



PUNJAB PUBLIC SERVICE COMMISSION
COMBINED COMPETITIVE EXAMINATION
FOR RECRUITMENT TO THE POSTS OF
PROVINCIAL MANAGEMENT SERVICE -2020

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:** Contemporary public administration has been powerfully influenced by the broader governance trends such as public ethics and reinventing government. Evaluate this statement as a permanent feature or only a temporary trend in context of Pakistan? **(20 Marks)**
- Q. No. 2:** It is essential for public administrators to understand the nature of intergovernmental relationships in a federal setup since it would be impossible for any vertical government unit to work in isolation. Discuss at least five key areas of vertical intergovernmental administrative issues in Pakistan which must be addressed to preserve federalism. **(20 Marks)**
- Q. No. 3:** In contemporary governance approaches, different stakeholders play an important role in public policy process. Discuss how Federal government and Punjab government have formulated and implemented public policy by engaging stakeholders in different domains for local prevention and control of COVID19 pandemic? **(20 Marks)**
- Q. No. 4:** Line item budgeting is conventionally used for provincial and federal government budgets of Pakistan. Suggest an alternative public budgeting approach for government budgets in Pakistan. Discuss why the suggested approach would be more suitable and effective for achieving the current political and economic objectives of the government. **(20 Marks)**
- Q. No. 5:** How Human Resource Management is different from erstwhile concept of Personnel Administration. Discuss key challenges which public sector organizations in Pakistan face while implementing contemporary practices of Human Resource Management. **(20 Marks)**
- Q. No. 6:** What do you understand by workforce diversity? Why maintaining a diverse workforce in public sector organizations is becoming increasingly inevitable? How effective management of diversity can unlock creativity in conventional government decision making process? **(20 Marks)**
- Q. No. 7:** Define decentralization and its main types. Briefly discuss and evaluate major governance reforms in the direction of decentralization in Pakistan since the year 2001. **(20 Marks)**
- Q. No. 8:** Briefly discuss the expanding role of citizen participation in open and inclusive governments. To what extent common citizens may be engaged in public administration and development management process in Pakistan? Answer the question considering the quality of citizenry in Pakistan and her democratic ideals. **(20 Marks)**



PUNJAB PUBLIC SERVICE COMMISSION
COMBINED COMPETITIVE EXAMINATION
FOR RECRUITMENT TO THE POSTS OF
PROVINCIAL MANAGEMENT SERVICE -2020

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:** "Regulatory agencies function outside direct executive supervision", discuss this statement in the context of political interference in regulatory agencies in Pakistan while also discussing functions and prominent examples of regulatory agencies in Pakistan. (20 Marks)
- Q No. 2:** Highlight the Context, Content and Causes of major Local Government reforms in Pakistan over the years. Comment on the effectiveness of these reforms with lessons for the way forward. (20 Marks)
- Q No. 3:** What major changes in the fiscal relationship were proposed between the federal government and provincial governments in Pakistan under the 18th Constitutional amendment to the Constitution of Pakistan. Discuss these changes with special reference to progress made and major hurdles in the way of implementation with suggestions to overcome these hurdles. (20 Marks)
- Q No. 4:** "For good governance, Pakistan needs civil service reforms", keeping in mind this statement discuss the most recent efforts to civil service reforms in Pakistan while contrasting these efforts to major reform attempts in previous decades. How successful would you term these reforms while highlighting the way forward. (20 Marks)
- Q No. 5:** "The pro-poor growth agenda has important implications for the way donors support partner countries", keeping this statement in mind discuss the role of donors in supporting, and also the mechanisms of in-country pro-poor policy making processes in Pakistan. (20 Marks)
- Q No. 6:** Pakistan has experimented with multiple reforms over the years to reform its tax administration mainly to improve its Tax-to-GDP ratio, which continues to be one of the lowest in the world. Compare and contrast Pakistan's effort to reform FBR over years with other similar developing countries. What are the major areas to reform tax administration in Pakistan to improve its Tax-to-GDP ratio? (20 Marks)
- Q No. 7:** "Current models of service delivery calls for a civil service equipped with understanding dynamics of new modes of governance including ICT and technology based smart solutions, expanding role of private sector and popularity of public limited companies". Keeping in mind this statement, discuss the institutional framework of training of government employees in Pakistan highlighting if the conventional civil service trainings are imparting skills needed for current service delivery demands. (20 Marks)
- Q No. 8:** International Financial Institutions play a major role in the development and management of developing countries. What has been the experience of Pakistan with international lenders in overcoming development challenges faced over decades of its existence? (20 Marks)