



ROLL NO

**PUNJAB PUBLIC SERVICE COMMISSION**  
**COMBINED COMPETITIVE EXAMINATION**  
**FOR RECRUITMENT TO THE POSTS OF**  
**PROVINCIAL MANAGEMENT SERVICE, ETC -2023**  
**CASE NO. 1C2024**

**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** Elaborate the role of the Ministry of Inter Provincial Coordination in the economic, cultural and administrative fields, promoting uniformity of approach in the formulation and implementation of policies in all fields of common interest between the Federal Government and the Provincial Governments. **(20 Marks)**
- Q. No.2** Provincial and local government have been designed to operate similarly to the federal level; however, both have distinct structure for administering government initiatives. Explain each level's structure and various approaches to operate the government bureaucracy. **(20 Marks)**
- Q. No.3** Intergovernmental relations (IGR), as a framework, is diverse and multi-theoretic. Discuss the scope, approaches, and reasons for the need of IGR. Also explain the administrative implications of IGR in the light of "Resource-Dependency Approach". **(20 Marks)**
- Q. No.4** Provide succinct information on the overall training framework of civil servants in Pakistan. Identify the gaps in delivery and conduct of training programs. Also suggest practical recommendations to improve the training framework of civil services in Pakistan. **(20 Marks)**
- Q. No.5** Evaluation is one aspect that has usually been ignored in Pakistan's administrative culture. What public policy evaluation models are available for conducting evaluations and how can they be used? **(20 Marks)**
- Q. No.6** Some departments or autonomous bodies have a system of internal auditing before any bill or voucher is passed. Why in some cases, this systems performance gets exposed when external audits are conducted? **(20 Marks)**
- Q. No.7** A long standing debate has been going on about the compensation systems in the Public Sector. How can the idea of performance based compensation system be integrated in public sector organizations? **(20 Marks)**
- Q. No.8** In the past, Governments were said to be solely responsible for development and services delivery. However, this idea has evolved and the role of civil society is now also being stressed. Justify and explain the ways (with examples) in which the civil society has contributed to development in Pakistan. **(20 Marks)**



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

- Q. No.1** Theory of "Politics Administration Dichotomy" by Woodrow Wilson came up with the idea of separating politics from administration. Debate the logic, bases, and pros and cons of politics administration dichotomy. **(20 Marks)**
- Q. No.2** What is network governance? Identify some of the factors that contribute to an increase in network governance. Also, report some of the advantages and disadvantages to working through networks. **(20 Marks)**
- Q. No.3** Planning is the vital phenomenon for the economic, political and societal development of a country. Discuss the planning machinery and its working mechanism at federal, provincial and district level in Pakistan. **(20 Marks)**
- Q. No.4** Describe some of the ways government obtains funds for operation and proper functioning. Identify the various types of direct and indirect taxes used by government in Pakistan. **(20 Marks)**
- Q. No.5** Compare and contrast personnel management and human resources management. What are the similarities and differences between these two approaches to managing employees, and how do they impact organizational performance? **(20 Marks)**
- Q. No.6** Discuss the key skills required for effective public management. How can public managers develop and improve these skills? **(20 Marks)**
- Q. No.7** Discuss the historical context that led to the development of bureaucratic responsiveness as a concept. **(20 Marks)**
- Q. No.8** What is the role of public-private partnerships in promoting sustainable development? **(20 Marks)**