

FEDERAL PUBLIC SERVICE COMMISSION

COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS  
IN DPS-17 UNDER THE FEDERAL GOVERNMENT, 2001.

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS

MAXIMUM MARKS: 100

NOTE: Attempt FIVE questions in all, including question No.9 which is  
COMPULSORY. All questions carry EQUAL marks.

1. Critically examine the role of bureaucracy in good governance in general and with particular reference to Pakistan.
2. Compare and contrast the closed and open career system models. Which of these two models best explain the career system of public bureaucracy in Pakistan?
3. Discuss the structure and functions of district government under the new system of local government being implemented by the present regime in Pakistan.
4. Define the notion of good governance. Discuss the scope and functions of public administration within the framework of governance.
5. Explain Max Weber's theory of bureaucracy. In your opinion, has bureaucracy outlived its usefulness? Why or why not?
6. Discuss the role of government in human resource management at enterprise level with particular reference to Pakistan.
7. Define the term "Privatisation" in the context of Pakistan: How can privatisation be useful in transforming the manufacturing and service sector of Pakistan? Answer this question in the light of the Privatisation policy of Government of Pakistan.
8. Write short notes on any TWO of the following:
  - (a) Public choice theory.
  - (b) Politics - Administration Dichotomy.
  - (c) Devolution and Good Governance.
  - (d) Scientific Management.

COMPULSORY QUESTION

9. Write only the correct answer in the answer book. Do not reproduce the question.
- (1) Public Administration may be defined as:
- |                            |                              |
|----------------------------|------------------------------|
| (A) Management of Industry | (B) Administration of Public |
| (C) Management of Property | (D) Administrative Capacity  |
| (E) None of these.         |                              |
- (2) The concept of "bounded rationality" was given by:
- |                    |                    |
|--------------------|--------------------|
| (A) Max Weber      | (B) F. W. Riggs    |
| (C) Herbert Simon  | (D) Abraham Maslow |
| (E) None of these. |                    |

PUBLIC ADMINISTRATION

- (3) Bureaucracy is based on:  
(A) Traditional Authority (B) Personal Authority  
(C) Charismatic Authority (D) Corporate Authority  
(E) None of these.
- (4) Behaviorism is associated with:  
(A) Rationalism (B) Communication  
(C) Socialism (D) Humanism  
(E) None of these.
- (5) The author of "The Functions of the Executive" is:  
(A) F. W. Taylor (B) Chester Bernard  
(C) Mary Parker Follet (D) Henry Fayol  
(E) None of these.
- (6) Which of the following is not one of the core values of public administration:  
(A) Equity (B) Efficiency  
(C) Effectiveness (D) Bureaucracy  
(E) None of these.
- (7) Which of the following is one of the features of bureaucracy as conceived by Max Weber:  
(A) Authority (B) Hierarchy  
(C) Publicness (D) Civil society  
(E) None of these.
- (8) Which of the following is an essential component of a formal organization:  
(A) Decentralization (B) Formal Structure  
(C) Power (D) Centralization  
(E) None of these.
- (9) Bureaucracy is a form of:  
(A) Political Organization (B) Social Organization  
(C) Community Organization (D) Private Organization  
(E) None of these.
- (10) McGregor's name is most commonly associated with one of the following:  
(A) Bureaucratic Theory (B) Scientific Management  
(C) Theory X and theory Y (D) Human Relations  
(E) None of these.
- (11) "Legal-rational authority" is a core concept of:  
(A) Public Choice Theory (B) Theory of Emergency  
(C) Maslow's Theory of Motivation (D) Theory of Bureaucracy  
(E) None of these.
- (12) One of the four functional imperative of a system as identified by the Talcott Parsons is:  
(A) Efficiency (B) Effectiveness  
(C) Adaptation (D) Entropy  
(E) None of these.
- (13) "Entropy" is a law of nature in which all forms of organizations move towards:  
(A) Growth and Continuity (B) Continuous Improvement  
(C) Rebirth and Emergency (D) Disorganization and Death  
(E) None of these.

choice theory is economic explanation of:

- (A) Religion
- (B) Islam.
- (C) Political decision making
- (D) Psychology.
- (E) None of these.

