



**PUNJAB PUBLIC SERVICE COMMISSION**  
**COMBINED COMPETITIVE EXAMINATION**  
**FOR RECRUITMENT TO THE POSTS OF**  
**PROVINCIAL MANAGEMENT SERVICE, ETC -2022**  
**CASE NO. 2C2023**

**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** Public Administration is a newly emerged discipline compared to other disciplines of the social sciences. Why is it necessary to study public administration as a separate discipline? What is the relationship of public administration with other social science disciplines such as political science, economics and law? (20 Marks)
- Q. No.2** What are the challenges facing public organizations in the 21st century? How can these challenges be addressed? (20 Marks)
- Q. No.3** Political actors seek to influence the outcome of a political process through direct or indirect actions. Describe the policy-making process and the actors who play significant role in the policy-making process and in shaping administrative issues. (20 Marks)
- Q. No.4** Explain the concept of a performance budget. How can this approach be used to improve the efficiency and effectiveness of government programs and services? What are some examples of successful implementation of a performance budget? (20 Marks)
- Q. No.5** Public Sector HRM has been characterized by the creation of more flexible structure and processes now a days. Compare and contrast between the traditional and a new approach to public management. What are the key issues and challenges of implementing an efficient HRM in the public sector? (20 Marks)
- Q. No.6** Decision making is the process by which an optimal choice is made among several possible alternatives of solutions. Write down the bureaucratic, rational, and incremental approaches to decision making with an example of each. (20 Marks)
- Q. No.7** Discuss the importance of decentralization in governance. What are some effective strategies for implementing decentralization? (20 Marks)
- Q. No.8** Explain the concept of "whistleblowing" and its role in preventing administrative corruption. (20 Marks)
- Q. No.9** What is the role of public participation in development? Signify the relationship between participatory development and good governance, and its outcomes. (20 Marks)



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**CASE NO. 2C2023**

**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** Over the past few years, various ministries have established "Delivery Units" such as Prime Minister's Performance Delivery Unit (PMDU), Social Protection Delivery Unit (formerly Ehsaas Delivery Unit) etc. What is the purpose of these delivery units and why are they needed, despite of having complete ministerial structure and staff?  
(20 Marks)
- Q. No.2** A system of local government that is genuinely empowered politically, administratively, and financially is the heart of democracy. Describe the Local Government System under Devolution of Power Plan 2001, its structural framework, innovative features, challenges and future prospects.  
(20 Marks)
- Q. No.3** Has the eighteenth amendment been a hurdle in implementation of Single National Curriculum (SNC) of the Federal Government? Justify your answer. (20 Marks)
- Q. No.4** What major challenges have arisen as a consequence of the global trend towards democratization, privatization and globalization of the world economy? How Pakistan Civil Services as an institution can combat these challenges? (20 Marks)
- Q. No.5** Why do public policies fail? Elaborate by citing two public policies in Pakistan that failed to achieve their objectives.  
(20 Marks)
- Q. No.6** A budget is a powerful instrument of legislative control and a tool of financial administration. Briefly explain the methods and the actors involved in the budgetary process from the preparation, enactment and execution of the budget.  
(20 Marks)
- Q. No.7** Some scholars argue that 'specialists' should be inducted into the public services instead of 'generalists'. Give your opinions on this statement with examples.  
(20 Marks)
- Q. No.8** Differentiate between "Orthodox" Public Administration and the New Public Management approach by focusing on the tenets, challenges, remedies and limitations towards organizational regulation.  
(20 Marks)