You are permitted to take away with you the Test Booklet.
9. **Marking Scheme**

THERE WILL BE NEGATIVE MARKING FOR WRONG ANSWERS MARKED BY A CANDI DATE IN THE OBJECTIVE TYPE QUESTION PAPERS.

- (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 that 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

Sikh Public Service Commission

Main Written Examination for the Post of Sikh State Civil Service

OPTIONAL PAPER - PUBLIC ADMINISTRATION AND MANAGEMENT

Maximum Marks: 100

Time Allowed: 2.00 hrs

INSTRUCTIONS TO CANDIDATES

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2. Please note that it is the candidate's responsibility to fill in the Roll Number carefully and without any omission or discrepancy in the appropriate places in the OMR ANSWER SHEET as well as on SEPARATE ANSWER SHEET (MCQ) SUBJECTIVE PAPER. Any omission or discrepancy will render the Answer Sheet liable for rejection.

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9. Marking Scheme

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(i) There are four alternatives for the answer to every question. If one of them is wrong, a mark has been given by the candidate, one-third of the marks assigned to that 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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PAPER - PUBLIC ADMINISTRATION

Part-1: Objective/MCO

Each question carries 2 marks

1. Which one of the following is not a type of Informal Communication Network?
 - a) Gossip
 - b) Email
 - c) Probability
 - d) Cluster
2. Which of the following is a suggestion made by Chris Argyris for improving the personal effectiveness of employees?
 - a) Matrix organization
 - b) Sensitivity training
 - c) Pyramidal structure
 - d) Modified formal organizational structure
3. Who among the following was the Chairman of Fourteenth Finance Commission?
 - a) N.K.P. Salve
 - b) Dr Vijay Kelkar
 - c) Dr Y.V. Reddy
 - d) Mahavir Tyagi
4. Which of the following enjoys the Constitutions status?
 - (1) Finance Commission
 - (2) Planning Commission
 - (3) National Development Council
 - (4) Election Commission
 - a) 2 and 3
 - b) 1 and 4
 - c) 1, 2, 3
 - d) 1, 3 and 4
5. Decision making process under Development Administration is supposed to be –
 1. Flexible
 2. Centralized
 3. Innovative
 4. Rigid

Select the correct code:

Codes:

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

6. The members of the Union Public Service Commission can be removed on the ground of misbehaviour by
- Impeachment by Parliament
 - The President after an inquiry and verdict of the Supreme Court.
 - The Chairman of the Union Public Service Commission.
 - By the President on the recommendation of the Cabinet
7. Who described Maslow and Herzberg Theory as 'Major Wrong Theories'?
- Hinton
 - Michael Nash
 - Donald Schewab
 - Herbert Simon
8. Who propounded the 'Tension Theory'?
- Mac Farland
 - Harland Cleveland
 - M.P. Follet
 - J.D. Thompson
9. Who of the following is not a follower of Taylorism ?
- M.L.Cooke
 - H.L. Gantt
 - Harrington Emerson
 - March and Simon
- List 1 (Span of Control)
- Sir Ian Hamilton
 - V.A. Graicunas
 - Urwick
 - American Management Association
- List 2(Propounders)
- 6 Subordinates
 - 3 to 4 Subordinates
 - 9 Subordinates
 - 5 to 6 Subordinates
- Codes:
- | | A | B | C | D |
|----|---|---|---|---|
| a) | 2 | 1 | 4 | 3 |
| b) | 4 | 2 | 1 | 3 |
| c) | 2 | 4 | 3 | 1 |
| d) | 3 | 4 | 2 | 1 |
10. Who is the Vice Chairperson of NitiAyog?
- Bibek Debroy
 - Amitabh Kant
 - RajNath Singh
 - Arvind Panagariya
11. Comptroller and Auditor General of India (CAG) is known as 'friend, philosopher and guide' to which committee?
- Estimates Committee
 - Committee of Economic Affairs
 - Public Accounts Committee
 - Committee on Public Undertakings