(15) System Theory is associated with the work of following:

- (A) Leonard White
- (B) Mary Parker Follet
- (C) Talcott Parsons
- (D) F.W. Taylor
- (E) None of these.

(16) Which one of the following is the foundation of modern Human Resource Management:

- (A) Specialization
- (B) Compensation
- (C) Job Analysis
- (D) Job Evaluation
- (E) None of these.

(17) The process of transmitting the idea or thought into meaningful symbols is called:

- (A) Decoding
- (B) Feedback
- (C) Reception
- (D) Encoding
- (E) None of these.

(18) Which of the following will not be considered as a formal organization:

- (A) A Hospital
- (B) A University
- (C) A Group of Friends
- (D) A Service Industry
- (E) None of these.

(19) Which of the following violates the principle of Unity of Command:

- (A) Bureaucratic Organization
- (B) Functional Organization
- (C) Manufacturing Organization
- (D) Product Organization
- (E) None of these.

(20) Which of the following is not a feature of good governance:

- (A) Accountability
- (B) Transparency
- (C) Nepotism
- (D) Rule of law
- (E) None of these.

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FEDERAL PUBLIC SERVICE COMMISSION

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COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS  
IN PBS-17, UNDER THE FEDERAL GOVERNMENT, 2002

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS

MAXIMUM MARKS: 100

NOTE: Attempt FIVE questions in all, including QUESTION NO. 8 which is  
COMPULSORY. All questions carry EQUAL marks.

1. Discuss how good governance can be introduced in the Bureaucracy of Pakistan and used as an instrument of rapid economic growth?
2. Discuss how an integrated approach to various schools of thoughts of management can be applied, by the present day administrators, for the success of their organizations?
3. Compare the Executive Leadership in Pakistan with its political leadership, how the later can further be improved.
4. Critically examine the planning process and machinery in Pakistan?
5. Why the recently introduced reforms by the Government of Pakistan are severely criticized by some of the Government Servants, suggest remedies for improvement?
6. Discuss the Organizational and functional set-up of the Federal and Provincial Governments in Pakistan, how their relationship can further be strengthened?
7. Write short notes on any TWO of the followings:  
(a) Crisis in Public corporation of Pakistan. (b) Communication breakdown in organizations.  
(c) Budget as a control device. (d) Co-ordination methods.

COMPULSORY QUESTION

8. Write only the correct choice in the Answer Book. Don't reproduce the statement.

1	An organization which successfully achieve the goals will be considered as:	
	(a) Efficient	(b) Systematic
	(c) Effective	(d) Reasonable
	(e) None of these.	
2	An organization using its resources wisely and in a cost effective way is considered:	
	(a) Conservative	(b) Modern
	(c) Effective	(d) Efficient
	(e) None of these.	
3	Grouping activities and resources in an organization is a function of:	
	(a) Leading	(b) Organizing
	(c) Co-Ordination	(d) Monitoring
	(e) None of these.	
4	The dominant role in developing Scientific Management was played by:	
	(a) Henri Fayol	(b) F. W. Taylor
	(c) Harrington Emerson	(d) Frank Gilbreth
	(e) None of these.	
5	The most articulate spokesperson of Administrative Management was:	
	(a) Max Weber	(b) Chester Barnard
	(c) Lyndall Urwick	(d) Henri Fayol
	(e) None of these.	
6	Hawthorne studies were mainly conducted by:	
	(a) Elton Mayo	(b) Hugo Munsterberg
	(c) Mary Parker	(d) Henry Gantt
	(e) None of these.	
7	Two or more sub-systems working together to produce more than the total of what they might produce working alone is:	
	(a) Open system	(b) Closed system
	(c) Sub-system	(d) Synergy
	(e) None of these.	

