



**PUNJAB PUBLIC SERVICE COMMISSION**  
**COMBINED COMPETITIVE EXAMINATION**  
**FOR RECRUITMENT TO THE POSTS OF**  
**PROVINCIAL MANAGEMENT SERVICE, ETC -2021**  
**CASE NO. 3C2022**

**SUBJECT: PUBLIC ADMINISTRATION (PAPER-I)**

**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:**

- i. All the parts (if any) of each Question must be attempted at one place instead of at different places.
- ii. Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.
- iii. No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.
- iv. Extra attempt of any question or any part of the question will not be considered.

**Attempt FIVE Questions in all. Attempt in Urdu or English.**

- Q. No. 1:** The differences between public administration and business management are profound. Explain how the two fields are alike and how they differ. Why are the two terms not interchangeable? (20 Marks)
- Q. No. 2:** Discuss the major elements of the public policy making cycles. Highlight the interactions within these elements in the context of public policy making in Pakistan. (20 Marks)
- Q. No. 3:** How do public administrators in Pakistan need to tackle "wicked problems" differently. Discuss by illuminating wicked problems. (20 Marks)
- Q. No. 4:** Comparatively evaluate Taylor's Scientific Management and Weber's Ideal Bureaucracy, and discuss their relevance to contemporary public organization. (20 Marks)
- Q. No. 5:** Planning is one aspect of the policy process. Discuss the various types of planning and their objectives. What will be the primary concern of the planning group in planning process? (20 Marks)
- Q. No. 6:** What is devolution? Discuss whether the movement toward devolution is a threat or an opportunity for provincial/national governments in a federal system. How does this apply to Pakistan? (20 Marks)
- Q. No. 7:** 'Is corruption in government any worse than in the private sector, or is it just more visible?' Discuss if you agree/disagree with this statement in the context of Pakistan. (20 Marks)
- Q. No. 8:** The essence of Public Value is the revival of Government as a value creating institution. Discuss the role of public administrators in current corona epidemic situation to create value for citizen. (20 Marks)



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**SUBJECT: PUBLIC ADMINISTRATION (PAPER-II)**

**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:**

- i. All the parts (if any) of each Question must be attempted at one place instead of at different places.
- ii. Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.
- iii. No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.
- iv. Extra attempt of any question or any part of the question will not be considered.

**Attempt FIVE Questions in all. Attempt in Urdu or English.**

- Q. No. 1:** The 18<sup>th</sup> constitutional amendment in the constitution of the Islamic Republic of Pakistan is considered to be a major event in our constitutional history that gave many powers to the provincial governments. How has this change affected the relationship and coordination between federal and provincial governments with particular reference to health, education and agriculture? **(20 Marks)**
- Q No. 2:** "Some of the Public Sector issues are considered as 'Wicked Problems' and Pakistan's public sector lacks institutional and human resource capacity to deal with them". Give your opinions on this statement with examples. **(20 Marks)**
- Q No. 3:** Since the creation of Pakistan, several attempts have been made in reforming the civil service of Pakistan. How do you see these reforms and what major challenges have been identified by various commissions, committees and/or taskforces? **(20 Marks)**
- Q No. 4:** Describe the system of auditing in Pakistan and how it can help in dealing with the menace of corruption and financial mismanagement in the public sector? **(20 Marks)**
- Q No. 5:** How critical is it to evaluate a public policy after implementation and what techniques can administrators use in ensuring proper evaluation of a policy? **(20 Marks)**
- Q. No. 6:** What is the role of politics in budgetary process? Explain several concerns such as representation, consensus, coalition building and locus of power in allocating funds. **(20 Marks)**
- Q. No. 7:** Corruption has been one of the most enduring problems confronting governments throughout history. What are the corrective ways to foster 'public ethics' to prevent corruption? How the traditional public sector values can be reinforced in public servants? **(20 Marks)**
- Q No. 8:** 'Devolution, decentralization, autonomy and establishment of local governments are said to be the ultimate solution to the issues of governance and service delivery'. Give arguments in favor or against this statement. **(20 Marks)**