12. Who authored the book titled '*The Principles of Organisation*'?
 - a) Herbert Simon
 - b) Luther Gulick
 - c) J.D. Mooney and Alan C. Reiley
 - d) Henry Fayol
13. Which of the following is the first systematic study on Leadership?
 - a) Michigan University Leadership Studies
 - b) Managerial Grid
 - c) Ohio State University Leadership Studies
 - d) Iowa University Leadership Studies
14. The term 'Development Administration' was first coined by:
 - a) U.L. Goswami
 - b) Bata K. Dey
 - c) O.P. Dwivedi
 - d) V.A. Pai Panandiker
15. Who of the following compared the District Collector to a tortoise on whose back stood the elephant of the Government of India?
 - a) Sir George Campbell
 - b) Sir William Wilson
 - c) The Imperial Gazetteer of India
 - d) Ramsay MacDonald
16. The traditional concept of '*Patronage Bureaucracy*' started in which country:
 - a) UK
 - b) USA
 - c) France
 - d) Prussia
17. Which was the First Country to adopt the scientific system of recruitment based on the merit principle?
 - a) USA
 - b) Italy
 - c) China
 - d) India
18. The concept of "Charismatic Authority" was put forward by
 - a) Fredrick Taylor
 - b) Max Weber
 - c) Herbert Simon
 - d) Fred Riggs
19. Which of the following is not the correct source of New Public Management?
 - a) New Public Administration
 - b) Public Choice Theory
 - c) Managerialism
 - d) Chicago School of Economics
20. Who gave the view that Motivation is "the core of Management"?
 - a) Fred Luthans
 - b) Abraham Maslow

- c) Rensis Likert
d) Fredrick Herzberg
21. "Hierarchy is the linchpin that locks the form." Who said it?
a) Henry Fayol
b) Urwick and Gullick
c) Mooney and Reiley
d) Earl Latham
22. "The politics – administration dichotomy is a misleading distinction which has become a fetish, a stereotype in the minds of theorists and practitioners alike." Who said this?
a) Herbert Simon
b) Paul H. Appleby
c) Carl J. Friedrich
d) Dwight Waldo
23. The Pendleton Act of 1883 provided for:
a) Merit recruitment
b) Open examination
c) Anti-elitist exam
d) Rank classification
24. Who views Public Administration is the art and science of management as applied to the affairs of the State:
a) D. Waldo
b) P. M. Queeh
c) John Veig
d) Herald Koontz
25. Taylor's scientific management concept is supported by:
a) New outlook
b) Mental revolution
c) Great revolution
d) New mindset
26. The advocacy of "Human Relation-behavioural approach" to the study of Public Administration is known as, the era of:
a) Politics-Administrative Dichotomy
b) Crises of Identifying
c) Modern Administration
d) Era of Challenges
27. The adherence to the rules results in the "displacement of goals" whereby an instrumental value becomes traditional value – who said it?
a) Robert K. Merton
b) Alvin Gouldner
c) Simon and Bernard
d) Peter M. Blau
28. Whitley Councils were introduced in India for the first time on the recommendation of:
a) Administrative Reforms Commission
b) Second Pay Commission
c) First Pay Commission
d) Third Pay Commission
29. The posting of an IAS probationer is decided by:
a) Chief Minister of the State
b) Central Ministry of Personnel
c) Director of LBS National Academy of Administration