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8	An attempt to integrate common business practices from the United States and Japan into one middle-ground framework has been termed as:			
	(a) Theory X	(b) Theory Y		
	(c) Type Z Model	(d) Universal Model		
	(e) None of these.			
9	The owners, Employees, Board of Directors and Culture will form the organization's:			
	(a) Internal Environment	(b) External Environment		
	(c) Task Environment	(d) General Environment		
	(e) None of these.			
10	The appropriate managerial behavior in a given situation depends on a wide variety of elements is:			
	(a) Classical Approach	(b) Quantitative Approach		
	(c) Behavioral Approach	(d) Contingency Approach		
	(e) None of these.			
11	A goal set by and for top management of the organization is:			
	(a) Tactical Goal	(b) Strategic Goal		
	(c) Operational Goal	(d) Specific Goal		
	(e) None of these.			
12	Balancing and reconciling possible conflicts among goals is:			
	(a) Communication	(b) Leading		
	(c) Inconsistency	(d) Optimizing		
	(e) None of these.			
13	A plan that generally covers a span of one year or less is:			
	(a) Operational plan	(b) Intermediate plan		
	(c) Long-range plan	(d) Short-range plan		
	(e) None of these.			
14	Behavior that does not conform to generally social norms will be considered as:			
	(a) Arrogant behavior	(b) Arbitrary behavior		
	(c) Ethical behavior	(d) Unethical behavior		
	(e) None of these.			
15	Conceptual and Diagnostic skills in an organization are mostly used by:			
	(a) General managers	(b) Top managers		
	(c) Middle managers	(d) First Line manager		
	(e) None of these.			
16	A theory suggesting that people are motivated by a hierarchy of needs was advanced by:			
	(a) Douglas Mc Gregor	(b) Arthur D. Little		
	(c) Abraham Maslow	(d) F. W. Riggs		
	(e) None of these.			
17	The extent to which an organization complies with local, state and Federal Laws is:			
	(a) Social compliance	(b) Philanthropic Awarding		
	(c) Ethical compliance	(d) Legal compliance		
	(e) None of these.			
18	The process by which a manager assigns some of his total work load to others is:			
	(a) Decentralization	(b) Delegation		
	(c) Division of work	(d) Centralization		
	(e) None of these.			
19	Power that has been legitimized by the state is:			
	(a) Political authority	(b) Charismatic authority		
	(c) Traditional authority	(d) Legal authority		
	(e) None of these.			
20	A condition in which the availability of each alternative and its potential pay offs and costs are all associated with probability estimates is:			
	(a) State of risk	(b) State of certainty		
	(c) State of mild certainty	(d) State of high certainty		
	(e) None of these.			

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FEDERAL PUBLIC SERVICE COMMISSION

COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS IN PBS-17, UNDER THE FEDERAL GOVERNMENT, 2003

PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS

MAXIMUM MARKS: 100

NOTE: Attempt FIVE questions in all, including QUESTION NO.8 which is COMPULSORY. All questions carry EQUAL marks.

- 1. Discuss three major issues in public administration theory and practice. State clearly your position on these issues and support your viewpoint with examples.
2. What is public policy? Explain the policy process and discuss various types of policy with examples from Pakistan.
3. What is administrative law? Discuss the principles and practice of administrative law in Pakistan.
4. What is "New Public Management"? To what extent NPM explains the administrative reforms in Pakistan which have been undertaken in the last few years? Discuss with examples.
5. Discuss and review the management of fiscal and administrative relations between the federal government and provincial governments in Pakistan.
6. Compare and contrast Taylor's scientific management and Weber's bureaucracy. Do you think these two theories are still relevant to changing public administration?
7. Write notes on any TWO of the following:
(a) Role of civil society in Public Administration.
(b) Administrative Culture of Pakistan
(c) Administrative ethics.
(d) Politics-Administration Dichotomy

COMPULSORY QUESTION

- 8. Write only the correct answer in the Answer Book. Do not reproduce the question.
(1) The difference between public administration and political science is:
(a) amount of constraints from public interest in decision making
(b) the emphasis on bureaucratic structure, behavior and methodologies
(c) evaluative techniques
(d) no difference between political science and public administration
(e) none of the above
(2) According to Goodnow, "administration" refers to
(a) government expression of the state will
(b) government execution of policies
(c) government suppression of public interest
(d) government collection of public opinion
(e) none of the above
(3) Gullick and Urwick's POSDCORB anagram was:
(a) a reference to the locus of public administration
(b) a listing of when to utilize public administration
(c) an expression of administrative principles to follow
(d) a means of identifying the problems associated with bureaucracy
(e) none of the above

