



(Exam Paper) UPSC IAS Mains 2009: Public Administration

Paper- I

Section A

1. Comment on any THREE of the following questions in not more than 200 words each 20 × 3 = 60

- (a) "The field of Public Administration is a field of business." (Woodrow Wilson).
- (b) "New Public Administration is a revolution or radicalism in words, and (at best) status-quo in skills or technologies."
- (c) "Taylor's contribution was not a set of general principles for organising work efficiency, but a set of operating procedures that could be employed in each concrete situation to secure their application."
- (d) "The Barnard-Simon Theory of Organisation is essentially a theory of motivation."

2. Answer the following in about 300 words each: 30 × 2 = 60

- (a) Consider the statements below:
 - (i) "Technically, the bureaucracy represents the purest type of legal-rational authority."
 - (ii) "Bureaucracy does not represent the only type of legal authority." Identify the theoretical context and analyse the above statements.
- (b) Which of the model(s) in development administration is/are characterised by 'Selectivism', 'Attainment' and 'Polyfunctionalism'? Describe the corresponding theoretical roots and attributes.

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3. It is said that “the perspective of public administration, developed over a century, with a tradition of management of public institutions and services has received a jolt from the novelty of New Public Management”.

Bring out the core values, approaches and assumptions of traditional public administration and show how the New Public Management has attempted to change or retain them, and to what extent. 60

4. From Woodrow Wilson to Herbert Simon most writers on administration have taken the achievement of efficiency as the central objective. Justify the statement with references to the work of major writers. 60

Section B

5. Attempt any three of the following questions in not more than 200 words each: $20 \times 3 = 60$

(a) “There is no doubt the departmentalisation is fraught with complexities. These are in part technical, in part political.” Discuss.

(b) “Techniques like PERT and CPM help in effective office management.”. Elaborate.

(c) “... non-western states often, if not always, have unbalanced politics, but these may not necessarily be bureaucratic politics.” Discuss.

(d) “Yehezkel Dror’s normative models of policy making tend to be academic in perspective with poor operational utility.” Comment.

6. Consider the statements below:

(a) Self-Help Groups (SHGs) enable women to realise their full potential in some spheres of life.

(b) Self-Help Groups (SHGs) are providing avenues of political mobilisation. Examine the implications of these two statements and assess the potential of SHGs for development. 60

7. It is said that ‘position classification’, as originally conceived is sound in terms of its operational characteristics, but complicated and unresponsive in practice. Why is it still considered better than other models of civil service classification ? 60

8. “... even if policies are well-organized, efficiently operated, widely utilized, adequately financed and supported, we may still ask, so what ? Do they work ? ... What about their costs, outputs and impact ?” Discuss. 60



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