d) Chief Secretary of state

30. Which one of the following is not a part of Hawthorne studies of Elton Mayo?
- a) First Inquiry
 - b) Great Illumination
 - c) Bank wiring Experiment
 - d) Interview Programming
31. "Development Administration is concerned with maximizing innovation for development." This statement was made by
- a) F.W. Riggs
 - b) Edward Weidner
 - c) Saul M. Katz
 - d) B.B. Schaffer
32. 'Top-Down Budgeting' is also known as?
- a) Programme budgeting
 - b) Zero Based Budgeting
 - c) Target Base Budgeting
 - d) Performance Budgeting
33. Which of the following leadership style, according to Rensis Likert, expressed that leaders have total faith in people?
- a) Participative style
 - b) Exploitative – Authoritative style
 - c) Consultative style
 - d) Benevolent – Authoritative style
34. Preparation of the budget is the responsibility of:
- a) Department of Revenue
 - b) Department of Expenditure
 - c) Department of Economic Affairs
 - d) Department of Budget
35. According to Chester Barnard, an organization is
- (a) Matter of structure
 - (b) pejorative sense of bureaucracy
 - (c) System of consciously coordinated activities
 - (d) figure of organization man
36. Central Vigilance Commission (CVC) was set up on the recommendation of:
- a) Krishan Menon Committee
 - b) Gorwala Committee
 - c) Administrative Reforms Commission
 - d) Santhanam Committee
37. The incumbent to the post of Chief Secretary is selected by the:
- a) Cabinet Ministers
 - b) Governor
 - c) Chief Minister
 - d) Prime Minister
38. The First Minnowbrook Conference was held under whose patronage?
- a) Dwight Waldo
 - b) George Frederickson
 - c) Frank Marini
 - d) Robert T. Golembiewski

39. The first country in the world to introduce the right to information was:

- a) Norway
- b) USA
- c) Sweden
- d) Finland

40. List-I (Books)

A. Administration: The Art and Science of Organisation and Management

B. Toward a New Public

Administration: Minnow brook Perspective

C. Making Democracy Work

D. Public Administration and Public Management

List-II (Authors)

1. Frank Marini

2. Jan-Erick-Lane

3. Albert Lepawaski

4. Robert D. Putnam

A B C D

a) 1 2 3 4

b) 3 1 4 2

c) 2 4 3 1

d) 4 2 1 3

41. Consider the following statements about Luther Gulick and Urwick:

(i) They edited a book entitled 'Papers on Science of Administration'.

(ii) Gulick identified the four bases of Departmental Organisations

(iii) Urwick had written a book entitled 'Elements of Administration'

Select the correct answer by using code given below:

Codes:

A (i) and (ii)

B (i) and (iii)

C (ii) and (iii)

D (i), (ii) and (iii)

42. On recommendation of which committee Merit System was introduced in Civil Services in Britain?

a) Masterman Committee

b) Northcote-Trevelyan Committee

c) First Hoover Committee

d) Assheton Committee

43. Who was de-facto executive head of the now closed Planning Commission?

a) Prime Minister

b) Deputy Chairman

c) Home Minister

d) Finance Minister

44. Which of the following statements is correct with regard to the Preamble of the Indian Constitution?
- The Preamble is a source of power to the legislature
 - Preamble is a part of the Constitution
 - Preamble cannot be amended
 - It is non-justifiable, or it is not enforceable in courts of law.
- Select the correct answer using the code given below:
- 2 and 4
 - 2 only
 - 1, 3 and 4
 - 1, 2 and 4
45. Which Constitutional Amendment Act is also known as 'Mini Constitution'?
- 32nd Constitutional Amendment Act
 - 42nd Constitutional Amendment Act
 - 51st Constitutional Amendment Act
 - 94th Constitutional Amendment Act
46. The condition of service of members of All India Service is determined by:
- Union Public Service Commission
 - President
 - Parliament
 - The Constitution
47. 'Good Governance' and 'Participating Civil Society for Development' were stressed in World Bank Report of
- 1992
 - 1997
 - 2000
 - 2003
48. Department of Border Management is a Department of which one of the following Union Ministries?
- Ministry of Defence
 - Ministry of Environment and Forests
 - Ministry of Road Transport and Highways
 - Ministry of Home Affairs
49. The Staff Selection Commission is
- An 'attached office' under the Ministry of Personnel
 - A 'subordinate office' of the UPSC