PUBLIC ADMINISTRATION

- (4) Herbert Simon refuted the administrative principles theory by:
- (a) revealing that administrative principles were too specific
  - (b) showing that for every principle there is a counter principle
  - (c) explaining that administrative principles could only be used in complex organizations
  - (d) relating that administrative principles always allowed for rational decisions
  - (e) none of the above
- (5) The three components that comprise publicness and privateness in society are:
- (a) bureaucracy, consistency, and budget
  - (b) administration, management, and organization
  - (c) execution, regulation, and structure
  - (d) agency, access, and interest
  - (e) none of the above
- (6) The "New Public Administration" movement was focused on:
- (a) methods, results, and organization as a whole
  - (b) leadership and control of organizations
  - (c) values, ethics and individual members
  - (d) hierarchy and distribution of power in organizations
  - (e) none of the above
- (7) The one component consistently present in decision making process of public decision maker is:
- (a) advice seeking
  - (b) information
  - (c) rapidity
  - (d) professionalism
  - (e) none of the above
- (8) The pressures to rationalize bureaucracy often lead to:
- (a) nonconformity
  - (b) rebellion
  - (c) conditional acceptance
  - (d) over conformity
  - (e) none of the above
- (9) According to Max Weber, the three types of leadership are:
- (a) titular, controllers, organizers
  - (b) charismatic, traditional, rational
  - (c) institutionalists, specialists, hybrids
  - (d) charismatic, institutionalists, specialists
  - (e) none of the above
- (10) The aim of Taylor's scientific management was to:
- (a) stress individual accomplishment over organizational yield
  - (b) reduce production and increased morale
  - (c) improve organizational efficiency and production
  - (d) alter machinery to lesson burden on the labor force
  - (e) none of the above
- (11) The closed model of organization theory presents the organization as:
- (a) flexible entities with varying routines
  - (b) unorganized entities with unstable conditions
  - (c) structured entities with equal power distribution
  - (d) hierarchical entities with formal and rational methods of operation
  - (e) none of the above

PUBLIC ADMINISTRATION

- (12) The primary force in changing public administration is:  
(a) organizational environment  
(b) organizational technology  
(c) how employees react to organizational technology  
(d) type of interdependence of the organization  
(e) none of the above
- (13) The purposes of decision tree is:  
(a) cost analysis  
(b) decision alternatives  
(c) project coordination  
(d) time analysis  
(e) none of the above
- (14) Most analysts agree that information technology will pressure the hierarchical pyramid to  
(a) disappear  
(b) stretch  
(c) flatten  
(d) remain as it is  
(e) none of the above
- (15) The purpose of public program evaluation is:  
(a) resource allocation only  
(b) to abolish inefficient programs  
(c) to endorse successful programs  
(d) dependent on the motivation of those who initiate the evaluation  
(e) none of the above
- (16) Management-by-objectives (MBO)  
(a) encourages centralization of management  
(b) discourages communication and feedback  
(c) avoids objective setting  
(d) encourages self management and decentralization  
(e) none of the above
- (17) Lindblom has referred to the incrementalists paradigm of policy making as:  
(a) "dragging feet"  
(b) "muddling through"  
(c) "smooth operating"  
(d) "proficient policy making"  
(e) none of the above
- (18) Collective good differ from common-pool goods on the basis of:  
(a) availability  
(b) degree of exclusion  
(c) consumption  
(d) delivery  
(e) none of the above
- (19) Supervision as a mechanism of control over subordinate has been found to be:  
(a) the most efficient mechanism of control  
(b) as effective as input control  
(c) the least effective mechanism of control  
(d) more effective than behavior control  
(e) none of the above
- (20) According to Herbert Simon the core challenge to executives in the post-industrial age will be:  
(a) how to increase worker productivity  
(b) how to process information  
(c) how to control burgeoning bureaucracy  
(d) how to improve public relations  
(e) none of these.

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**COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS  
IN BPS-17, UNDER THE FEDERAL GOVERNMENT, 2004**



**PUBLIC ADMINISTRATION**

**TIME ALLOWED: THREE HOURS**

**MAXIMUM MARKS: 100**

**NOTE:** Attempt FIVE questions in all, including QUESTION NO. 8 which is COMPULSORY. All questions carry EQUAL marks.

1. "Public Administration is detailed and systematic application of law. Every particular application of law is an act of administration". ( Woodro Wilson) Discuss the scope of public administration in the light of above statement.
2. "The administrative accountability of the public services is done under two heads that is internal and external control in Pakistan. Elaborate these in detail.
3. "The administrative leadership needs three bases to be securely build up namely personal, political and institutional". Do you agree with this statement? Explain.
4. What is deficit financing and deficit budgeting? Is deficit financing a boon or curse. Discuss.
5. Describe the scope of personnel administration with special reference to aristocratic system of personnel administration.
6. What is administrative planning? Explain it in the light of personnel and techniques.
7. Write in detail the main hindrances of effective communication. Can these be remedied?

