



**FEDERAL PUBLIC SERVICE COMMISSION**  
**COMPETITIVE EXAMINATION-2021**  
**FOR RECRUITMENT TO POSTS IN BS-17**  
**UNDER THE FEDERAL GOVERNMENT**  
**PUBLIC ADMINISTRATION**

Roll Number

<b>TIME ALLOWED: THREE HOURS</b>	<b>PART-I (MCQS)</b>	<b>MAXIMUM MARKS = 20</b>
<b>PART-I(MCQS): MAXIMUM 30 MINUTES</b>	<b>PART-II</b>	<b>MAXIMUM MARKS = 80</b>
<b>NOTE: (i)</b> Part-II is to be attempted on the separate Answer Book. <b>(ii)</b> Attempt <b>ONLY FOUR</b> questions from <b>PART-II</b> . <b>ALL</b> questions carry <b>EQUAL</b> marks. <b>(iii)</b> All the parts (if any) of each Question must be attempted at one place instead of at different places. <b>(iv)</b> Write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper. <b>(v)</b> No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed. <b>(vi)</b> Extra attempt of any question or any part of the question will not be considered.		

**PART-II**

- Q. No. 2.** Define Normative and Empirical approaches of Public Administration, and their implications to Pakistan's administrative system. (20)
- Q. No. 3.** Discuss the need for Civil Service neutrality in development administration. Suggest measures for achieving and stretching its practical application in Pakistan. (20)
- Q. No. 4.** In spite of numerous advantages of social audit, its arrangement have been mostly ineffective because there is no legal provision for punitive action. Comment. (20)
- Q. No. 5.** The idea of performance-budget lies beneath the word 'results'. In the light of statement, examine the elements of performance-based budgeting with reference to Pakistan. (20)
- Q. No. 6.** Discuss "Hawthorne Effects", undertaken by George Elton Mayo in the development of Human Relations School of thought, and its subsequent implications for the administrative behaviour. (20)
- Q. No. 7.** Examine how corruption in public services undermines democracy. Discuss its possible redressal mechanism. (20)
- Q. No. 8.** Write short notes on any TWO of the following:- (10 each) (20)
- (a) Management by Objectives (MBO)
  - (b) Abraham Maslow's Hierarchy of Needs
  - (c) Differentiate between the Authoritarian and Transformational styles of Leadership.

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