- c) An autonomous body under the Ministry of Personnel
d) A statutory body under the UPSC
50. Who among the following has expressed the idea 'New Public Management is dead, Long live Digital Era of Governance'?
- a) Van Slyke, O'Leary and Kim b) Patrick Dunleavy
c) Jan Kooiman d) Habibullah Wajahat
51. Which of the following thinker has rejected the principle of "Unity of Command"?
- a) Peter Drucker b) F.W. Taylor
c) William Onchi d) Abraham Maslow
52. Herbert Simon equates administration with –
- a) Authority b) Domination
c) Decision Making d) All of the above
53. Who among the following was in the forefront in the development of concept of New Public Administration?
- a) Herbert Simon b) F. Marini
c) Dwight Waldo d) H. Fredrickson
54. Match the following
- | | List I | List II |
|----|---|--------------------|
| a. | Creative Experience | 1. M.P. Follet |
| b. | Principle of Organization | 2. Henry Fayol |
| c. | Papers on the Science of Administration | 3. Mooney Reiley |
| d. | Industrial & General Management | 4. Gulick & Urwick |

Options:-

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

55. The transfer of authority from central government to state government in India implies-
- a) Decentralisation b) Delegation
c) Devolution d) Deconcentration

56. The concept of the 'zone of indifference' is associated with—
 - a) Decision-Making
 - b) Leadership
 - c) Authority
 - d) Motivation
57. Which of the following is not included in 'hygiene' factors in the Herzberg's two-factor theory of motivation?
 - a) Salary
 - b) Working conditions
 - c) Company's policy
 - d) Responsibility
58. F. W. Taylor, the founding father of Scientific Management movement propounded the theory which was conceived to be a scientific methodology of—
 - a) Careful observation
 - b) Measurement
 - c) Generalisation
 - d) All of these
59. The principle of 'span of control' means—
 - a) An employee should receive orders from one superior only
 - b) The number of subordinate employees that an administrator can effectively direct
 - c) The control or supervision of the superior over the subordinate
 - d) The number of people being controlled
60. The 4Ps theory of departmentalization as advocated by Luther Gulick are—
 - a) Purpose, process, plan, place
 - b) Place, person, programme, process
 - c) Purpose, process, place, programme
 - d) Purpose, process, person, place
61. The term 'Performance Budget' was coined by—
 - a) Administrative Reforms Commission of India
 - b) Second Hoover Commission of USA
 - c) Estimates Committee of India
 - d) First Hoover Commission of USA
62. According to the Administrative Reforms Commission, the financial year should begin on:
 - a) 1st November
 - b) 1st July
 - c) 1st September
 - d) 1st January
63. The 'spoils system' in the USA began during the period of—
 - a) Jefferson
 - b) Jackson
 - c) Washington
 - d) Adams

64. The present relationship between the President and the council of ministers is governed by the provisions of:
- a) 42nd Amendment Act
 - b) 48th Amendment Act
 - c) 54th Amendment Act
 - d) 44th Amendment Act
65. Ashok Mehta Committee recommended for the establishment of—
- a) Nagar Panchayat
 - b) Panchayat Samiti
 - c) Mandal Panchayat
 - d) Gram Panchayat
66. "Officials make work for each other." This is said by—
- a) Peter Drucker
 - b) Ramsay Muir
 - c) Parkinson
 - d) H. Finer
67. 'The focus of classical theory is on organisations without people' is said by:
- a) H. Simon
 - b) Chris Argyris
 - c) C.I. Barnard
 - d) W. Bennis
68. State Finance Commission is appointed by a State Government every five years to determine—
- a) Financial resources of the state for placing state's requirements before the Union Government
 - b) Development requirements of the state for formulating State Five Year Plan
 - c) Budgetary requirements of various departments of the state government
 - d) Pattern of distribution of state's tax revenue between the state government and local bodies (both rural and urban) and the pattern of grant-in-aid to local bodies
69. The Lokayukta and Uplokayuktas Act was first passed in—
- a) Maharashtra
 - b) West Bengal
 - c) Karnataka
 - d) Orissa
70. Which of the following states does not have Panchayati Raj Institution at all?
- a) Nagaland
 - b) Tripura
 - c) Kerala
 - d) Assam
71. "Science of administration is the latest fruit of the study of the science of politics." Who among the following made this statement?
- a) Kautilya
 - b) Woodrow Wilson
 - c) Frank J. Goodnow
 - d) L.D. White