**COMPULSORY QUESTION**

8. Write only the correct answer in the Answer Book. Do not reproduce the question.
- (1) The connection between the politics and public administration is:
    - (a) Politics seeks to deal controversial issues and public administration is the means whereby decisions are implemented.
    - (b) The politicians and administrators do not share unique partnership
    - (c) Public administrators indulge in party politics
    - (d) Administrators having strong political conviction, they cannot pursue a career of public servant
    - (e) None of these
  - (2) How the Role of public administration is determined by the people or Government? Can it be a:
    - (a) The civilization falls means the breakdown of public administration:
    - (b) Modern democracy can perform this job well.
    - (c) Moral conviction is vital for its role.
    - (d) Social and economic developments are more feasible than any branch of government.
    - (e) None of these
  - (3) Human Relations is the study of the people in action that is:
    - (a) The people work in a team spirit or not.
    - (b) Social factors are equally important besides technical.
    - (c) Human aspect's ignorance is at management's risk.
    - (d) Human's dignity is inseparable from human relations
    - (e) None of these
  - (4) Management improvement is possible by systematic theory if:
    - (a) Investigator helps the decision-maker in solving problem
    - (b) Systematic theory identifies with operation research
    - (c) Defence problem's programming is done smoothly
    - (d) It ascertain the future performance
    - (e) None of these
  - (5) The bureaucracy has certain characteristics, that are:
 

(a) It is hero or villain or form of social organization	(b) It has psychological tendencies.
(c) It has a specialized structure of the nation	(d) It is indispensable in modern country
(e) None of these	
  - (6) Bureaucracy is seen as corruptible or otherwise:
 

(a) Bureaucracy is essential and necessary evil	(b) Bureaucracy's role as a pariah or saviour
(c) Bureaucracy is suspected politically.	(d) If bureaucracy fails, it is accused as pariah.
(e) None of these.	
  - (7) Administrative leadership's character inspires confidence when it uses:
 

(a) force and bargain to achieve goals	(b) bases adequately built up.
(c) leader must become the servant of the people	(d) leader must possess professional ethics
(e) None of these	

**PUBLIC ADMINISTRATION:**

- (8) Administrative accountability must be accompanied by:  
(a) If power is not abused. (b) If Ombudsman is independent and non-partisan  
(c) If it brings home through legislature (d) It can be achieved through responsible govt.  
(e) None of these
- (9) Judicial control can achieve administrative accountability successfully if:  
(a) Rule of law is strictly followed  
(b) Judicial process should not be cumbersome  
(c) Judicial process should be easy and approachable  
(d) Administrative action must be under judicial review.  
(e) None of these
- (10) Planning and its technique is common to all human activity such as:  
(a) Unity of programme and timeliness of programme  
(b) Peoples following is necessary for successful plan  
(c) Planners' require reliable data for success  
(d) Coordination is must in viable planning  
(e) None of these
- (11) How can effective planning be made meaningful:  
(a) If it has management support (b) Its objective must be clearly defined  
(c) Its feasibility standards must show wisdom (d) It provides valuable learning experience  
(e) None of these
- (12) Public corporation is the innovation of 20<sup>th</sup> century. The basic features are:  
(a) Public corporation is a corporation by courtesy (b) It is created for particular purpose  
(c) It is the result of Government's entry into business (d) It has virtue of business management  
(e) None of these.
- (13) Mechanistic theory is formal structure of organization. Its function are:  
(a) Drawing up plan for large-scale enterprises. (b) It does not tally with realities  
(c) It does not solve human problems (d) A human problem requires human solution  
(e) None of these
- (14) The organization is the act of designing administrative structure. It requires:  
(a) The determination of what activities are necessary. (b) No engineering approach to achieve goal  
(c) Staff for managing it. (d) The allocation of functions and responsibility to individual  
(e) None of these.
- (15) Centralization and decentralization are the problems of relationship between higher and lower levels of government. They can be solved by:  
(a) Introduction of local bodies in the country. (b) Solving territorial and functional problems  
(c) Solving the jurisdictional disputes. (d) Active determination of external factors between the two  
(e) None of these
- (16) Zero-base budgeting evaluates current and new activities and programs which solves:  
(a) the governmental programs in detail  
(b) the risks involving decision-developing and ranking packages  
(c) the organizational services programs  
(d) the basic developmental issues  
(e) None of these.
- (17) The civil services of Pakistan have become a caste by themselves involving public criticism such as:  
(a) They are legacies of British colonial rule  
(b) They have lowered the quality of national life  
(c) They have bred corruption and inefficiencies.  
(d) They have become professionally incompetent.  
(e) None of these.
- (18) Communication is a crucial element in administration and felt by:  
(a) As the heart of management (b) As it makes administrative procedure smooth  
(c) As it is a nerve center of administration (d) As it is the blood stream of the organization  
(e) None of these.
- (19) Co-ordination is the removal of conflicts from the organization by:  
(a) Securing co-operation and team work (b) Securing organizational goals  
(c) Securing harmonious organization (d) Removing overlapping and working cross purposes  
(e) None of these
- (20) The public Services of Pakistan can be made worthwhile if:  
(a) Young men and women are recruited on merit  
(b) They are not used for political ulterior motives  
(c) They are trained in nationalistic spirit and religious values  
(d) They must be awarded equal opportunity of advancement.  
(e) None of these.

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# FEDERAL PUBLIC SERVICE COMMISSION

## COMPETITIVE EXAMINATION FOR RECRUITMENT TO POSTS IN BPS-17, UNDER THE FEDERAL GOVERNMENT, 2005

(32)

### PUBLIC ADMINISTRATION

TIME ALLOWED: THREE HOURS

MAXIMUM MARKS: 100

NOTE: Attempt FIVE questions in all, including QUESTION NO.8, which is COMPULSORY. All questions carry EQUAL marks.

1. In a democratic state, government is said to be the WILL of the people in action. This concept has widened the scope of Public Administration. What should be the new role of public administrator, as per expectations of the people?
2. In democracy, political neutrality of civil servants is only a normative value. They have to endorse and follow the policies of the ruling party as they can not afford to act otherwise. Discuss and suggest remedies.
3. Briefly explain the characteristics of bureaucracy as indicated by Max Weber. Critically examine, whether these characteristics are relevant to modern times and should be maintained?
4. What are various methods of legislative control over executive in Pakistan? Why these controls are not so effective and taken lightly by the bureaucracy?
5. Public Corporations are created because government departments are not conducive to initiative and flexibility required in modern times. Discuss as to what extent these objectives have been achieved by public corporations in Pakistan. Give examples, where possible.
6. Briefly discuss the role of various agencies of fiscal management in the government of Pakistan. What are the benefits of Financial Advisors Scheme introduced in the Federal Ministries?
7. Write short notes on any Four of the following:-
  - (a) Taylor's Scientific Management
  - (b) Elton Mayo's Hawthorn Experiments
  - (c) Management by Objectives (MBO)
  - (d) Administrative Law
  - (e) E - Government
  - (f) Ombudsman

### COMPULSORY QUESTION

8. Write only the correct answer in the Answer Book. Do not reproduce the question.
  - (1) In an organization, if uniformity of standards and policies is maintained and the head provides direction to all activities, then it is sign of:
    - (a) Efficiency
    - (b) Decentralization
    - (c) Centralizations
    - (d) Effective Coordination
    - (e) None of these
  - (2) Span of Control Means:
    - (a) Power to control an enterprise
    - (b) Duration of executive control
    - (c) Number of subordinates under a superior's direct control
    - (d) Overall control of an organization
    - (e) None of these
  - (3) Public corporations have been created with the objective of:
    - (a) Increased profits
    - (b) Handling large scale projects
    - (c) Creating various job opportunities
    - (d) Operational flexibility and autonomy
    - (e) None of these
  - (4) In United State the practice of making appointments in public services on the basis of political affiliation and personal relationship is known as:
    - (a) Party Privilege
    - (b) Spoils System
    - (c) Fitness Principle
    - (d) Discretion System
    - (e) None of these
  - (5) In some countries office of the Procurator General, has been created to:
    - (a) Ensure the working of government departments according to rules and regulations.
    - (b) Provide legal support to administrative bodies.
    - (c) Assess the training needs of government departments.
    - (d) Advocate cases on behalf of the government in the court of law.
    - (e) None of these.
  - (6) Ecole National d' Administration of France acts as:
    - (a) A consulting organization to improve administration.
    - (b) An institution of higher learning
    - (c) A recruiting-cum-training agency.
    - (d) A public complaint office
    - (e) None of these
  - (7) The necessary purpose of financial audit should be to focus on:
    - (a) Whether the expenditure was incurred for right purpose.
    - (b) Whether the expenditure had the approval of the top management.
    - (c) Whether the expenditure was in accordance with rules and procedures.
    - (d) Whether the expenditure was made on proper time.
    - (e) None of these.