72. Match List-I with List-II and select the correct answer by using the codes given below:

List – I

- (a) Satisficing
- (b) Zone of Indifference
- (c) Job Enrichment
- (d) Functional Foremanship

List – II

- 1. F.W. Riggs
- 2. Herbert Simon
- 3. F.W. Taylor
- 4. C.I. Barnard
- 5. Herzberg

Codes :

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

73. Public Administration and Private Administration are not different from each other on which of the following grounds?

- a) Uniformity of rules and regulation.
- b) Internal financial control
- c) Ministerial Responsibility
- d) Service motive

74. Arrange the committees which examined the different aspects of the functioning of Panchayati Raj in a chronological order in their years of appointment?

- (i) G.V.K. Rao Committee
- (ii) Study Team on Panchayat Raj Finances
- (iii) Ashok Mehta Committee
- (iv) Balwantrai Mehta Committee

Codes :

- a) (ii), (i), (iii) and (iv)
- b) (iv), (i), (ii) and (iii)
- c) (iii), (ii), (iv) and (i)
- d) (i), (iii), (ii) and (iv)

75. The Joint Consultative Machinery in India was established on the recommendation of:

- a) First Pay Commission
- b) Second Pay Commission
- c) Third Pay Commission
- d) Administrative Reforms Commission

PART II
Subjective /conventional: Marks: 150

This Paper consist of:

A. 10 questions of 5 marks each	50 Marks
B. 5 questions of 10 marks each	50 Marks
C. 2 questions of 25 marks each	50 Marks

A Short Answer questions (all compulsory) -5 marks each

- 1) New Public Management is dead; long live digital era of governance. Comment
- 2) "Environment conditions administrative system."- (F.W.Riggs) Comment
- 3) Recruitment is the backbone of Public Administration. Explain
- 4) Civil service neutrality is a thing of the Past. Discuss.
- 5) In a hierarchy every employee tends to rise to his level of incompetence. Comment
- 6) Bureaucracy thrives under the cloak of ministerial responsibility in a parliamentary democracy.' Comment
- 7) Organization is a system of consciously coordinated activities or forces of two or more persons. Comment
- 8) The endurance of organization depends upon the quality of leadership. Comment
- 9) The process of change may create crisis in the system. Comment
- 10) Autonomy and accountability in Public enterprises cannot walk together. Explain

B. Attempt All Questions, each question carries 10 Marks.

- 1) Public Administration today stands at the crossroads of public choice theory, pluralism, corporatism & elitism. Discuss.
- 2) Weberian model of bureaucracy lacks empirical validity when applied to modern democratic administration." Examine.
- 3) Dror's Optimal Model is a fusion of the economically rational model with the extra rational model.Examine
- 4) The Hawthorne researches demonstrate the need to analyze organizations as living social structures. Comment
- 5) Three features characterize Simon's original view of bounded rationality: search for alternatives, satisficing, and aspiration adaptation.' Elucidate

C. Attempt all questions, each question carries 25 Marks.

- 1) British philosophy of administration is based on a unification of science of administration with ethics. Analyze.
- 2) "The 'New Public Management' (NPM) is an incarnation of a new model of public sector management in response of the challenges of liberation, international competitiveness and technological changes." Explain.