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- (8) Fiscal deficit in government budget can be reduced by:  
(a) Improving the productivity of the departments.  
(b) Closing down some of the expensive projects.  
(c) Banning the recreational activities.  
(d) Rationalizing expenditure for economy.  
(e) None of these.
- (9) In the Maslow's hierarchy of needs, the middle level needs have been categorized as:  
(a) Self fulfillment needs (b) Survival needs (c) Security needs  
(d) Egoistic needs (e) None of these
- (10) Motivation is the function of intrinsic factors such as appreciation, recognition etc. who gave this theory?  
(a) Victor Yerom (b) Fredrick Herzberg (c) David Mc Clelland  
(d) Herbert Simou (e) None of these
- (11) One of the following is not the function of the Cabinet Division of the Federal Government:  
(a) Preparation of the agenda for Cabinet meeting.  
(b) Recording the decisions of the Cabinet.  
(c) Follow up of the implementation of Cabinet decisions.  
(d) Provision of staff to Cabinet members.  
(e) None of these.
- (12) Which of the following is categorized as a strategic decision:  
(a) An officer approving the application for driving license.  
(b) An executive ordering the transfer of an employee in another department.  
(c) A head of the department approving a financial sanction.  
(d) A committee approving a new rule to meet the future public requirements.  
(e) None of these.
- (13) A budget is essentially a statement of:  
(a) Identification of targets to be achieved.  
(b) Surplus or deficit of the previous budget.  
(c) Estimated revenue and expenditure over a period of time.  
(d) Allocation of funds in various heads of expenditure.  
(e) None of these.
- (14) The categorization of functions with reference to their direct or indirect concern with the achievement of organizational goals is called as:  
(a) Primary and Secondary functions (b) Line and Staff functions  
(c) Major and Minor functions (d) Central and Peripheral functions  
(e) None of these
- (15) Who wrote the famous book "Research on the Bureaucracy in Pakistan":  
(a) Muneer Ahmad (b) Brian Chapman (c) Inayatullah  
(d) Ralph Braibanti (e) None of these
- (16) Administrative Reforms have been a consistent effort in Pakistan since independence. The first Re-organization Committee was constituted in 1947. Who headed the Committee?  
(a) Justice Muhammad Muneer (b) Sir Victor Turner  
(c) Akhtar Hussain (d) Rowland Eggar (e) None of these
- (17) In the Constitution of Pakistan, the subjects for legislation have been divided into:  
(a) Two Lists (b) Three Lists (c) Four Lists  
(d) Five Lists (e) None of these
- (18) One of the most significant achievement of the Ford Foundation's technical assistance to Pakistan in 1969, was the establishment of:  
(a) Pakistan Administrative Staff College, Lahore.  
(b) National Institute of Public Administration Karachi.  
(c) Secretariat Training Institute, Islamabad.  
(e) National Defence College, Rawalpindi.  
(f) None of these.
- (19) The introduction of the Section Officers Scheme in the Central (Federal) Secretariat in 1961, was made on the recommendation contained in:  
(a) Farooqi Report (b) Cornelius Report (c) Shoib Report  
(d) G. Ahmed Report (e) None of these
- (20) "Leaders are born and not made" is perception based on:  
(a) Contingency Theory of leadership (b) Trait Theory of Leadership  
(c) Fiedler's Model of leadership (d) Situational Leadership  
(e) None of these